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**AGENDA  
REGULAR MEETING  
FREDERICK COUNTY BOARD OF SUPERVISORS  
WEDNESDAY, APRIL 8, 2015  
7:00 P.M.  
BOARD ROOM, COUNTY ADMINISTRATION BUILDING  
107 NORTH KENT STREET, WINCHESTER, VIRGINIA**

**6:00 P.M. – Closed Session:**

There will be a Closed Session Pursuant to §2.2-3711(A) (3) of the Code of Virginia, 1950, as Amended, for Discussion or Consideration of the Acquisition of Real Property for a Public Purpose, where Discussion in an Open Meeting would Adversely Affect the Bargaining Position or Negotiating Strategy of the Board.

**7:00 P.M. – Regular Meeting - 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: E, F and G)

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

**Board of Supervisors Comments**

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

1. Regular Meeting, March 11, 2015.

**County Officials:**

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1. Adoption of Fiscal Year 2015-2016 Budget. **(See Attached)**----- **B**
2. Committee Appointments. **(See Attached)**----- **C**
3. A Resolution of the Board of Supervisors of the County of Frederick, Virginia Approving the Lease Financing of Millwood Station and Authorizing the Leasing of Certain Property in Connection Therewith, the Execution and Delivery of a Prime Lease and a Local Lease Acquisition Agreement and Financing Lease, and Other Related Actions. **(See Attached)** ----- **D**

**Committee Reports:**

1. Public Works Committee. **(See Attached)**----- **E**
2. Transportation Committee. **(See Attached)**----- **F**

**Annual Reports:**

1. Departmental Fiscal Year 2015-2016 Annual Work Programs.  
(For Information Only) **(See Attached)**----- **G**

**Planning Commission Business:**

**Public Hearing:**

1. Discontinuance and Abandonment – Portion of Gold Orchard Road (Route 708) - Consider a Proposal to Abandon Gold Orchard Road (Route 708), from .02 Miles North of Carpers Pike (Route 259) Until the End of State Maintenance, Per §33.2-909, Code of Virginia, 1950, as Amended.  
**(See Attached)** ----- **H**

**Board Liaison Reports (If Any)**

**Citizen Comments**

**Board of Supervisors Comments**

**Adjourn**

A

**FREDERICK COUNTY BOARD OF  
SUPERVISORS' MINUTES**

**REGULAR MEETING**

**MARCH 11, 2015**

A Regular Meeting of the Frederick County Board of Supervisors was held on Wednesday, March 11, 2015 at 5:00 P.M., in the Board of Supervisors' Meeting Room, 107 North Kent Street, Winchester, VA.

**PRESENT**

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

**ABSENT**

Redbud District - Vacant

**CALL TO ORDER**

Chairman Shickle called the meeting to order.

**CLOSED SESSION**

Upon a motion by Vice-Chairman DeHaven, seconded by Supervisor Hess, the Frederick County Board of Supervisors convened in closed session pursuant to Section 2.2-3711 A (7) of the Code of Virginia, 1950, as amended, for consultation with legal counsel and briefing by staff, pertaining to a legal claim against the County, LAKE HOLIDAY COUNTRY CLUB, INC. V. FREDERICK COUNTY BOARD OF SUPERVISORS, ET AL., currently pending in the Frederick County Circuit Court, where such consultation or briefing in an open meeting would adversely affect the negotiating or litigating posture of the Board, and the matter requires the provision of legal advice by such counsel; and

Pursuant to Section 2.2-3711 A (3), of the Code of Virginia, 1950, as amended, involving the discussion or consideration of the acquisition of real property for a public purpose, where discussion in an open meeting would adversely affect the bargaining position or negotiating strategy of the Board; and

Pursuant to Section 2.2-3711 A (1) of the Code of Virginia, 1950, as amended, to discuss personnel matters, specifically filling the vacant county administrator's position.

The above motion was approved by the following recorded vote:

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

Upon a motion by Vice-Chairman DeHaven, seconded by Supervisor Fisher, the Board came out of closed session and reconvened in open session.

The above motion was approved by the following recorded vote:

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

Upon a motion by Vice-Chairman DeHaven, seconded by Supervisor Fisher, the Board certified that to the best of each board member's knowledge only legal matters, pursuant to Section 2.2-3711 A (7) of the Code of Virginia, 1950, as amended, specifically consultation with legal counsel and briefing by staff, pertaining to a legal claim against the County, LAKE HOLIDAY COUNTRY CLUB, INC. V. FREDERICK COUNTY BOARD OF SUPERVISORS, ET AL., currently pending in the Frederick County Circuit Court, where such consultation or briefing in an open meeting would adversely affect the negotiating or litigating posture of the Board, and the matter required the provision of such legal advice by such counsel; and

Discussion or consideration of the acquisition of real property for a public purpose, where discussion in an open meeting would adversely affect the bargaining position or negotiating strategy of the Board, pursuant to Section 2.2-3711 A (3) of the Code of Virginia, 1950, as amended; and

Personnel matters, pursuant to Section 2.2-3711 A (1) of the Code of Virginia, 1950, as amended, specifically filling the vacant county administrator's position, were discussed.

The above motion was approved by the following recorded vote:

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

### **RECESS**

Chairman Shickle advised the Board would recess until 7:00 p.m.

### **CALL TO ORDER**

Chairman Shickle called the regular meeting to order.

### **INVOCATION**

Reverend Phil Roby, Amazing Grace Fellowship, delivered the invocation.

### **PLEDGE OF ALLEGIANCE**

Vice-Chairman DeHaven led the Pledge of Allegiance.

Chairman Shickle recognized and welcomed the leaders and members of Boy Scout Troop #1 from Opequon Presbyterian Church.

### **ADOPTION OF AGENDA- APPROVED AS AMENDED**

Interim County Administrator Rod Williams advised he had two additions to the agenda:

- Resolution Authorizing Petition for Writ of Election to Fill Redbud District Vacancy as item 4 under county officials; and
- Appointment of County Administrator and Approval of Contract with County Administrator as item 5 under county officials.

Upon a motion by Vice-Chairman DeHaven, seconded by Supervisor Hess, the Board

approved the agenda as amended by the following recorded vote:

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

**CONSENT AGENDA - APPROVED**

Interim Administrator Williams offered the following items for the Board’s consideration

under the consent agenda:

- Memorandum Re: Closing of County Offices for Annual Apple Blossom Festival – **Tab C**;
- Resolution Authorizing Petition for Writ of Election to Fill Redbud District Vacancy – **County Officials Item 4**; and
- Road Resolution – National Lutheran Boulevard – **Tab K**.

Upon a motion by Supervisor Lofton, seconded by Supervisor Fisher, the Board approved

the consent agenda by the following recorded vote:

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

**CITIZEN COMMENTS**

**Jay Marts**, Gainesboro District, addressed the Board regarding the following:

*“Chairman Shickle & Members of the Board:*

*I have a couple topics to address:*

*As you know the General Assembly session has concluded. There was no action taken on HB2165 Tax Exemptions in Frederick County that you asked Del. Dave LaRock to act as Patron. I do believe this was a good piece of legislation & you should encourage it be introduced next session. I believe this body is the appropriate authority to determine property tax exemptions.*

*Capital Improvement Plan*

*I am concerned that we seem to be on the very ‘High End’ of school construction in the Commonwealth for our new Middle & High School.*

*Data I have collected show we are close to double the cost of a Middle School. In Loudoun County the last one built come in at \$26k per student our is now at \$45K.*

*Our High School is at an astounding \$74K per student while the next most expensive I could find was in Prince William County at \$46K.*

<i>Schools</i>	<i>Cost \$M</i>	<i>Sq Ft K</i>	<i># Pupil</i>	<i>\$ per Pupil</i>
<i>Loudoun MS-6</i>	<i>30.1</i>	<i>175</i>	<i>1,154</i>	<i>26,080</i>
<i>Fred Co MS</i>	<i>41.5</i>	<i>186</i>	<i>921</i>	<i>45,060</i>
<i>Louisa HS</i>	<i>48.5</i>	<i>273</i>	<i>2,011</i>	<i>24,134</i>
<i>Stafford HS</i>	<i>59.8</i>	<i>282</i>	<i>2,102</i>	<i>28,460</i>
<i>Loudoun Valley HS</i>	<i>63.5</i>	<i>283</i>	<i>1,949</i>	<i>32,591</i>
<i>Lynchburg HS</i>	<i>63.4</i>	<i>226</i>	<i>1,452</i>	<i>43,680</i>
<i>Prince William HS</i>	<i>97.9</i>	<i>425</i>	<i>2,140</i>	<i>45,751</i>
<i>Fred Co HS #4</i>	<i>91.9</i>	<i>255</i>	<i>1,250</i>	<i>73,520</i>

*I ask you to carefully review these expenditures with the School Board. I have requested a current copy of their CIP, but have yet to receive it.*

*Thank you for the opportunity to address the board.”*

**BOARD OF SUPERVISORS COMMENTS**

There were no Board of Supervisors’ comments.

**MINUTES - APPROVED**

Upon a motion by Vice-Chairman DeHaven, seconded by Supervisor Hess, the Board approved the minutes from the February 11, 2015 regular meeting by the following recorded

vote:

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

Upon a motion by Supervisor Hess, seconded by Supervisor Lofton, the Board approved the minutes from the February 18, 2015 budget work session by the following recorded vote:

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

Upon a motion by Supervisor Lofton, seconded by Supervisor Fisher, the Board approved the minutes from the February 25, 2015 budget work session by the following recorded vote:

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

**COUNTY OFFICIALS**

**MEMORANDUM RE: CLOSING OF COUNTY OFFICES FOR ANNUAL APPLE BLOSSOM FESTIVAL – APPROVED UNDER CONSENT AGENDA**

The Board approved the closing the county offices on Friday, May 1, 2015 for the 88<sup>th</sup> Shenandoah Apple Blossom Festival.

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

Interim Administrator Williams advised this was a request from the Commissioner of the Revenue to authorize the Treasurer to refund United Rentals (North America) the amount of \$5,522.62 for business asset taxes in 2014. The refund was a result of a duplication of assets in filing vehicles separately by including them in total business assets for business equipment.

Upon a motion by Supervisor Hess, seconded by Supervisor Lofton, the Board approved the above refund request and supplemental appropriation.

The above motion was approved by the following recorded vote:

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

**RESOLUTION AUTHORIZING PETITION FOR WRIT OF ELECTION TO  
FILL REDBUD DISTRICT VACANCY – APPROVED UNDER CONSENT  
AGENDA**

**WHEREAS**, Christopher E. Collins has submitted his resignation as Redbud District representative to Board of Supervisors, effective March 2, 2015; and

**WHEREAS**, Virginia Code § 24.2-226(A) requires the Board of Supervisors to file with the Circuit Court a petition for a writ of election to fill the vacancy in the office of Redbud District representative to Board of Supervisors within 15 days of the vacancy; and

**WHEREAS**, state law provides for the Circuit Court to schedule such election concurrent with the general election scheduled for November 3, 2015; and

**NOW, THEREFORE, BE IT RESOLVED**, that the Board authorizes the County Attorney to file with the Circuit Court a petition seeking issuance of a writ of election, to fill the vacancy in the office of Redbud District representative to Board of Supervisors, such election to occur on November 3, 2015, concurrent with the general election that same day.

**ADOPTED** this 11<sup>th</sup> day of March, 2015.

**APPOINTMENT OF COUNTY ADMINISTRATOR AND APPROVAL OF  
CONTRACT WITH COUNTY ADMINISTRATOR – APPOINTMENT OF  
BRENDA GARTON APPROVED**

Upon a motion by Vice-Chairman DeHaven, seconded by Supervisor Hess, the Board

appointed Brenda Garton as county administrator, effective May 18, 2015, and authorized the chairman to sign the contract on behalf of the county.

The above motion was approved by the following recorded vote:

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

**COMMITTEE REPORTS**

**PUBLIC WORKS COMMITTEE – APPROVED**

The Public Works Committee and Green Advisory Committees met on Tuesday, February 24, 2015 at 8:00 a.m. All members were present. The following items were discussed:

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

**1. Request from Landfill for Approval of Waste Acceptance and Supplemental Appropriation - APPROVED**

The committee reviewed and unanimously approved the following requests from the Landfill Manager, Mr. Steve Frye:

- a) Permission to accept discarded line poles from Rappahannock Electric Cooperative (REC).

Upon a motion by Supervisor Fisher, seconded by Supervisor Lofton, the Board approved the request by the following recorded vote:

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

- b) Supplemental appropriation in the amount of \$1,575,000 to cover the cost of the closure on nine (9) acres within the construction/demolition debris landfill.

The justification for these requests is highlighted in the attached memorandum from Mr. Frye dated January 20, 2015. Funds for the supplemental appropriation will be derived from the landfill reserve.

Upon a motion by Supervisor Fisher, seconded by Supervisor Lofton, the Board approved the request by the following recorded vote:

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

Chairman Shickle advised that a public hearing would be needed to amend the budget due to the amount of the request.

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

**1. Fire and Rescue Proposed Fees**

After a brief presentation by the Fire Marshal, Mr. John J. Bauserman, the committee recommended that the proposed fee schedule and related inspections be returned to the Fire and Rescue Department for further evaluation. Specifically, the committee recommended that the scope of services be prioritized to limit the number of required inspections. No time table was established for returning the request to this committee.

**2. Green Advisory Committee Presentation**

Mr. Jon Turkel presented a brief summary of his efforts regarding the continual monitoring of energy usage throughout the county. A summary of this presentation is attached. No action was taken by the committee.

**3. Closed Session**

The committee convened into a closed session to discuss property acquisition for multiple citizens' convenience sites in accordance with the Code of Virginia §2.2-3711 Subsection A (3) acquisition and disposition of real estate. After reconvening from closed session, each committee member certified that only items related to property acquisition were discussed in closed session. No action resulted from the closed session.

**4. Miscellaneous Reports**

a) Tonnage Report

- b) Recycling Report
- c) Animal Shelter Dog Report
- d) Animal Shelter Cat Report

**PUBLIC HEARING**

**TWELVE MONTH OUTDOOR FESTIVAL PERMIT REQUEST OF GROVE’S WINCHESTER HARLEY-DAVIDSON. PURSUANT TO THE FREDERICK COUNTY CODE, CHAPTER 86, FESTIVALS; SECTION 86-3, PERMIT REQUIRED; APPLICATION; ISSUANCE OR DENIAL; FEE; PARAGRAPH D, TWELVE MONTH PERMITS. ALL EVENTS TO BE HELD ON THE GROUNDS OF GROVE’S WINCHESTER HARLEY-DAVIDSON, 140 INDEPENDENCE DRIVE, WINCHESTER, VIRGINIA. PROPERTY OWNED BY JOBALIE, LLC. - APPROVED**

Interim Administrator Williams advised this was a request for a twelve month outdoor festival permit by Grove’s Winchester Harley-Davidson. All events are to be held on the grounds of Grove’s Winchester Harley-Davidson, 140 Independence Drive, Winchester, VA. The property is owned by JOBALIE, LLC.

Chairman Shickle convened the public hearing.

There were no public comments.

Chairman Shickle closed the public hearing.

Upon a motion by Supervisor Fisher, seconded by Supervisor Wells, the Board approved the twelve month festival permit request for Grove’s Winchester Harley-Davidson by the following recorded vote:

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

**PLANNING COMMISSION BUSINESS**

**PUBLIC HEARING**

**REZONING #05-14 CB VENTURES, LLC, SUBMITTED BY CB VENTURES, LLC, TO REZONE 2.42 ACRES OF PROPERTY FROM B1 (NEIGHBORHOOD BUSINESS) DISTRICT TO B2 (GENERAL BUSINESS) DISTRICT WITH PROFFERS. THE PROPERTY IS LOCATED AT 1033 AYLOR ROAD IN STEPHENS CITY AND IS IDENTIFIED BY PROPERTY IDENTIFICATION NUMBERS 74-((A))-104 AND 74-((A))-105 IN THE OPEQUON MAGISTERIAL DISTRICT. – VOTE POSTPONED FOR 60 DAYS**

Deputy Planning Director Michael Ruddy appeared before the Board regarding this item. He advised this was a proposal to rezone 2.42 acres from B1 (Neighborhood Business) District to B2 (General Business) District with proffers. The property is located at 1033 Aylor Road in the Opequon Magisterial District. Deputy Director Ruddy advised the applicant has proffered a generalized development plan that includes the relocated Aylor Road. The proposed commercial uses are generally consistent with the Comprehensive Plan; however, the neighborhood characteristics of the adjacent land uses should be considered. He noted the proposal calls for increased vehicle trips per day, increased building height, and increased density. The Planning Commission recommended denial of this application due to its adverse impact on the adjacent neighborhood. He concluded by saying that staff was seeking Board action following the public hearing.

**Benjamin C. Montgomery** appeared before the Board on behalf of the applicant. He reviewed the proposal to include the conversion of current Aylor Road into a utility road for I-81. He stated the nature of the location begs to be more intense from a zoning perspective. He noted there was existing B2 zoning against some of the residential area. He went on to say three uses make sense for this particular parcel: office, hotel, and restaurant. He noted part of the property could not be used due to the relocation of Aylor Road. He stated the current B1 zoning guarantees a three-story office building. B2 would permit a hotel with no windows facing the residential neighborhood. He noted that buffering had been added to aid the neighbors beside the

project.

Chairman Shickle convened the public hearing.

**Dorothy Carriker**, Opequon District, advised she was an adjoining property owner. She did not believe the proposed rezoning met the current B2 requirements. She stated the B2 district provided for uses on large acreage; however, the proposed parcel was not large. She noted the parcel was not located near the Aylor Road intersection. She asked if this was the type of spot zoning Frederick County wants to see. The Planning Commission unanimously rejected this proposal and she hoped the Board would do the same.

**Ulysses Carriker**, Opequon District, stated the site overlooks a mostly residential neighborhood due to the topography. He believed site access should be controlled and nuisances mitigated. He was concerned about the building overlooking his property and the illuminated signage. He also expressed concern about stormwater runoff because it could flood his yard and crawlspace. He concluded by asking the Board to deny this proposed rezoning request.

**Kevin Chapman**, Opequon District, stated he believed the hill elevation to be greater than what was shown on the illustration. He noted the proposed landscaping was less than adequate and the building would dominate the view from his home. He went on to say if the Board wanted to approve this application, he asked that the action be postponed until more thorough environmental studies of the property could be done. He advised that the debris from the carwash drains had been dumped on the property and there had been no reports that this property had been remediated. He noted a phase I environmental study did not always detect contamination.

**Alan Moeck**, Opequon District, expressed concern about the height of the proposed building, how people would enter the site due to the relocated Aylor Road, and lighted signage.

He hoped the Board would deny this request.

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

Mr. Montgomery responded to the various comments. He stated he appreciated the residents' concerns. He proposed the Board postpone this application in order to allow the applicant to work with the neighbors to address their concerns.

Supervisor Wells advised that he had spoken with the project owner and two adjacent landowner and some board members. He would like to say that he could find a way for the neighbors to have their concerns addressed.

Supervisor Wells moved to deny rezoning #05-14. The motion was seconded by Supervisor Hess.

Supervisor Lofton stated that looking at the relocated Aylor Road this rezoning would appear to create an island of B2 zoned property. He stated that he could argue that this might not be the right zoning for this property.

Supervisor Fisher stated there was a part of him that would like to see the application postponed in order to allow the applicant to work out the concerns expressed by the neighbors.

Supervisor Wells withdrew his motion to deny.

Supervisor Hess withdrew his second.

Upon a motion by Supervisor Wells, seconded by Supervisor Fisher, the Board postponed Rezoning #05-14 for 60 days.

The above motion was approved by the following recorded vote:

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

Redbud District

Vacant

**OTHER PLANNING ITEMS**

**REZONING #02-14 HERITAGE COMMONS, L.L.C., SUBMITTED BY LAWSON AND SILEK, P.L.C., TO REZONE 96.28 +/- ACRES FROM B2 (BUSINESS GENERAL) DISTRICT TO R4 (RESIDENTIAL PLANNED COMMUNITY) DISTRICT AND 54 +/- ACRES FROM RP (RESIDENTIAL PERMFORMANCE) DISTRICT TO R4 (RESIDENTIAL PLANNED COMMUNITY) DISTRICT AND .31 +/- ACRES FROM THE RA (RURAL AREAS) DISTRICT TO THE R4 (RESIDENTIAL PLANNED COMMUNITY) DISTRICT WITH PROFFERS. THE PROPERTIES ARE LOCATED WEST OF THE INTERSECTION OF FRONT ROYAL PIKE (ROUTE 522) AND AIRPORT ROAD (ROUTE 645) AND ARE IDENTIFIED BY THE PROPERTY IDENTIFICATION NUMBERS 63-A-150, 64-A-10, AND 64-A-12 IN THE SHAWNEE MAGISTERIAL DISTRICT. (VOTE POSTPONED FROM DECEMBER 10, 2014 AND JANUARY 14, 2015 BOARD MEETINGS.) - DENIED**

Senior Planner Candice Perkins appeared before the Board regarding this item. She advised this was a proposal to rezone 96.28 acres from B2 (Business General) District to R4 (Residential Planned Community) District and 54 acres from RP (Residential Performance) District to R4 (Residential Planned Community) District and .31 acres from the RA (Rural Areas) District to the R4 (Residential Planned Community) District with proffers. The project is located on 150 acres of property commonly known as Russell 150 and is proposed to accommodate 1,200 residential units and commercial uses. Senior Planner Perkins stated the applicant had included proffers regarding the 1, 200 residential units, transportation improvements, a generalized development plan with land bays. Senior Planner Perkins noted the application does not adequately address the transportation or fiscal impacts. She concluded by saying all of this issues identified in the staff report were accurate.

Deputy Planning Director-Transportation John Bishop advised that staff was supportive of project phasing, but had issues with the methodology. He stated as long as the vehicle trips per day do not exceed 11,588 the applicant only has to construct Airport Road. Deputy Director

Bishop noted the roadway construction relies solely upon a revenue sharing agreement that does not exist. He advised that Warrior Drive does not have a development related trigger. The proffer statement credits the applicant for transportation improvements that exceed the applicant's investment. He concluded by saying the \$1 million cash proffer for transportation had been removed.

Supervisor Lofton asked if there was a contract or agreement with the landowner west of I-81 indicating that they would complete their portion of the road connections.

Deputy Director Bishop responded that, per conversations with the City and Glaize Developments, there was an agreement, but not a written agreement.

Senior Planner Perkins concluded the presentation by advising that the Planning Commission recommended denial of this proposed rezoning. The Board of Supervisors held its public hearing in December 2014. The applicant requested that action be postponed. At the Board January 14, 2015 meeting, the applicant requested the application be postponed. She concluded by saying the application was back before the Board for action.

**Ty Lawson**, Lawson & Silek, appeared before the Board on behalf of the applicants, property owner, and developer. He stated that he appreciated staff's input. He noted the applicant would build the roads through three administrative agreements with VDOT. He went on to say the applicant would pay the state match to the three segments identified in the generalized development plan. He noted that all of those roads would be under administrative agreements, subject to the County engineering and design. He stated the applicant could do something about the land they control, such as building the first segment of the project at Route 522. He advised this portion has been designed to a 30% design and the bridge design is well underway. He stated the piers would be sited not in the I-81 right-of-way, but on property

owned by others.

With regard to the Comprehensive Plan, the land uses do not match up with where we put them on the plan; however, the uses are on the plan; therefore, it is in conformance with the Comprehensive Plan.

Mr. Lawson stated the project was a net tax positive for the county. He noted there was no reference to a proposed county office building in the proffer package; however, there is an offer of a tract of land, approximately 8 acres, to the county. He went on to say the applicant did do transportation credits because they were concerned about impacts. He stated the proffered public land was valued at \$3.2 million. He explained that a “safety” was included so that after construction of the 600<sup>th</sup> unit, the applicant would “pause” and contact Frederick County Schools to see how many students are coming from the development. If the number of students exceeds 120 then the applicant would pay \$5,000 per unit to offset that impact. He concluded by saying the applicant was optimistic about the project, where it has been and where it is going.

**Evan Wyatt**, Greenway Engineering, advised that he had been contacted by the applicant to help with the right-of-way administrative agreements. He noted he had looked at the original traffic impact analysis and the phasing schedule of 400 residential permits every two years. Phase I of the project, 600 units with 100,000 square feet of commercial, has a three year time frame. He noted the projected cost to construct Airport Road is \$1,200 per linear foot.

**Matt Milstead**, applicant and principal with Heritage Commons, stated the project would be bringing a high end mixed use development. He noted this was a housing project that did not exist in the County. He concluded by saying his group had interviewed many companies in order to find a product suitable for this development.

**Rick Cathcart**, principal with Cathcart Group, addressed the Board regarding his

company, his product, and projects in other localities. He stated he would be willing to build a high end assisted living facility, if needed, as part of this project. He noted his product was affordable to the median income earner and he was very confident this community would be a cash-flow positive and it would have a high assessed value. He stated 168 units was his breakeven point. He went on say his projects did not burden county services due to the demographics of its residents. He concluded by saying his units are leased as fast as they are built and they have a wait list.

Supervisor Lofton asked Mr. Cathcart, if 168 unites were built and there was not a waiting list, “what would you do?”

Mr. Cathcart responded that he had never faced that situation. He went onto say that his company did not rent to students.

**Earl Cole**, representing the property owner Munimae, advised that his company wanted to sell the property. He went on to say we need to be sure the local contractors get paid. He noted the real estate taxes and special assessments have been paid and the owner has gotten rid of a bankrupt developer and bank.

Mr. Milstead stated his company had been working on this project for 19 months and they had spent thousands of hours and hundreds of thousands of dollars. He advised this project would bring \$300-\$350 million over seven to 10 years. He believed common ground had been reached and he requested the Board approve this rezoning request.

Chairman Shickle convened a continuation of the public hearing.

**Jay Marts**, Gainesboro District,

*“I would ask you to heed the recommendation of the Planning Commission & **deny** this rezoning request. I have attempted to follow the Russell 150 Project, now renamed Heritage Commons, over the past couple of years. Lotsa history, many complication and abundant changes in plans. I read most of the executive summaries contained in the 200 pages in tonight’s meeting agenda*

*packet.*

*I believe that if you cast a vote in favor of this request you should be prepared to inform your constituents as to the month & year this project will begin to bring a positive revenue to the County & not burden the current taxpayers with providing additional public service impacts.*

*Are you willing to speak to this tonight? If not, vote **NO**.*

*Thank you for the opportunity to address the board."*

**Alan Morrison**, Gainesboro District, stated a county that does not grow becomes stagnant, but the growth must be smart and realistic. He noted he had heard two widely varying opinions on this project. He stated that part of the issue with this proposal is timing, but the other is that the County is taking on a high level of risk. He went onto say the developer was isolated and protected. He asked the Board not to put the cost of development on the backs of the county taxpayers. He stated he would like to see something happen on this property, but a lot was hanging on the risk for the county and the taxpayers.

**Becky Morrison**, Gainesboro District, stated she did not know if the public hearing had been advertised properly and she asked the Board to check.

**Harry Smith**, Winchester resident and president of United Bank, stated the Board would have to determine the validity of the comments, but he had spent most of his life promoting economic development in the area and he had not seen much development lately. He went on to say that he knows development and he knows the Cathcart Company. He concluded by saying United Bank planned to be a partner in this project as a lender.

**Bruce Griffin**, applicant, read a letter from Pastor Charles Davis from the Church of the Brethren. The letter stated the applicants had met with church representatives and based on the meeting and the amount of proposed development, the church was supportive of the proposal. The letter concluded by requesting the Board approve the rezoning.

Chairman Shickle closed the public hearing. He then stated that he was concerned that the public hearing was not advertised since it was still open.

County Attorney Williams stated the vote was postponed, and left the public hearing open. Notice was properly given. If the hearing was left open then there was no need to advertise it as a public hearing.

Supervisor Lofton stated he did not disagree with that opinion, but he wondered if people assumed the hearing was closed.

Staff noted the Board's action at the December 10, 2014 meeting postponed the vote on the application and that a public comment period would be included as part of the Board's consideration of this matter. It was further noted that the citizen comment period at the beginning of the Board's agenda is an opportunity for citizens to address the Board regarding items that were not subject to public hearing; therefore, any interested citizens could have appeared before the Board during that time to address this application if there had been any confusion about the public hearing.

Mr. Lawson stated that he agreed with the County Attorney's position. He thanked the Board for their time and attention to this topic. He stated a lot of work had been done on this project. He noted the 200 pages in the agenda packet showed the project had come a long way. With regard to risk, he stated if there were any it was on the property owner and developer. He concluded by saying he would be happy to respond to any questions.

Supervisor Hess asked the applicant about paying for the students already instead of having the 120 cap and review.

Mr. Lawson responded that he did not think this development would hit the 120 student threshold.

There being no further questions, Chairman Shickle asked for a motion regarding the application.

Supervisor Fisher moved to deny Rezoning #02-14 of Heritage Commons.

Supervisor Hess seconded by motion.

Supervisor Lofton stated the Board and applicant had been at this a long time and “it appears we are so close”. He went on to say it pained him to stop here. He stated he was not prepared to vote and would abstain.

Mr. Milstead, applicant, stated he and his group had been at this project for 19 months and he was not sure what an additional postponement of two weeks would gain anyone. He went on to say they were committed to bringing significant capital improvements.

Supervisor Wells stated that staff had given their report. He noted that he had recently received a letter from Mr. Lawson regarding this proposal.

Mr. Lawson stated he and his clients were frustrated trying to address issues when they do not know what the issues are. He stated a postponement of two weeks with specific direction and specific concerns to address might be helpful; however, we are still talking around issues. He concluded by saying if the Board was inclined to indulge this further, the applicant was committed to that two weeks to have a finished product.

Interim Administrator Williams advised if the Board deferred this item for two weeks there would be a bit of a protocol problem regarding the exchange of documents. He noted that two weeks from today would mean the process would need to occur within the next two to three days in order to meet the two week meeting agenda deadline.

Supervisor Wells asked that the Board meet with the applicant, developers, and staff in a joint meeting so everyone would know what is going on.

Supervisor Lofton agreed with the suggestion, because he had questions about timing, whether the project was a cash positive, etc.

Supervisor Fisher stated the Board did not create this system, the State Code created it. He stated everyone had been at this a long time, but the project was not what was in the best interest of Frederick County.

Supervisor Hess stated he had no problem with the work session. He then withdrew his second from the motion to deny.

Supervisor Lofton moved to postpone the vote on rezoning #02-14 for two weeks and that the Board schedule a work session with the applicant.

The motion was seconded by Supervisor Wells.

Supervisor Fisher stated that two weeks was not enough time to address the issues.

The above motion failed by the following recorded vote:

Richard C. Shickle	Nay
Charles S. DeHaven, Jr.	Nay
Gene E. Fisher	Nay
Robert A. Hess	Aye
Gary A. Lofton	Aye
Robert W. Wells	Aye
Redbud District	Vacant

Upon a motion by Supervisor Fisher, seconded by Vice-Chairman DeHaven, the Board denied Rezoning #02-14 of Heritage Commons.

Supervisor Lofton advised that he would not abstain, but would vote against denial of this application.

The above motion was approved by the following recorded vote:

Richard C. Shickle	Aye
Charles S. DeHaven, Jr.	Aye
Gene E. Fisher	Aye
Robert A. Hess	Aye

Gary A. Lofton	Nay
Robert W. Wells	Aye
Redbud District	Vacant

**DISCUSSION – ADDITION OF THE OM (OFFICE-MANUFACTURING PARK) DISTRICT TO THE R4 (RESIDENTIAL PLANNED COMMUNITY) DISTRICT PERMITTED USES. – SENT FORWARD FOR PUBLIC HEARING**

Senior Planner Candice Perkins appeared before the Board regarding this item. She advised this was a minor amendment to the Zoning Ordinance in order to add the OM (Office-Manufacturing Park) District to the R4 (Residential Planned Community) District. The Development Regulations and Review Committee reviewed this proposal. The Planning Commission recommended approval. She concluded by saying staff was seeking direction from the Board regarding whether this amendment was ready to be sent forward for public hearing.

Upon a motion by Vice-Chairman DeHaven, seconded by Supervisor Hess, the Board voted to send the proposed ordinance amendment to public hearing.

**WHEREAS**, the Frederick County Planning Department has been directed to include the OM (Office-Manufacturing Park) Zoning District to the permitted uses list of the R4 (Residential Planned Community) Zoning District; and

**WHEREAS**, the Development Review and Regulations Committee (DRRC) reviewed the change at their January 27, 2015 meeting and recommended to include the OM (Office-Manufacturing Park) Zoning District to the permitted uses list of the R4 (Residential Planned Community) Zoning District and forwarded the recommendation to the Planning Commission and the Board of Supervisors; and

**WHEREAS**, the Planning Commission discussed the proposed changes at their regularly scheduled meeting on February 18, 2015 and agreed with the proposed changes; and

**WHEREAS**, the Board of Supervisors discussed the proposed change at their regularly scheduled meeting on March 11, 2015; and

**WHEREAS**, the Frederick County Board of Supervisors finds that in the public necessity, convenience, general welfare, and good zoning practice, directs the Frederick County Planning Commission hold a public hearing regarding an amendment to Chapter 165.

**NOW, THEREFORE, BE IT REQUESTED** by the Frederick County Board of Supervisors that the Frederick County Planning Commission shall hold a public hearing to include the OM

(Office-Manufacturing Park) Zoning District to the permitted uses list of the R4 (Residential Planned Community) Zoning District.

Passed this 11<sup>th</sup> day of March, 2015 by the following recorded vote:

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

**DISCUSSION – PERMEABLE PAVERS FOR PARKING LOTS. – SENT FORWARD FOR PUBLIC HEARING**

Senior Planner Candice Perkins appeared before the Board regarding this item. She advised this was a request to revise the Zoning Ordinance to allow permeable pavers for construction of parking lots. She noted the request was due to the new stormwater regulations and the need for additional options for dealing with stormwater onsite. Currently the ordinance only allows for their use within overflow parking areas. The proposed revision would move the option for permeable pavers out of the overflow parking areas and into the section regarding allowed surface materials. The Planning Commission recommended it be sent forward to the Board of Supervisors for review.

Supervisor Fisher asked staff to look at allowing permeable surfaces versus permeable pavers. He thought it was worth consideration.

Upon a motion by Supervisor Lofton, seconded by Supervisor Fisher, the Board sent this proposed amendment forward for public hearing.

**WHEREAS**, the Frederick County Planning Department has received a request to revise the Frederick County Zoning Ordinance to allow the use of permeable pavers for the construction of parking areas within all zoning districts; and

**WHEREAS**, the Development Review and Regulations Committee (DRRC) reviewed the change at their January 27, 2015 meeting and agreed with the revision and sent the item forward

for review by the Planning Commission and Board of Supervisors; and

**WHEREAS**, the Planning Commission discussed the revised changes at their regularly scheduled meeting on February 18, 2015 and agreed with the revised change; and

**WHEREAS**, the Board of Supervisors discussed the revised change at their regularly scheduled meeting on March 11, 2015; and

**WHEREAS**, the Frederick County Board of Supervisors finds that in the public necessity, convenience, general welfare, and good zoning practice, directs the Frederick County Planning Commission hold a public hearing regarding an amendment to Chapter 165.

**NOW, THEREFORE, BE IT REQUESTED** by the Frederick County Board of Supervisors that the Frederick County Planning Commission shall hold a public hearing to allow the use of permeable pavers for the construction of parking areas within all zoning districts.

Passed this 11<sup>th</sup> day of March, 2015 by the following recorded vote:

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

**ROAD RESOLUTION – NATIONAL LUTHERAN BOULEVARD – APPROVED UNDER CONSENT AGENDA**

**WHEREAS**, the streets described on the attached Form AM-4.3, fully incorporated herein by reference are shown on the plats recorded in the Clerk’s Office of the Circuit Court of Frederick County; and

**WHEREAS**, the Resident Engineer of the Virginia Department of Transportation has advised this Board that the streets meet the requirements established by the Subdivision Street Requirements of the Virginia Department of Transportation; and

**WHEREAS**, the County and the Virginia Department of Transportation have entered into an agreement on June 9, 1993, for comprehensive stormwater detention which applies to this requirement for addition; and

**NOW, THEREFORE, BE IT RESOLVED**, this Board requests the Virginia Department of Transportation to add the streets described in the attached Form AM-4.3 to the secondary system of state highways, pursuant to 33.2-705, Code of Virginia, and the Department’s Subdivision Street Requirements; and

**BE IT FURTHER RESOLVED**, this Board guarantees a clear and unrestricted right-of-way, as described, and any necessary easements for cuts, fills and drainage; and

**BE IT FURTHER RESOLVED**, that a certified copy of this resolution be forwarded to the Resident Engineer for the Virginia Department of Transportation.

**BOARD LIAISON REPORTS**

There were no Board liaison reports.

**CITIZEN COMMENTS**

There were no citizen comments.

**BOARD OF SUPERVISORS COMMENTS**

Chairman Shickle advised the he had received a thank you note from Jenny Schuller in response to a letter of appreciation the Board sent in honor of her years of service with the Fire and Rescue Association.

Supervisor Hess commended the individuals who participated in the compassionate handling of a situation involving a missing elderly person from Stephens City. He also noted Cooperative Extension conducted another water testing program.

**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. (10:01 P.M.)**

B

## ***FY 2015-2016 BUDGET RESOLUTION***

**WHEREAS** a notice of public hearing and budget synopsis has been published and a public hearing held on March 25, 2015, in accordance with Title 15.2, Chapter 25, Section 15.2-2506, of the Code of Virginia, 1950 as amended.

**THEREFORE BE IT RESOLVED** by the Board of Supervisors of the County of Frederick, Virginia, that the budget for the 2015-2016 Fiscal Year as advertised in The Winchester Star on March 16, 2015, be hereby approved in the amount of \$368,820,813.

**BE IT FURTHER RESOLVED** that the County of Frederick budget for the 2015-2016 fiscal year be adopted as follows:

General Operating Fund	154,813,644
Regional Jail Fund	20,063,860
Landfill Fund	6,086,520
Division of Court Services Fund	620,639
Shawneeland Sanitary District Fund	811,026
Airport Operating Fund	2,283,228
Lake Holiday Sanitary District Fund	800,570
EMS Revenue Recovery Fund	1,501,000
Economic Development Authority Fund	573,198
School Operating Fund	148,028,927
School Debt Service Fund	15,236,485
School Capital Projects Fund	500,000

School Nutrition Services Fund	6,626,934
School Textbook Fund	1,900,544
NREP Operating Fund	5,259,238
NREP Textbook Fund	40,000
Consolidated Services/Maintenance Fund	3,600,000
School Private Purpose Funds	75,000

**BE IT FURTHER RESOLVED** that the Board of Supervisors of the County of Frederick, Virginia, does herein adopt the tax rates for the 2015 assessment year as follows:

Property Taxes – Rates per \$100 of assessed value

56 cents	Applied to real estate, including mobile homes
\$4.86	Applied to personal property including business equipment
\$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 and mopeds
\$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
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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

\$47	Per ton for commercial/industrial
\$42	Per ton for construction demolition debris
\$14	Per ton for municipal waste
\$32	Per ton for municipal sludge
\$12	Per ton for Miscellaneous Rubble Debris

Shawneeland Sanitary District Taxes

\$190	Unimproved Lots
\$560	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

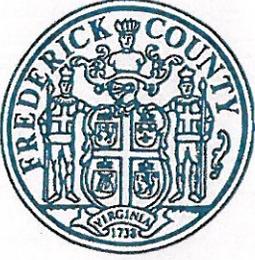
Green Acres \$25 annually

**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, Forfeited Assets Program, and Four-For-Life and Fire Programs equal to the total cash balance on hand at July 1, 2015, plus the total amount of receipts for the fiscal year 2015-2016. The Fire Company Capital appropriation will include the current year appropriation plus any unused funds at the end of the fiscal year 2015.

**BE IT FURTHER RESOLVED** that funding for all outstanding encumbrances at June 30, 2015, are re-appropriated to the 2015-2016 fiscal year to the same department and account for which they are encumbered in the 2014-2015 fiscal year.

**BE IT FURTHER RESOLVED** that the construction fund projects are appropriated as a carryforward in the amount that equals the approved original project cost, less expenditures and encumbrances through June 30, 2015.

C



**Roderick B. Williams**  
Interim County Administrator

540/665-6382

Fax 540/667-0370

E-mail:

rwillia@fcva.us

**MEMORANDUM**

**TO:** Board of Supervisors  
**FROM:** Roderick B. Williams, Interim County Administrator *RAW*  
**DATE:** April 2, 2015  
**RE:** Committee Appointments

Listed below are the vacancies/appointments due through April, 2015 and a portion of June appointments. 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**

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

Parks and Recreation Commission

Greg Brondos, Jr. – Gainesboro District Representative  
167 Brass Kettle Court  
Winchester, VA 22603  
Term Expires: 02/13/16  
Four year term

*(Staff has been advised that Mr. Brondos has resigned.)*

**APRIL 2015**

Historic Resources Advisory Board

Stacey Yost – Stonewall District Representative  
1031 Payne Road  
Winchester, VA 22603  
Home: (540)662-8418  
Term Expires: 04/13/15  
Four year term

Sanitation Authority

John V. Stevens – County Representative  
324 Round Hill Road  
Winchester, VA 22602  
Home: (540)667-4527  
Term Expires: 04/15/15  
Four year term

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

**JUNE 2014**

Winchester-Frederick County Tourism Board

Eric Campbell – Non Profit Sector Rep. (Cedar Creek and Belle Grove National Historic Park)  
P. O. Box 700  
8695 Valley Pike  
Middletown, VA 22645  
Phone: (540)868-9176  
Term Expires: 06/30/15  
Three year term

Nancy "Tootie" Rinker – Non Profit Sector Rep. (Newtown Heritage Festival)  
1567 Marlboro Road  
Stephens City, VA 22655  
Home: (540)869-2263  
Term Expires: 06/30/15  
Three year term

Memorandum – Board of Supervisors  
April 2, 2015  
Page 3

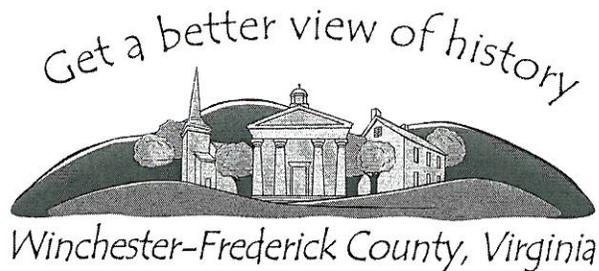
Priya Patel – Private Sector Rep. (Lodging Industry-Wingate)  
2333 Stoneridge Road  
Winchester, VA 22602  
Term Expires: 06/30/15  
Three year term

Theresa A. Gaines – Private Sector Rep. (Lodging Industry)  
917 Allen Drive  
Winchester, VA 22601  
Term Expires: 06/30/17  
Three year term  
*(Ms. Gaines has resigned. Resignation Letter Attached)*

***(See Attached Recommendations) (Executive Tourism Director advised the Tourism Board recommends to the Board of Supervisors (and City Council) the reappointment of Eric Campbell and Priya Patel, the appointment of Kristen Laise to fill seat of Nancy “Tootie” Rinker who will step down and the appointment of Dan Martin to fill seat of Theresa Gaines who has resigned. The Tourism Board was formed by Joint Resolution of the Board of Supervisors and the City Council in April, 2001. Recommendation for appointment is contingent upon like approval by the City of Winchester.)***

RBW/tjp

Attachment



March 23, 2015

To: Frederick County Board of Supervisors & Winchester City Council  
From: Sally Coates, Executive Director, Winchester-Frederick County Convention & Visitors Bureau

**Subject: Winchester-Frederick County Tourism Board Nominations**

The Winchester-Frederick County Tourism Board respectfully submits Dan Martin as the nominee to represent the Private Sector, and replace Theresa Gaines, who changed jobs and is no longer eligible to serve on the board. Dan will join the board on 7/1/2015, and complete Theresa's term which ends 6/30/2017. Dan lives in the City and works at the Courtyard by Marriott, which is located in the County.

The Board also recommends the appointment of Kristen Laise to represent the Public/Non-Profit Sector. Kristen will begin her appointment on 7/1/2015, after Tootie Rinker steps down. Kristen lives in Winchester and works at Belle Grove Plantation. Her first term will end on 6/30/2018, at which time she'll be eligible for re-appointment.

The Board also recommends the re-appointment of Eric Campbell whose first term as a Non-profit Sector representative expires on 6/30/2015. According to the bylaws, Eric is eligible for re-appointment, and his second term will expire on 6/30/2018. Eric is the park ranger for interpretation for the Cedar Creek & Belle Grove National Historic Park.

Additionally, the Board recommends the appointment of Priya Patel, who has filled the Private Sector unexpired term of Rainee Simpson since July 1, 2014. Priya is a resident of the City, and she owns Wingate Hotel. Her first full term will expire June 30, 2018.

These members will join: Rebecca Ebert and Karen Helm, who represent the Non-Profit Sector, and Bill Hottel, James E. Richard, Jr., and Sharon Farinholt who represent the Private Sector. With approval of the new nominations and the re-appointments, the board will consist of five private-sector representatives, two of whom represent lodging, and four public/non-profit-sector representatives, as outlined in the Winchester-Frederick County Tourism Bylaws.

**Winchester-Frederick County Convention and Visitors Bureau**

1400 South Pleasant Valley Road, Winchester, VA 22601 • 540.542.1326 phone • 540.450.0099  
fax • [www.VisitWinchesterVa.com](http://www.VisitWinchesterVa.com)

Winchester Frederick County CVB

1400 S Pleasant Valley Road

Winchester, VA 22601

Attn: Sally Coates

January 14, 2015

Sally,

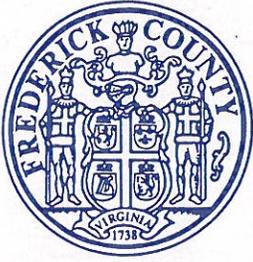
It is with regret that I must resign as a board member for the CVB Tourism Board. I have left the Courtyard Marriott and taken a position with a courier company, BEI Delivery here in Winchester. I know to serve on the board I must be employed with a hotel and I am no longer in that position.

It has been my pleasure having a seat on the board and I would like to thank you and the board for having me serve and wish you the best of luck. I will still promote the CVB and Winchester-Frederick County in all that I do.

Sincerely,

Theresa A. Gaines

D



COUNTY of FREDERICK

MEMORANDUM

Kris C. Tierney  
Assistant County Administrator

540/665-5666  
Fax 540/667-0370

E-mail:  
ktierney@co.frederick.va.us

**TO:** Board of Supervisors

**FROM:** Kris C. Tierney, Assistant County Administrator 

**RE:** Financing for Millwood Station through the Virginia Resources Authority Pooled Financing Program

**DATE:** April 2, 2015

---

An application has been submitted to the Virginia Resources Authority (VRA) for participation in their spring bond sale, in order to pay off the current EDA debt obligation on Millwood Station. The VRA sale will close May 13, 2015. The final step in the application process is for the Board to formally authorize the financing.

Please find attached A RESOLUTION OF THE BOARD OF SUPERVISORS OF THE COUNTY OF FREDERICK, VIRGINIA APPROVING THE LEASE FINANCING OF MILLWOOD STATION AND AUTHORIZING THE LEASING OF CERTAIN PROPERTY IN CONNECTION THEREWITH, THE EXECUTION AND DELIVERY OF A PRIME LEASE AND A LOCAL LEASE ACQUISITION AGREEMENT AND FINANCING LEASE, AND OTHER RELATED ACTIONS.

Staff is seeking Board approval of the resolution.

Please let me know if we can answer any questions.

**CERTIFICATE OF CLERK**

The undersigned Clerk of the Board of Supervisors of the County of Frederick, Virginia, hereby certifies that:

1. A regular meeting (the "Meeting") of the Board of Supervisors of the County of Frederick, Virginia (the "Board"), was held on \_\_\_\_\_, 2015, at which the following members were present and absent:

PRESENT:

ABSENT:

2. A Resolution entitled "A RESOLUTION OF THE BOARD OF SUPERVISORS OF THE COUNTY OF FREDERICK, VIRGINIA APPROVING THE LEASE FINANCING OF MILLWOOD STATION AND AUTHORIZING THE LEASING OF CERTAIN PROPERTY IN CONNECTION THEREWITH, THE EXECUTION AND DELIVERY OF A PRIME LEASE AND A LOCAL LEASE ACQUISITION AGREEMENT AND FINANCING LEASE, AND OTHER RELATED ACTIONS" was duly adopted at the Meeting by the recorded affirmative vote of a majority of all of the members elected to the Board, the ayes and nays being recorded in the minutes of the Meeting as shown below:

MEMBER

VOTE

3. Attached hereto is a true and correct copy of the foregoing resolution as recorded in full in the minutes of the Meeting.

\_\_\_\_\_  
Clerk of the Board of Supervisors  
of the County of Frederick, Virginia

**A RESOLUTION OF THE BOARD OF SUPERVISORS OF THE COUNTY OF FREDERICK, VIRGINIA APPROVING THE LEASE FINANCING OF MILLWOOD STATION AND AUTHORIZING THE LEASING OF CERTAIN PROPERTY IN CONNECTION THEREWITH, THE EXECUTION AND DELIVERY OF A PRIME LEASE AND A LOCAL LEASE ACQUISITION AGREEMENT AND FINANCING LEASE, AND OTHER RELATED ACTIONS**

**WHEREAS**, on February 23, 2007, the Economic Development Authority of the County of Frederick, Virginia (formerly known as the Industrial Development Authority of the County of Frederick, Virginia) (the "EDA") issued its \$3,000,000 Taxable Lease Revenue Bond (Millwood Station Project) Series 2007 (the "2007 EDA Bond") in order to provide funds for the construction and equipping of the Millwood Volunteer Fire Station (the "2007 Project");

**WHEREAS**, the Board of Supervisors (the "Board") of the County of Frederick, Virginia (the "County") intends to refinance the costs of the 2007 Project (the "2015 Project") by refunding all or a portion of the 2007 EDA Bond;

**WHEREAS**, the Board has determined that it is in the best interest of the County to enter into a lease arrangement in order to obtain funds to finance the 2015 Project;

**WHEREAS**, the Board is authorized, pursuant to Section 15.2-1800 of the Code of Virginia of 1950, as amended, to lease any improved or unimproved real estate held by the County;

**WHEREAS**, Virginia Resources Authority ("VRA") intends to issue its Infrastructure and State Moral Obligation Revenue Bonds (Virginia Pooled Financing Program), Series 2015A or such other series of bonds as VRA and the County may determine (the "VRA Bonds") and, subject to VRA credit approval, to provide a portion of the proceeds to the County to finance the 2015 Project pursuant to the terms of a Local Lease Acquisition Agreement and Financing Lease (the "Financing Lease"), between the County and VRA;

**WHEREAS**, the County will enter into a Prime Lease (the "Prime Lease") with VRA whereby the County will lease all or a portion of the 2007 Project and the real estate on which such leased portion is located (the "Real Estate") to VRA;

**WHEREAS**, the County will enter into the Financing Lease with VRA pursuant to which VRA will lease back to the County the portions of the 2007 Project and the Real Estate leased by the County pursuant to the Prime Lease (collectively, the "Leased Premises"), and the County will make rental payments corresponding in amount and timing to the debt service on the portion of the VRA Bonds issued to finance the 2015 Project (the "Rental Payments");

**WHEREAS**, the County intends to pay the Rental Payments out of appropriations from the County's General Fund;

**WHEREAS**, the Financing Lease shall indicate that the County requests an amount sufficient to refund the portion of the 2007 EDA Bond selected for refunding plus an amount sufficient to pay local costs of issuance (or such other amount as requested by the County and

approved by VRA prior to the pricing of the VRA Bonds) is the amount of proceeds requested (the "Proceeds Requested") from VRA;

**WHEREAS**, VRA has advised the County that VRA's objective is to pay the County an amount which, in VRA's judgment, reflects the market value of the Rental Payments under the Financing Lease (the "VRA Purchase Price Objective"), taking into consideration the Proceeds Requested and such factors as the purchase price to be received by VRA for the VRA Bonds, the issuance costs of the VRA Bonds (consisting of the underwriters' discount and other costs incurred by VRA (collectively, the "VRA Costs")) and other market conditions relating to the sale of the VRA Bonds;

**WHEREAS**, such factors may result in the County receiving an amount other than the par amount of the aggregate principal components of the Rental Payments under the Financing Lease and consequently (i) the aggregate principal components of the Rental Payments under the Financing Lease may be greater 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 aggregate amount of the principal components of the Rental Payments under the Financing Lease does not equal or exceed the sum of the Proceeds Requested plus the amount of the VRA Costs and any original issue discount, the amount to be paid to the County, given the VRA Purchase Price Objective and market conditions, will be less than the Proceeds Requested; and

**WHEREAS**, the Prime Lease and the Financing Lease are referred to herein as the "Documents." Copies of the Documents are on file with the County Administrator.

NOW, THEREFORE, BE IT RESOLVED BY THE BOARD OF SUPERVISORS OF THE COUNTY OF FREDERICK, VIRGINIA:

1. **Approval of Lease-Leaseback Arrangement.** The lease-leaseback arrangement with VRA to accomplish the financing of the 2015 Project is hereby approved. The leasing of Leased Premises by the County, as lessor, to VRA, as lessee, pursuant to the terms of the Prime Lease is hereby approved. The leasing of the Leased Premises by VRA, as lessor, to the County, as lessee, pursuant to the terms of the Financing Lease is hereby approved. If the County elects to finance other projects with VRA at the same time as the 2015 Project, the County is hereby authorized to combine the financing of such projects into one lease-leaseback financing.

2. **Approval of the Terms of the Rental Payments.** The Rental Payments set forth in the Financing Lease shall be composed of principal and interest components reflecting an original aggregate principal amount not to exceed \$3,000,000 and a true interest cost not to exceed 6.0% per annum (exclusive of "Supplemental Interest" as provided in the Financing Lease and taking into account any original issue discount or premium); and the final maturity shall be not later than 25 years from the date of the first Rental Payment under the Financing Lease. It is determined to be in the best interest of the County to enter into the Financing Lease with VRA, subject to the terms and conditions set forth in this Resolution. Given the VRA Purchase Price Objective and market conditions, it may become necessary to enter into the Financing Lease with aggregate principal components of the Rental Payments greater than the Proceeds Requested. If the limitation on the maximum aggregate principal components of Rental Payments on the Financing Lease set forth in this paragraph 2 restricts VRA's ability to

generate the Proceeds Requested, taking into account the VRA Costs, the VRA Purchase Price Objective and market conditions, the County Administrator is authorized to accept a purchase price at an amount less than the Proceeds Requested. The County Administrator is authorized to accept the interest component of Rental Payments based on the interest rate or rates established by VRA. The actions of the County Administrator in accepting the final terms of the Financing Lease, including its purchase price and the Rental Payments shall be conclusive, and no further action shall be necessary on the part of the Board.

3. **Other Payments under Financing Lease.** Subject to paragraphs 7 and 8 below, the County agrees to pay all amounts required by the Financing Lease in addition to Rental Payments, including the "Supplemental Interest," as provided in the Financing Lease.

4. **Execution and Recordation of Documents.** The Chairman and the County Administrator, either of whom may act, are authorized and directed to execute the Documents and deliver them to the other parties thereto. The Clerk of the Board of Supervisors and any Deputy Clerk, any of whom may act, are authorized to affix the seal of the County to the Documents, if required, and to attest such seal. The Chairman and the County Administrator, either of whom may act, are further authorized to cause the Prime Lease and the Financing Lease, to be recorded in the Clerk's Office of the Circuit Court of Frederick County.

5. **Form of Documents.** The Documents shall be in substantially the forms on file with the County Administrator, which Documents are hereby approved with such completions, omissions, insertions and changes as may be approved by the Chairman and the County Administrator, either of whom may act. The execution and delivery of the Documents by the Chairman and the County Administrator, or either of them, will constitute conclusive evidence of the approval of any such completions, omissions, insertions, and changes, including acceptance of the final terms of the Financing Lease.

6. **Essentiality of the Project and Real Estate.** The 2007 Project and the Real Estate are hereby declared to be essential to the efficient operation of the County, and the County anticipates that each will continue to be essential to the operation of the County during the term of the Financing Lease.

7. **Annual Budget.** While recognizing that it is not empowered to make any binding commitment to make Rental Payments and any other payments required under the Financing Lease beyond the current fiscal year, the Board hereby states its intent to make annual appropriations for future fiscal years in amounts sufficient to make all such payments and hereby recommends that future Boards do likewise during the term of the Financing Lease. The Board directs the County Administrator, or such other officer who may be charged with the responsibility for preparing the County's annual budget, to include in the budget request for each fiscal year during the term of the Financing Lease an amount sufficient to pay the Rental Payments and all other payments coming due under the Financing Lease during such fiscal year. If at any time during any fiscal year of the County throughout the term of the Financing Lease, the amount appropriated in the County's annual budget in any such fiscal year is insufficient to pay when due the Rental Payments and any other payments required under the Financing Lease, the Board directs the County Administrator, or such other officer who may be charged with the responsibility for preparing the County's annual budget, to submit to the Board at the next

scheduled meeting, or as promptly as practicable but in any event within 45 days, a request for a supplemental appropriation sufficient to cover the deficit.

**8. Rental Payments Subject to Appropriation.** The County's obligation to make the Rental Payments and all other payments pursuant to the Financing Lease is hereby specifically stated to be subject to annual appropriation therefor by the Board, and nothing in this Resolution or the Documents shall constitute a pledge of the full faith and credit or taxing power of the County or compel the Board to make any such appropriation.

**9. Disclosure Documents.** The County authorizes and consents to the inclusion of information with respect to the County in VRA's Preliminary Official Statement and VRA's Official Statement in final form, both to be prepared in connection with the sale of the VRA Bonds. If appropriate, such disclosure documents shall be distributed in such manner and at such times as VRA shall determine. The County Administrator is authorized and directed to take whatever actions are necessary or appropriate to aid VRA in ensuring compliance with Securities and Exchange Commission Rule 15c2-12.

**10. Tax Documents.** The County Administrator and the County's Director of Finance, either of whom may act, are hereby authorized to execute a Nonarbitrage Certificate and Tax Compliance Agreement or any related document (the "Tax Documents") setting forth the expected use and investment of the proceeds of the VRA Bonds to be received pursuant to the Documents and containing such covenants as may be necessary in order for the County and VRA to comply with the provisions of the Internal Revenue Code of 1986, as amended (the "Tax Code"), with respect to the VRA Bonds and the Documents including the provisions of Section 148 of the Tax Code and applicable regulations relating to "arbitrage bonds." The County covenants that the proceeds of the VRA Bonds to be received pursuant to the Documents will be invested and expended as set forth in the Tax Documents, to be delivered simultaneously with the issuance and delivery of the Financing Lease and that the County shall comply with the other covenants and representations contained therein.

**11. Other Actions.** All other actions of the officers of the County in conformity with the purpose and intent of this Resolution are hereby approved and confirmed. The officers of the County are hereby authorized and directed to execute and deliver all certificates and instruments and to take all such further action as may be considered necessary or desirable in connection with the actions contemplated by this Resolution or the execution and delivery of the Documents, including with limitation the execution and delivery of an escrow agreement or similar arrangement related to the refunding of all or a portion of the 2007 EDA Bond.

**12. SNAP Investment Authorization.** The County has heretofore received and reviewed the Information Statement (the "Information Statement") describing the State Non-Arbitrage Program of the Commonwealth of Virginia ("SNAP") and the Contract Creating the State Non-Arbitrage Program Pool I (the "Contract"), and the County has determined to authorize the County Administrator and the Treasurer, or either of them, to utilize SNAP in connection with the investment of any portion of the proceeds of the lease-leaseback transaction if the County Administrator and the Treasurer determine that the utilization of SNAP is in the best interest of the County. The Board acknowledges that the Treasury Board of the Commonwealth of Virginia is not, and shall not be, in any way liable to the County in

connection with SNAP, except as otherwise provided in the contract creating the investment program pool.

13. **Effective Date.** This resolution shall take effect immediately.

E



MEMORANDUM

**TO:** Board of Supervisors

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

**SUBJECT:** Public Works Committee Report for Meeting of March 31, 2015

**DATE:** April 2, 2015

---

The Public Works and Committee met on Tuesday, March 31, 2015, at 8:00 a.m. All members were present. The following items were discussed:

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

**1. Impacts of Fiscal Year 2015/2016 Budget Cuts**

The attached summary of budget cuts and related impacts were discussed with the committee. In particular, the cuts to the proposed refuse collection budget could possibly yield the greatest impacts on services. The committee recommended that these impacts be discussed with the new county administrator. They further acknowledged that supplemental appropriations may be required to maintain the waste hauling services. (**Attachment 1**)

**2. Project Updates**

The Deputy Director, Mr. Joe Wilder, presented a brief progress summary of the following projects:

- a. Round Hill Fire Station and Event Center: The 2015 winter conditions have caused some delays in finishing by mid-August. It is anticipated that a realistic completion date will be the end of September 2015. To date, the structural frames have been completed for both buildings. The slab and related utility groundwork have been completed for the event center. Rough in for the utility groundwork is in progress for the fire station. Rough grades have been achieved for Corporate Place and Spinning Wheel Drive. The main water and sewer lines have been completed. The exterior masonry walls are being erected in the fire station.

# Public Works Committee Report

Page 2

April 2, 2015

b. Landfill Projects:

- 1) Construction/Demolition Debris (CDD) Closure: Closure plans have been completed for an approximate ten (10) acre cell in the CDD landfill. Staff anticipates advertising for bids in April with a subsequent contract award in May.
- 2) Heat Exchanger: Staff is currently working on the design of a heat exchanger to be installed on the gas-to-electric generators to provide heat for our shops as well as our leachate treatment ponds.

c. Cost-Sharing Road Projects:

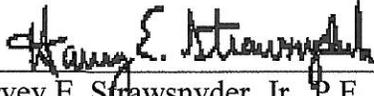
1. Snowden Boulevard: The design of Snowden Boulevard has been completed. Staff has submitted a request to pre-qualify bidders. Prior to requesting final bids, it will be necessary to execute numerous agreements with the various utilities and other partners in the projects. Staff is hopeful that bids can be obtained prior to June 30, 2015.
2. Tevis Street: The 30 percent design of the Tevis Street project has been completed. This project will be shelved until further direction from the board of supervisors.
3. Valley Mill Road: The 30 percent design has been completed for this project. Meetings are planned with the property owner to discuss preliminary cost estimates and establish a schedule for continuing design efforts.

3. Miscellaneous Reports

- a) Tonnage Report  
**(Attachment 2)**
- b) Recycling Report  
**(Attachment 3)**
- c) Animal Shelter Dog Report  
**(Attachment 4)**
- d) Animal Shelter Cat Report  
**(Attachment 5)**

Respectfully submitted,  
Public Works Committee

Gene E. Fisher, Chairman  
David W. Ganse  
Gary Lofton  
Whit L. Wagner  
Robert W. Wells  
James Wilson

By   
Harvey E. Strawsnyder, Jr., P.E.  
Public Works Director

HES/rls

Attachments: as stated

**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 2015/2016 Budget Impacts

**DATE:** March 23, 2015

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To date, the proposed Fiscal Year 2015/2015 budgets have not been approved. Preliminary information received from the finance department indicates that all new positions and capital requests were eliminated. In addition, several public works budgets incurred cuts in proposed operational expenditures. The following discussions highlight the potential impacts of these cuts:

**Inspections (3401)**

The lone capital request was the addition of two (2) mid-size pickup trucks to replace two (2) 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. As an alternative, it may be possible to purchase these vehicles with board approval in the current budget (Fiscal Year 2014/2015) using additional funds generated above projected revenues.

**Animal Shelter (4305)**

Requested increases in electric and water/sewer utilities are proposed to be eliminated from this budget. In addition, approximately \$1,200 was cut from the cat food line item. Where possible, staff will attempt to transfer funds from other line items to cover these anticipated cost increases.

Staff will continue to 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 operation of the shelter. These resources help offset current budget constraints. Unfortunately, donations of food and other supplies have declined in

## **Budget Reductions Impact**

**Page 2**

**March 23, 2015**

recent years because of the downturn in the economy.

### **Refuse Collection (4203)**

The proposed Fiscal Year 2015/2016 refuse collection budget included the addition of a laborer position to replace an existing part-time slot. With the elimination of this request, the refuse collection program will continue in use part-time labor even though it has become more difficult to retain qualified labor without benefits.

The greatest impact to the proposed refuse collection budget was the elimination of the requested approximately \$70,000 increase to the waste hauling line item. The approximate \$70,000 increase was necessitated because of additional costs generated by the loss of our paper recycling contractor and an estimated 3.8 percent increase tied to the CPI which is specified in our hauling contract. To offset the elimination of this increase, it may be necessary to reduce the hours of operation at all the convenience sites or possibly close an entire site (Greenwood).

With the impending loss of the existing Clearbrook convenience site, staff had increased the professional services line item to accommodate future design costs related to a new replacement site. The elimination of approximately \$8,000 from this line item will necessitate a supplemental appropriation request at the time of the design.

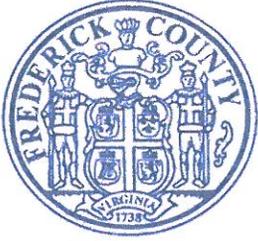
The elimination of approximately \$11,500 from the combined repair and maintenance line items will prevent staff from repairing the floor of an aging compactor at the Greenwood site and properly filling potholes at the same site. Permanent closure of this site will negate the need for these funds as well as increasing the hauling budget.

### **Engineering (4201)**

The engineering budget basically maintains the same staff and operating expenses. The only request that was cut from the proposed Fiscal Year 2015/2016 budget was the purchase of a four-wheel drive vehicle to replace an aging, high mileage truck. Staff will continue to provide maintenance for the old vehicle. As an alternative, it may be possible to purchase this vehicle with board approval in the current fiscal year budget using additional funds generated above the projected revenue.

HES/rls

cc: file


**COUNTY of FREDERICK**

Department of Public Works

540/665-5643

FAX: 540/678-0682

**MEMORANDUM**

**TO:** Public Works Committee  
**FROM:** Harvey E. Strawsnyder, Jr., P.E., Director of Public Works  
**SUBJECT:** Monthly Tonnage Report - Fiscal Year 14/15  
**DATE:** March 18, 2015

The following is the tonnage for the months of July 2014, through June 2015, and the average monthly tonnage for fiscal years 03/04 through 14/15.

<b>FY 03-04:</b>	<b>AVERAGE PER MONTH:</b>	<b>16,348 TONS (UP 1,164 TONS)</b>
<b>FY 04-05:</b>	<b>AVERAGE PER MONTH:</b>	<b>17,029 TONS (UP 681 TONS)</b>
<b>FY 05-06:</b>	<b>AVERAGE PER MONTH:</b>	<b>17,785 TONS (UP 756 TONS)</b>
<b>FY 06-07:</b>	<b>AVERAGE PER MONTH:</b>	<b>16,705 TONS (DOWN 1,080 TONS)</b>
<b>FY 07-08:</b>	<b>AVERAGE PER MONTH:</b>	<b>13,904 TONS (DOWN 2,801 TONS)</b>
<b>FY 08-09:</b>	<b>AVERAGE PER MONTH:</b>	<b>13,316 TONS (DOWN 588 TONS)</b>
<b>FY 09-10:</b>	<b>AVERAGE PER MONTH:</b>	<b>12,219 TONS (DOWN 1,097 TONS)</b>
<b>FY 10-11:</b>	<b>AVERAGE PER MONTH:</b>	<b>12,184 TONS (DOWN 35 TONS)</b>
<b>FY 11-12:</b>	<b>AVERAGE PER MONTH:</b>	<b>12,013 TONS (DOWN 171 TONS)</b>
<b>FY 12-13:</b>	<b>AVERAGE PER MONTH:</b>	<b>12,065 TONS (UP 52 TONS)</b>
<b>FY 13-14:</b>	<b>AVERAGE PER MONTH:</b>	<b>12,468 TONS (UP 403 TONS)</b>
<b>FY 14-15:</b>	<b>AVERAGE PER MONTH:</b>	<b>12,277 TONS (DOWN 191 TONS)</b>

<b>MONTH</b>	<b>FY 2013-2014</b>	<b>FY 2014-2015</b>
<b>JULY</b>	13,514	14,029
<b>AUGUST</b>	13,343	13,585
<b>SEPTEMBER</b>	12,345	13,274
<b>OCTOBER</b>	13,266	14,339
<b>NOVEMBER</b>	10,857	11,194
<b>DECEMBER</b>	11,614	12,132
<b>JANUARY</b>	11,411	10,297
<b>FEBRUARY</b>	10,021	9,369
<b>MARCH</b>	11,518	
<b>APRIL</b>	13,796	
<b>MAY</b>	14,340	
<b>JUNE</b>	13,594	

<u>MONTH</u>	<u>GLASS</u>	<u>PLAST</u>	<u>AL CANS</u>	<u>STEEL CANS</u>	<u>PAPER</u>	<u>OCC</u>	<u>SHOES</u>	<u>TEXTILE</u>	<u>ELEC</u>	<u>SCRAP</u>	<u>TOTAL</u>
JUL	94,600	39,540	3,795	7,805	95,540	78,420	1,460	1,580	47,000	173,520	543,260
AUG	68,720	32,390	3,150	6,310	99,440	76,410	1,460	1,940	46,920	146,400	483,140
SEP	74,040	32,860	3,060	6,590	79,180	72,380	1,000	3,160	48,840	152,100	473,210
OCT	77,220	34,280	3,655	8,965	134,360	73,880	1,160	1,700	23,580	154,640	513,440
NOV	58,960	27,293	2,540	7,400	120,000	67,630	1,340	1,600	44,340	130,486	461,589
DEC	88,020	35,800	3,975	11,185	149,220	90,070	2,280	2,640	24,900	142,880	550,970
JAN	80,980	30,440	3,485	8,120	85,460	71,900	1,160	1,760	38,020	79,720	401,045
FEB	50,360	25,540	2,670	7,110	76,400	50,260	980	1,180	40,923	75,380	330,803
MAR	0	0	0	0	0	0	0		0	0	0
APR	0	0	0	0	0	0	0	0	0	0	0
MAY	0	0	0	0	0	0	0	0	0	0	0
JUN	0	0	0	0	0	0	0	0	0	0	0
<b>TOTAL</b>	<b>592,900</b>	<b>258,143</b>	<b>26,330</b>	<b>63,485</b>	<b>839,600</b>	<b>580,950</b>	<b>10,840</b>	<b>15,560</b>	<b>314,523</b>	<b>1,055,126</b>	<b>3,757,457</b>
<b>FY 13-14</b>	<b>904,780</b>	<b>417,090</b>	<b>39,399</b>	<b>99,177</b>	<b>1,281,105</b>	<b>902,701</b>	<b>15,230</b>	<b>22,650</b>	<b>611,580</b>	<b>1,639,225</b>	<b>5,932,937</b>
<b>FY 12-13</b>	<b>913,530</b>	<b>410,338</b>	<b>45,086</b>	<b>102,875</b>	<b>1,508,029</b>	<b>878,450</b>	<b>15,020</b>	<b>24,680</b>	<b>502,680</b>	<b>1,321,938</b>	<b>5,722,626</b>
<b>FY 11-12</b>	<b>865,380</b>	<b>398,320</b>	<b>43,884</b>	<b>99,846</b>	<b>1,492,826</b>	<b>840,717</b>	<b>8,200</b>	<b>29,720</b>	<b>484,600</b>	<b>1,432,678</b>	<b>5,696,171</b>
<b>FY 10-11</b>	<b>949,185</b>	<b>378,452</b>	<b>42,120</b>	<b>98,474</b>	<b>1,404,806</b>	<b>824,873</b>	<b>18,420</b>	<b>23,280</b>	<b>467,920</b>	<b>1,220,107</b>	<b>5,427,637</b>
<b>FY 09-10</b>	<b>1,123,671</b>	<b>370,386</b>	<b>42,844</b>	<b>96,666</b>	<b>1,235,624</b>	<b>671,669</b>	<b>21,160</b>		<b>435,680</b>	<b>1,348,398</b>	<b>5,346,098</b>
<b>FY 08-09</b>	<b>762,810</b>	<b>322,928</b>	<b>23,473</b>	<b>55,246</b>	<b>1,708,302</b>	<b>564,957</b>	<b>28,780</b>		<b>404,760</b>	<b>1,097,151</b>	<b>4,968,407</b>
<b>FY 07-08</b>	<b>794,932</b>	<b>284,220</b>	<b>15,783</b>	<b>40,544</b>	<b>1,971,883</b>	<b>545,692</b>	<b>0</b>		<b>498,110</b>	<b>1,172,880</b>	<b>5,324,044</b>
<b>FY 06-07</b>	<b>600,464</b>	<b>200,720</b>	<b>11,834</b>	<b>29,285</b>	<b>1,684,711</b>	<b>441,321</b>	<b>0</b>		<b>382,574</b>	<b>550,070</b>	<b>3,900,979</b>
<b>FY 05-06</b>	<b>558,367</b>	<b>190,611</b>	<b>12,478</b>	<b>28,526</b>	<b>1,523,162</b>				<b>381,469</b>	<b>204,220</b>	<b>2,898,833</b>
<b>FY 04-05</b>	<b>549,527</b>	<b>193,224</b>	<b>11,415</b>	<b>27,525</b>	<b>1,552,111</b>				<b>273,707</b>	<b>25,080</b>	<b>2,632,589</b>
<b>FY 03-04</b>	<b>541,896</b>	<b>174,256</b>	<b>11,437</b>	<b>31,112</b>	<b>1,443,461</b>				<b>156,870</b>	<b>336,230</b>	<b>2,695,262</b>
<b>FY 02-03</b>	<b>413,627</b>	<b>146,770</b>	<b>9,840</b>	<b>23,148</b>	<b>1,381,195</b>				<b>62,840</b>	<b>171,680</b>	<b>2,209,100</b>
<b>FY 01-02</b>	<b>450,280</b>	<b>181,040</b>	<b>10,565</b>	<b>25,553</b>	<b>1,401,206</b>				<b>54,061</b>	<b>58,140</b>	<b>2,180,845</b>
<b>FY 00-01</b>	<b>436,615</b>	<b>198,519</b>	<b>10,367</b>	<b>24,988</b>	<b>1,759,731</b>					<b>9,620</b>	<b>2,439,840</b>
<b>FY 99-00</b>	<b>422,447</b>	<b>177,260</b>	<b>10,177</b>	<b>22,847</b>	<b>1,686,587</b>					<b>44,180</b>	<b>2,363,498</b>
<b>FY 98-99</b>	<b>402,192</b>	<b>184,405</b>	<b>9,564</b>	<b>22,905</b>	<b>1,411,950</b>					<b>48,810</b>	<b>2,079,826</b>
<b>FY 97-98</b>	<b>485,294</b>	<b>136,110</b>	<b>13,307</b>	<b>29,775</b>	<b>1,830,000</b>						<b>2,494,486</b>
<b>FY 96-97</b>	<b>373,106</b>	<b>211,105</b>	<b>23,584</b>	<b>46,625</b>	<b>1,690,000</b>						<b>2,344,420</b>
<b>FY 95-96</b>	<b>511,978</b>	<b>167,486</b>	<b>28,441</b>	<b>44,995</b>	<b>1,553,060</b>						<b>2,305,960</b>
<b>TO DATE</b>	<b>10,241,771</b>	<b>3,915,812</b>	<b>331,113</b>	<b>748,060</b>	<b>26,730,615</b>	<b>3,889,229</b>	<b>76,560</b>	<b>53,000</b>	<b>3,602,591</b>	<b>7,719,244</b>	<b>57,307,995</b>

## FREDERICK COUNTY ESTHER BOYD ANIMAL SHELTER FY 2014-2015

## DOG REPORT

MONTH	ON HAND AT FIRST OF MONTH	RECEIVED AT KENNEL	BROUGHT IN BY ACO	BITE CASES	BORN AT KENNEL	ADOPTED	RECLAIMED	DISPOSED	DIED AT KENNEL	ESCAPED/ STOLEN	CARRIED OVER NEXT MONTH
JULY	50	40	47	2	0	49	42	3	1	0	44
AUG	44	39	24	1	0	28	22	8	0	0	50
SEP	50	37	39	0	0	38	32	3	0	0	53
OCT	53	50	30	2	0	38	31	5	0	0	61
NOV	61	35	35	2	0	37	24	6	3	0	63
DEC	63	32	23	2	0	54	24	9	0	0	33
JAN	33	44	47	0	0	46	21	8	1	0	48
FEB	48	34	21	1	2	38	14	1	1	0	52
MAR											
APR											
MAY											
JUN											
TOTAL	402	311	266	10	2	328	210	43	6	0	404

In the month of February - 106 dogs in and out of kennel. 1 dog transferred to Clarke County,

## FREDERICK COUNTY ESTHER BOYD ANIMAL SHELTER FY 2014-2015

## CAT REPORT

MONTH	ON HAND AT FIRST OF MONTH	RECEIVED AT KENNEL	BROUGHT IN BY ACO	BITE CASES	BORN AT KENNEL	ADOPTED	RECLAIMED	DISPOSED	DIED AT KENNEL	ESCAPED/ STOLEN	CARRIED TO NEXT MONTH
JULY	143	179	31	7	9	31	1	203	22	0	112
AUG	112	211	15	0	0	26	1	176	16	0	119
SEP	119	182	18	5	6	35	2	137	31	0	125
OCT	125	188	22	0	0	24	6	185	13	0	107
NOV	107	89	8	2	4	27	4	95	18	0	66
DEC	66	58	24	0	0	25	1	68	6	0	48
JAN	48	43	34	0	0	17	3	46	10	0	49
FEB	49	50	12	1	0	16	2	44	6	0	44
MAR											
APR											
MAY											
JUN											
TOTAL	769	1000	164	15	19	201	20	954	122	0	670

In the month of February - 112 cats in and out of shelter.

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**MEMORANDUM**

**TO:** Board of Supervisors  
**FROM:** John A. Bishop, AICP, Deputy Director - Transportation   
**RE:** Transportation Committee Report for Meeting of March 23, 2015  
**DATE:** April 1, 2015

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The Transportation Committee met on March 23, 2015 at 8:30 a.m.

Members Present

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

Members Absent

Mark Davis (liaison Middletown)

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

**NONE**

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

**1. VDOT Road Project Updates**

VDOT Staff was on hand to update the committee on a number of projects as follows:

Route 37

Mr. Chris Colson from VDOT was on hand and noted that while the study was delayed due to the model update that had to be done, it is expected to be completed by this fall. He also noted that in the coming months staff would be contacted for involvement as VDOT

considers key areas.

#### Exit 310 Construction

Mr. Scott Alexander noted that the project has been awarded and is in preconstruction with an official start date of April 15, 2015. The project has a fixed end date of May 2018 but includes early completion incentives for a completion as early as November 2017.

#### Exit 313 Study

Mr. Scott Alexander noted that the Interchange Modification Report effort is underway. Regional transportation model outputs are being converted to 'design volumes' which aids in design level decision making on items such as length of turn lanes required. He also indicated that the County can expect to start seeing concepts this summer.

#### Redbud Road Study

While early in the process, it was noted that letters have gone out to surrounding property owners regarding upcoming aerial photography for this project.

## **2. HB2 Implementation Update**

Staff updated the committee on the meeting they attended on March 3 in Harrisonburg. Staff noted that input rendered at the January session in Edinburg did not appear to make it through to what was presented at this session. Staff also noted that VDOT has yet to run any test cases, which is making it difficult for localities to determine which Tier of consideration they should be in for scoring projects. It was noted that the first projects to be scored under the new system will be those who lost funds at the beginning of this process. Staff noted that while VDOT has continued to state that the process will not be perfect at first and will likely require improvement over time, Frederick County has a lot to lose if the product isn't good the first time. Staff would note that the impression continues that VDOT is very concerned with getting this done quickly.

## **3. Eastern Road Plan Update Discussion**

Staff noted a desire to complete a comprehensive update to the Eastern Road Plan. The opportunity to align the discussion with the Comprehensive Plan update was discussed and staff was asked to develop a timeline.

## **4. Safety Evaluation Discussion**

Staff discussed the possibility of creating a document that quantifies key areas of safety concern in Frederick County. This will provide a tool to decision makers during planning exercises such as plan updates as well as rezonings. Staff noted that this will require significant coordination with VDOT.

## **5. County Road Project Updates**

### Tevis Extension and Bridge

Has reached 30% design and is on hold at this time.

### Valley Mill Road Realignment

Has reached 30% design and staff is preparing to meet with private partners to proceed to the next phase. Staff also noted there is a pending revenue sharing application for the construction phase of this project.

### Snowden Bridge Boulevard

Design has been approved. Right-of-way plats are being reviewed and bid package prepared. This should go to bid in approximately 1 month.

### Renaissance Drive

No activity

### Coverstone Drive

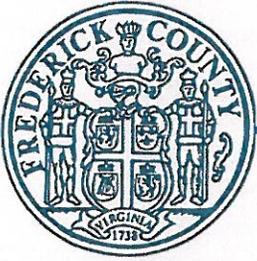
Application for Revenue Sharing is pending.

## **6. Other**

Mr. Fisher is seeking guidance from VDOT on what to tell frustrated drivers in his district regarding the continued lack of permissive left opportunities which is leading to people running red lights out of frustration. VDOT noted that five (5) local intersection have been selected as pilot locations for permissive lefts and this includes the intersections he brought up.

Mr. Racey noted issues at the Double Tollgate intersection where both left turn arrows are activating when only one is needed. VDOT is looking into the issue.

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COUNTY of FREDERICK

**Roderick B. Williams**  
Interim County Administrator

**MEMORANDUM**

540/665-6382  
Fax 540/667-0370  
E-mail:  
rwillia@fcva.us

**TO:** Board of Supervisors  
**FROM:** Roderick B. Williams, Interim County Administrator *RBW*  
**DATE:** March 30, 2015  
**RE:** Departmental Annual Work Programs

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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 2015-2016 budget.

Please contact me if you have any questions.

RBW/tjp

Attachments

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COUNTY OF FREDERICK

**Roderick B. Williams**  
County Attorney

Phone: 540/722-8383  
Fax: 540/667-0370  
E-mail: rwillia@fcva.us

**OFFICE OF THE COUNTY ATTORNEY**  
**Work Program**  
**2015-2016**

**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 full-time 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>
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### **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**  
**2015-2016**

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

Virginia Tech • Virginia State University

[www.ext.vt.edu](http://www.ext.vt.edu)

## VIRGINIA COOPERATIVE EXTENSION

### FREDERICK COUNTY UNIT, 2015-2016 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 savvier 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.

## M E M O R A N D U M

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

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

**SUBJECT:** 2015-2015 Work Program

**DATE:** March 13, 2015

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### **Current Status**

The Fire and Rescue Department has grown considerably since its 1990 inception in order to address staffing requests by volunteer fire and rescue companies. These requests are the direct result of an increased demand in services on volunteer resources due to an ever-expanding county population. Over the course of the Department's lifespan, the county population has increased by 58%. Future service demands will require additional career personnel to provide evening and weekend coverage where there is a need for 24-hour coverage and to fill staffing gaps at stations feeling the pressure of the nationwide volunteer shortage. Recruitment, training and retention of career Firefighter/EMTs continues to be a challenge in the competitive regional employment market.

Demands on the County's fire and rescue system continue to increase as the population grows. Emergency call volume is increasing, with 4,141 calls dispatched in 1990 compared to 10,017 calls dispatched in 2014, representing nearly a 141% increase in call volume since the Department's inception. The expansion of the community college, assisted living facilities and other large warehouse facilities has created different types of potential hazards, and new demands such as proactive fire and safety inspections. Increases in both residential and non-residential development and service delivery challenges associated with an ever-growing community have created coverage deficiencies within the fire and rescue system. This translates into additional career staffing supplementing the work of the volunteer companies. The system must now be able to handle not only rural hazards, but also an expanding urban area and the hazards that are associated with that as well.

The Fire and Rescue Department is divided functionally into three primary Divisions: Operations, Life Safety, and Training. Secondary Divisions include Emergency Management, Volunteer Recruitment and Retention, and EMS Billing. A Deputy Chief oversees the three primary Divisions.

## **Operations Division**

Requests for service have steadily increased our incident response from 4,100 in 1990 to nearly 7,000 calls in 2000, representing a 60% increase. In 2014, emergency service calls totaled 10,017 representing 27.4 calls for service per day.

The volunteer component of the fire and rescue system is comprised of approximately 202 operational volunteers and 365 non-operational volunteers, working in a variety of positions ranging from administrative and training to fundraising. The actual number of operational volunteer personnel regularly responding to calls is much lower, and in 2014 stood at 62.

Currently, 71 operational full-time career fire and rescue personnel (often the only staff on duty) 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 the eleven stations, with Gore, North Mountain, and Reynolds Store having day-time staffing only. 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, fire and explosive investigations and environmental emergencies and crimes.

The Fire Marshal's Office provides 24-hour coverage to the fire and rescue system offering technical support during many types of incidents including the investigation of fire and explosions. Another component of the Division is the canine unit, which includes two canines; an explosives detection canine and an accelerant canine. The Life Safety Division also investigates hazardous materials releases and environmental crimes within the jurisdiction.

In addition to investigations, the Division reviews plans and performs life safety 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, restaurants, any business manufacturing or storing hazardous materials, and the storage or the use of explosives and fireworks. 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 ensure 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 Rappahannock 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 for 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 2015 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 for approval.
- 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 is reviewed annually for effectiveness and compliance with state and federal requirements. This year's Basic Fire Academy will graduate its 500<sup>th</sup> certified firefighter since its inception in June 2002.
- The Training Division submitted documentation to the Virginia Office of Emergency Medical Services (VOEMS) in March 2014 to become accredited for the Emergency Medical Technician and Advanced Emergency Medical Technician training programs. In March 2015, VOEMS conducted a site visit to determine if the Department meets the standards to become accredited for these two training programs and we are currently waiting on the official results of the site visit. Based upon the Site Teams final meeting with Training Division Staff, it appears that we will receive "conditional" accreditation for both training programs.
- 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 services training offered to all volunteer and career personnel for recertification purposes as well as any advancement in emergency medical care.

- 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 releases 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 automatic/mutual aid response with our neighboring jurisdictions. Aid is provided on a routine basis to Clarke, Shenandoah, Warren Counties and the City of Winchester in Virginia as well as Berkeley, Hampshire, Hardy, and Morgan Counties in West Virginia. The county continues to participate as a 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. The new ImageTrend Reporting System was implemented on January 1, 2015 and updated to a web-based system employing current technology with mobile reporting capabilities.
- 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 a routine incident to a large scale 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 the use of self-contained breathing apparatus (SCBA). The Department currently meets every aspect of this standard, with the exception of the two-in-two-out rule, which, due to current staffing, is not achievable during initial incident response.

- 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, in conjunction with the volunteer companies, has developed and adopted a minimum training standard throughout the county for Driver/Operator procedures and has a draft Minimum Training Standard for Volunteer Officers. Before, training standards were 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. The training related to these minimum standards will be facilitated by the Training Division.
- 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, SAFER for staffing needs, which was awarded in 2014 to span a four-year period, 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.
- The Life Safety Division continues to work towards an electronic plans review system through use of Laserfiche, and a goal of digital plan submittal for future review. Existing plans and inspections are being converted to electronic files to eliminate the need for hard copies.

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 volunteer 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. The 2015 Service Plan outlines the needs of the Department and with the adoption of the Strategic Plan, implementation of these needs will be possible.

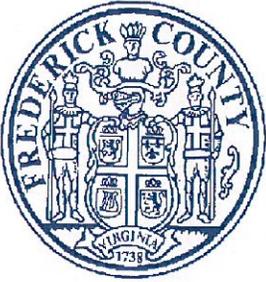
As growth continues within the area, additional resources will be needed. Additional fire and rescue stations will be required to maintain adequate response times in congested and western rural areas. A strong fire and rescue system is needed to ensure that new and existing growth

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. The priority of the Regional Public Safety Training Center will need to increase in the Comprehensive Plan to facilitate the required training by the respective certifying authorities as requirements for burn building and training props have changed to meet the modern needs of providing emergency services.

Over the next five years, County support for the procurement and operation of fire and rescue apparatus will need to expand. Currently, volunteer companies procure most fire and rescue apparatus, including fire engines, ladder trucks, heavy rescue squads, and Advanced Life Support ambulances. With the average cost of an engine exceeding \$500,000, a ladder truck reaching over \$900,000 and a basic ambulance costing about \$180,000 without equipment, volunteer companies are finding with increased difficulty, the ability to shoulder the entire burden of replacing their apparatus fleets. The cost of an ambulance will increase by \$18,000 to \$50,000, depending on which approved system is purchased, after July 1, 2016 due to a federally mandated stretcher retention system required in all new ambulances. The average price increase for new apparatus ranges between 2.5% and 5% annually based upon economic factors, changes in standards, and cost of materials. Furthermore, with the need for additional services, County fiscal assistance is required to ensure the stability of the basic apparatus complement for each and every fire and rescue station.

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.



## Human Resources Department Work Program 2015-2016

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 2015-2016.

### **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 ensure 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 FY2016**

*Long Term:*

1. Work closely with the new County Administrator to support new County goals relating to our Human Resources.
2. Upload and maintain the HR Source software that complements our current system AS400.
3. Continue the automation of HR processes, online forms, and a completely automated payroll process.
4. Continue to chair the Employee Fun Committee and plan, organize, promote, and conduct social events and activities thus motivating employees to perform at peak levels and provide quality service under increasingly demanding work conditions.
5. Continue to chair the Wellness Committee and plan, organize, promote, and conduct health and wellness events in support of our Parks & Rec programs.

*Short Term:*

1. Work with leadership on options with outsourcing the County's benefits service delivery model.
2. Continue leadership role at the HR Committee level to assist the chairman with the business of the committee.
3. 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 2015-2016.

Respectfully Submitted:



Paula Nofsinger  
Director of Human Resources

# MEMORANDUM

TO: Rod Williams, County Administrator  
FROM: Walter T. Banks, IT Director  
SUBJECT: Information Technologies 2015 Work Program  
DATE: March 22, 2015

Please find attached, the 2015 Work Program for Information Technologies. This departmental work program provides goals and tasks associated with the activities undertaken by the department, as well as progress on the current and long-range IT planning. This is done with the intent of growing the current IT service portfolio and enhancing communications and information access delivery.

Please contact me if you have any questions regarding the 2015 IT Work Program or if you need any additional information.

wtb

Attachment

# EXECUTIVE SUMMARY

In analyzing the 2015-2016 work program and the county's operating goals:

- continue focus on better methods of communication with our citizens
- make government services/ information more accessible
- improve efficiency and cost effectiveness with the use of technology
- explore technologies to replace or improve legacy systems

The FY 2015-16 budget includes continuous improvement to our administrative services, expansion of our GIS program, and added capacity to our storage network for better performance and backup systems.

Last year's work program focused on the 4 areas for improvement: Service, Support, Strategic Business Alignment, and Integration. Below are some highlights of completed or in-progress tasks:

## Operations

- Workstations refresh FY2015 (40 units): July 2015 -**completed**
- EDA support setup (Phone, Internet Access filtering, file access/network access): July 2015- **completed**
- Completion on Exchange 2010 migration: July 2015 -**completed**
- Inventory system and consolidated helpdesk software: September 2015 -**completed**
- Security audit best practice review: October 2015- **in- progress DMZ configuration completed**
- Installation of case management system: **completed moving toward ITILv3 service delivery**
- Capacity upgrade to address storage demands: *planning completed awaiting guidance for next steps*
- Focus on staff training (PMP, ITIL, MCSE, MCP, CCNA, etc.) – **in-progress**
- Video conference capability: **completed WebEx capability**
- Printing services review (county-wide): December 2015
- Human Resources Client Relations Management: TBD
- Part-time hourly reporting system: TBD

## GIS

- ArcGIS 10.2 Migration- **completed**
- Pictometry Update- **completed**
- Integration of Pictometry CAD- **completed**
- ArcGIS Online Cloud- in progress
- Integration of Laserfiche with Treasures Office and MIS Custom Application- in progress
- Implementation of Laserfiche into Fire & Rescue Life Safety Division- in progress

- Integration of Laserfiche and GIS using Geodocs- **completed**
- Fire & Rescue Volunteer (FindYourCourage.org) Mapping Application- **completed**
- Rose Hill Battlefield Trail Analysis and Mapping- **completed**
- Battlefield Half-Marathon Mapping, Analysis and Application- **completed**
- Middletown – Warren County Fire & Rescue 1st Due Analysis- **completed**
- Monthly Address Change Report- **completed**
- Apartment Complexes Population Analysis –in progress
- County Parks and Recreation Population Analysis- **completed**
- Planning Street Sign Maintenance Application- **completed**
  
- Continued Integration of GIS and Dispatch CAD at the 911 Center- in progress

Departmental Projects (2014-2015):

- Dell KACE Deployment- **completed**
- Bomgar inventory and workstation management system - **completed**

Web Administration

- PEG channel equipment and BOS production upgrades: **in-progress awaiting installation from vendor**
- Deployment of new web servers: July 2015 -**completed**
- NRADC new website: August 2015- **completed**

# **AREA SUMMARY 2015-16**

## **GIS**

In this year's work program GIS addresses the need to update both GIS and Laserfiche applications to the vendor's latest version enabling us to upgrade our SQL Servers. This enables the County to continue to take advantage of the fast pace changes in technology. After spending much of last year studying an enterprise large format printing and scanning environment GIS has requested funding to move that initiative forward. This would have an immediate impact on 6 departments, as the current technology being used is at or beyond end of life in those departments. We have been able to secure grant funding to reimburse the County for part of the project cost. We are always continuing to look to improve the quality of the data that the County is using and are looking to partner with the State of Virginia to update our building footprint data.

## **Network Operations**

The 2015 work program addresses server migration, pc replacements, managed installs along with software patching, and additional network storage. We are looking to replace any server running Windows Server 2003, which is a legacy OS that will no longer be supported on July 14, 2015. We will be upgrading our servers to Windows Server 2008 or 2012 depending on licensing and requirements. We will be reviewing our CPU inventory to recommend computers that were purchased in or before 2011 to be replaced. The network operations division would like to setup and maintain software installations and patching through our centralized helpdesk system, Dell KACE. This software was purchased last year, and we are still working to properly setup and test all features of this appliance. This year, we have included money in our budget for additional network storage. This storage will benefit multiple County departments. The additional storage will provide IT the needed space to store our physical servers' backups. It will also accommodate the every growing GIS data and the scanning of all tax bills for the Treasurer's office via Laserfiche.

## **Management Information Services**

The MIS are intends to 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.

## **Web Content Services**

The 2015 web work program addresses intranet resources, cable television broadcasts, and social media management. The new intranet will offer employees easier access to essential documents, information, and services. By using WordPress to build the new intranet, we will be able to leverage content management, WYSIWYG editing, and a broad community of plugin enhancements and support. Efforts to enhance the quality of our meeting broadcasts will dovetail into our overall PEG channel relevance and the in-room experience of attending a meeting. These video communications will become an important element of the County's overall community education program. This multi-phase, long-term program is growing to adapt to our needs. Also in the vein of community education, expanding our ability to manage social media accounts with enterprise grade Hoot Suite will give us

better overall control of our electronic citizen engagement by sharing communication responsibilities with staff as well as centralizing control of the comprehensive message.

**Personnel**

The IT department has made great progress in area of training and certification. We are committed to establish training paths for both technician and managers which will ensure the county’s ability to acquire and maintain relevant technologies moving forward. 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/ Program coordinator. As our county acquires more equipment and seeks to provide better IT services, this would be our personnel needs for the future.

**Goals task matrix 2015-16**

<b>Network Goals</b>	<b>Objective</b>	<b>Strategies</b>
Upgrade Server Operating Systems	To migrate from Windows Server 2003 to Windows Server 2008 or 2012 by July 14th, 2015	Determine what servers are still running Windows Server 2003. Evaluate whether the server can be virtual or needs to remain on a physical server.
County-wide PC Replacements	IT department will utilize the CPU inventory to determine machines purchased in or before 2011	Review CPU inventory and gather a list of all computers by department that will need to be replaced for the upcoming year. Determine if any additional software is needed and work with vendors to receive quotes. Consolidate information and send to department heads for approval
Manage Installs and Software Patching	Use County-wide helpdesk system to manage program installs and software patching which will allow us to be more efficient when deploying new computers	Develop scripts in Dell KACE to provide software patching for programs needed on a daily basis such as Adobe Reader, Java, etc. Develop scripts to push out program installs needed by users on a daily basis such as Microsoft Office, AS400, Adobe, etc. Develop scripts to eliminate our Windows Update Server by utilizing KACE’s ability to push Windows Updates. Test all scripts created in Dell KACE and apply to our testing environment before deploying to users
Add Additional Network Storage	Additional storage will benefit multiple departments. Plan to be used for GIS data, Laserfiche documents, and data backups	IT has added the money in our budget to expand our network storage by 48TB. Begin to determine what type of storage device we will need to accommodate our needs. Start the procurement process

<p>Replace end of life ASA 515 "Firewall"</p>	<p>The county has contracted to expand the current bandwidth from 50Mbs to 100Mbs.</p> <p>VPN has become a critical access medium for our remote user population. We wish to improve the computing power and extend additional service opportunities to end users.</p>	<p>Research suitable replacement. Estimate cost. Review opportunities for additional saving through system consolidation. (antivirus, NAC, IDS)</p>
<p>Refresh Virtualization environment end of life for equipment nearing 5 year.</p>	<p>To keep virtual server infrastructure in line with current technologies.</p> <p>To maintain warranties on equipment and services.</p>	<p>Design replacement systems (2) Estimate cost.</p>
<p>Explore potential of moving toward a centralized printing strategy.</p>	<p>To reduce cost of printing services county wide.</p> <p>To make printing capability more efficient.</p> <p>To review large print activities to determine if outsourcing is a viable replacement.</p>	<p>Form a subcommittee to ascertain printing needs from the various departments.</p> <p>Write an RFP for printing as a service.</p> <p>Evaluate current strategy based on data collection.</p>

<b>Administrative Goals</b>	<b>Objectives</b>	<b>Strategies</b>
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.	Keep the County Administration, the Board of Supervisors and departmental management well informed of the IT's efforts to promote and provide technology services.	Hold meetings as needed 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 (as needed)of each month and the Web Committee meets the Second Thursday of each month. These meetings will be posted on the County111s web-site calendar of events and a reminder notice will be sent out the week before each meeting.
To continue to streamline automate IT processes to promote efficiency and participation throughout the countywide organization.	Meet with leadership to examine current workflows and processes. Identify which processes would benefit from automation and applied technologies to improve organizational operations.	Brainstorm ideas with the internal committees and review current and future technologies with those groups.  Solicit volunteers to present their operational models for review to see where the use of technology would best benefit their operations.  Identify trending technologies
To continue to introduce new features of the VoIP Phone system.	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. Features such as voice /video conferencing and advanced file sharing over the communications system.	Design training for the video conferencing software to demonstrate the capabilities of the system for internal and Int/external conferencing.

<b>Administrative Goals</b>	<b>Objectives</b>	<b>Strategies</b>
<p>Move more county hardware and software systems to Enterprise or volume procurement licensing.</p>	<p>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).</p>	<p>Gather a complete media library and inventory of commonly used software. Track license renewals and coordinate them to purchase in higher volumes.</p> <p>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.</p> <p>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.</p>
<p>Explore the "infrastructure in a box" model to promote business continuity.</p>	<p>To decrease our BC outage time in the event of a sustained facility outage.</p>	<p>Identify key systems –PSB, Kent and NRADC</p> <p>Work to test and POC virtual desktop infrastructure, virtual self-contained mobility models to allow for a "move – operational model". Focusing on email</p>

GIS Goals	Objectives	Strategies
<p>Improve and maintain the momentum of GIS growth and development in Frederick County (there are multiple objectives within this goal).</p>	<p>To move the County's Enterprise GIS to ArcGIS 10.3 utilizing SQL Server 2012.  Implement enterprise wide large format printing and scanning solution.  Provide easy access to geographic data for County staff and Citizens.</p>	<p>Migrate all Desktop users to ArcGIS 10.3. Set up and migrate all existing GIS database to SQL server 2012. Before moving to ArcGIS Server 10.3 we will need to set up and configure SQL server 2012 and migrate all our Geodatabase.</p> <p>The final step in the process, after the desktops are moved and SQL 2012 is set up with our existing Geodatabases, is to migrate the ArcGIS Application server and all the existing applications.</p> <p>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.  By coordinating with Planning, Commissioner of Revenue, Fire &amp; Rescue, Inspections/Public Works spec out and acquire one large format device for each building that will meet the needs of that facility and replace existing equipment that has reached or passed end of life.</p> <p>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.</p> <p>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.</p>

		<p>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.</p> <p>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.</p>
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<b>GIS Goals</b>	<b>Objectives</b>	<b>Strategies</b>
To continue to provide occasions for public involvement and GIS education.	Involve the public in GIS development and promote GIS awareness. Provide hands-on involvement in learning and using GIS.	<p>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.</p> <p>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</p>
Further the advancement of the County's Document management system.	Expand the use of Laserfiche inside County departments. Migrate to Laserfiche 9.0	<p>Implement Laserfiche into NRADC. By working with NRADC staff and Unity Business systems complete implementation of Laserfiche. Work with departments like Finance and Planning to further automate their scanning process using workflows.</p> <p>To migrate Laserfiche server to version 9.0. By moving repositories for all Laserfiche databases to SQL 2012 and updating scanning sessions. While working with MIS staff to upgrade custom applications to work with Laserfiche 9.0.</p>

Web Goals	Objectives	Strategies
<p>Improve County employee intranet resources</p>	<p>To enhance communication and availability of resources for employees.</p>	<p>Select an open source CMS platform. Develop test pages to learn how to integrate this platform with our content and infrastructure.</p> <p>Analyze current intranet content. Remove, add, or re-organize content as needed.</p> <p>Develop the intranet template, add content, train departmental content editors on the system.</p>
<p>Improve the County's broadcast television communications</p>	<p>Improve the quality of meeting broadcasts</p>	<p>Staff will replace existing cameras and switcher with new cameras and associated equipment. Staff will also add new equipment to allow for generation of lower-third graphics on screen. This will allow meeting engineers to display a name or title at the bottom of a meeting broadcast so the viewers know who is speaking.</p> <p>Staff will research options to correct connection issues between wireless devices and the Apple TV. This may include replacing the Apple TV with a different device that would also support more protocols than Apple's Airplay.</p> <p>Staff will develop plan and budget for future PEG (public, education, government) access channel and Board of Supervisors room upgrades to include microphones, audio equipment, and even live web streaming.</p> <p>Staff will develop a staffing schedule to ensure that a trained member of IT staff is on hand for all meetings. Staff will also develop a policy for use and access to PEG channel equipment.</p>
	<p>Enhance the relevance of PEG channel content.</p>	<p>Develop standards for receiving video from outside orgs. Develop standards and skills for creating our own. Reduce the reliance on the slide show and schedule relevant, interesting, community-focused content.</p> <p>Partner with community agencies, such as SU or LFCC, to provide internship and content production opportunities.</p>

<b>Web Goals</b>	<b>Objectives</b>	<b>Strategies</b>
Improve County social media strategy	All official social media accounts should be manageable from a single enterprise location.	Staff will investigate upgrading the Hoot Suite account to the enterprise level. Staff currently uses Hoot Suite with a single team member to manage many social media accounts. At the enterprise level, staff can assign multiple teams and team members within our organization so that different people have access to the appropriate accounts while the webmaster has access to all official social media accounts.

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

1. Print in excess of 45,000 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.
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 backup ISeries server located in the Public Safety Building that is a mirror image of our production system, so that in the event of a disaster we will be able to switch over to the system at the PSB and run critical applications on it during the disaster.
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. 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 IBM ISeries when returning to the office and start using them for the reassessment that begins in June 2015. (This was developed in the past year but was too late to start using for the reassessment period that just ended and took effect on 1/1/2015)
13. Develop a program to assist Assessment with the management of the pictures taken during the reassessment.
14. Change the Real Estate account number to be in the 8 million range so that there will be no duplicate numbers between Real Estate and Personal Property. This will eliminate any problems with payments taxpayers make thru the bank when they only supply the account number and nothing else to identify the payment.

# **Information Technologies Department 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, System Analyst Public

Safety Building

Brett Farmer, Network Technician

Brian Barlow, PC Technician

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**

Andrew Farrar, GIS Analyst Programmer

Kyle Schwizer, 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**

# I IT - NETWORK DIVISION - 2015 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 2015.**

- 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 2015-2015.
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 have migrated the Public Safety building on to a central helpdesk software 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 - 2015 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-911Wireless 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 - 2015 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 2015. 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 2015).
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 2015 and be completed by July 1, 2015. 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 AS400 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 Receptions 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.

**Programmer**

- Provides programming development and support for all phases of the IBM ISeries Server. 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.

## Information Technologies - 2015 WORK PROGRAM RESPONSIBILITIES AND DUTIES MATRIX (RACI)

	DIR	SEC	GIS MGR	ANY/ PROG	GIS TECH	OM 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
<b>PLANNING AND POLICY DEVELOPMENT</b>										
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
<b>PROCUREMENT, ENTERPRISE AND STANDARDIZATION</b>										
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



TECHNICAL SUPPORT										
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	
SERVER TECHNOLOGIES										
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		
iPrism Proxy	X						LEAD	X		
GIS SDE Data Server			LEAD	X	LEAD		X			
GIS IMS server			X	LEAD	X		X			
Appassure (Back-up)			X				LEAD			
Laserfiche			LEAD			X	X			
HR (Human Resources)			LEAD				X			
Parks Web Server							LEAD	X		X
Parks Data Server							LEAD	X		X

Web Server							X	X		LEAD
Treasurer Server							X	X		LEAD
Commonwealth Atty Case Maganement Server							LEAD	X		X
Planning & Dev.							X	X		
Exchange Server 2010							LEAD	X	X	
Vmware Maintenance			X				LEAD	X	X	X
<b>ASSET MANAGEMENT AND DOCUMENTATION</b>										
Case /Bomgard System Management	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>										

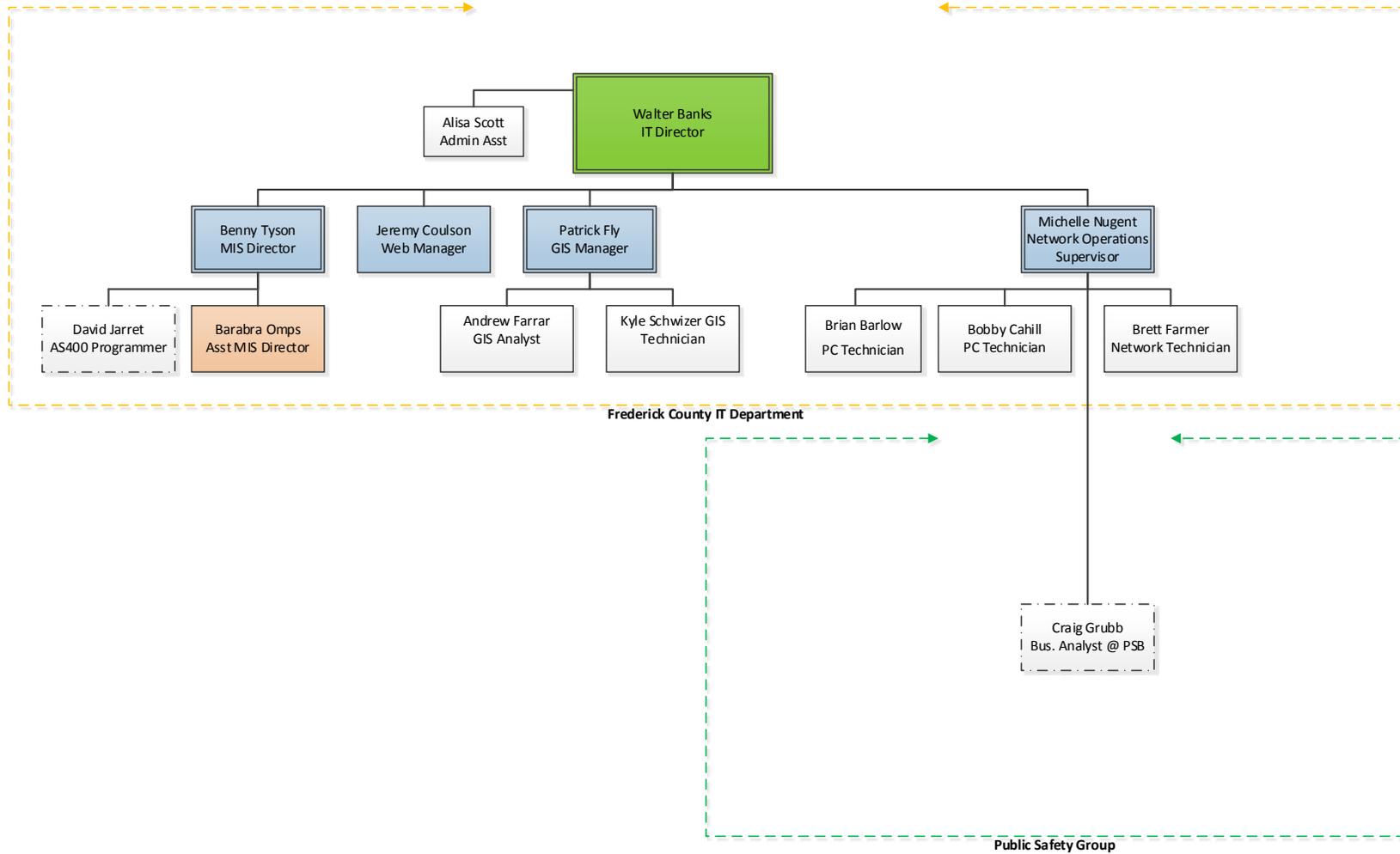


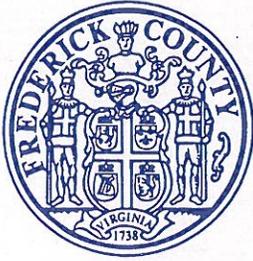
E-Government Day	X	X		X	X	X	X	X	X	LEAD
<b>INTERNET ACCESS AND MANAGEMENT</b>										
Proxy Management	X					LEAD	X	X	X	
Internet Use Reporting	X		X			LEAD	X			X
<b>EXCHANGE AND EMAIL SERVICES</b>										
Trend Micro ScanMail							LEAD	X		
GFI Mail Archiving							LEAD	X		
Mailbox Realtime Recovery							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					
Nuner 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 Enforcement			X	X	LEAD					
Criminal Complaint			X		LEAD	X	X			
Court Appearance			X		LEAD	X	X			

# IT Organization Chart 2015





COUNTY of FREDERICK

Kris C. Tierney  
Assistant County Administrator

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**MEMORANDUM**

<b>TO:</b>	Board of Supervisors
<b>FROM:</b>	Kris C. Tierney, Assistant County Administrator <i>[Signature]</i>
<b>SUBJECT:</b>	2015/2016 Maintenance and Grounds Department Work Program and Summary of Budget Cut Impacts
<b>DATE:</b>	March 18, 2015

2015/2016 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. With the completion of construction of the Round Hill Fire Station anticipated for late summer of this year, we will be taking on additional maintenance responsibilities for the new facility.

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.

Round Hill Fire Station

- § 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, 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, in recent years 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 full-time 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 PSB. Additionally, with the construction of the new Round Hill Station anticipated to be completed in early fall, our maintenance staff will be taking on added duties and responsibilities.

In addition to the strain on the custodial and maintenance staff, the administrative oversight functions performed by County Administration's Administrative Assistant grew considerably when the PSB and Animal Shelter came online. With the pending addition of the Round Hill Fire and Rescue station this pressure will be exacerbated. The duties of this position include such things as processing all invoices 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 2008/09 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
- 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.

### 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 CAB.

### Public Safety Building

- Several high traffic areas such as training rooms, patrol & briefing areas need painting. The budget for the PSB 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.

### Round Hill Fire Station

- While repair and maintenance on the new facility should be minimal in the first year, time and attention will still be required from the County's Maintenance Supervisor and Administrative staff in overseeing preventative maintenance and payment of utilities.



# MEMO

**To:** Roderick Williams, Interim County Administrator  
**From:** Jason L. Robertson, Director, Parks & Recreation Dept.  
**Subject:** FY 2016 Budget Executive Summary  
**Date:** March 23, 2015

The Frederick County Parks and Recreation Department Fiscal 2016 budget recommended by the Parks and Recreation Commission is based on the attached 2012 Frederick County Parks and Recreation Strategic Plan. The strategic plan has identified goals and provides direction to the department through 2017. 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 2014.

The recommended budget included funding returning the department to 2008 full time staffing levels and capital needed to keep up with vehicle and equipment replacement. The submitted budget sought the resources to provide over 200 quality recreation programs, manage five co-located community centers, maintain two regional parks to a high standard and provide recreation facilities desired by the community.

The returned budget shows the removal of the Program Coordinator position and all capital from the Parks and Recreation Commission's budget request. The number of full time Parks and Recreation employees is still below 2008 levels. Given the increase in Frederick County's population since that time and reduced staff resources, the department will need to reduce current offerings and new programs.

Eliminating capital from the 2016 Parks and Recreation budget means vehicle and equipment needing to be replaced will need to be made useable for one more year if possible. Stretching the life of this equipment will continue to create new operation maintenance expenses and strain the department as we attempt to maintain an acceptable level of service for general park operations and Frederick County Public School facility ground care. Development of facilities identified on the Capital Improvement Plan will also be delayed another year.

**Parks and Recreation  
Fiscal 2014 Accomplishments**

- A. Entered a 50 year lease with the Museum of the Shenandoah Valley to provide Rose Hill Park. Rose Hill Park will provide Frederick County residents a one mile trail, shelter, playground, and an open field. Trail and parking lot construction should begin in 2015/2016.
- B. Provided 1,462,351 contact hours of recreation through a variety of youth, senior, family and cosponsored programs which is a 4% increase from FY 13-14. This includes fifteen new programs such as an day trip drop offs, Zombie 5k, Daily Punch pass for basicREC, An Evening at Valerie Hill Vineyard and Winery, and Fall High School Basketball League.
- C. Maintained 614 Frederick County and Frederick County Public school acres including Sherando Park, Cleabrook Park, three neighborhood parks, Public Safety building, and Frederick County Public Schools including athletic field preparation.
- D. Adopted a new vision and mission statement. The mission statement is :  
“The Frederick County Parks and Recreation Department strives to enhance the quality of life through recreational opportunities and programs, parks and facilities for the community and to protect resources for future generations.”  
The vision statement is:  
“Making life better through people, parks, and recreational opportunities”
- E. 28,015 people attended the Winter Wonderland walking light tour in fiscal 2014.
- F. Created an electronic inventory of all the Recreation Division’s supplies in the MainTrac system.
- G. BasicREC became a Virginia Department of Social Services (VDOSS) unlicensed child care provider in June 2014. This will enable us to provide before and after school programs for families funded by VDOSS funds.
- H. Successfully launched a daily option for the basicREC program in January 2014 to increase participation and promote increased flexibility to Frederick County families.
- I. Developed an outdoor shooting range for Youth Archery.
- J. Received a \$ 25,000 donation to construct 30’ X 80’ equipment storage building. Building was constructed in January 2014. This building allowed us to renovate our maintenance shop for more efficient tool and supply storage.
- K. Received an additional \$ 40,675 in donations from 83 sponsors for recreation programs

and facilities. We also received gifts in kind from 19 additional sponsors.

- L. Planted shrubs as visual buffer along northern fence at Cleabrook Park.
- M. Converted two z-turn mowers from gasoline to propane with the help of a grant from the Virginia Propane Gas Association and Blossman Gas. The two mowers will reduce the environmental impact of the mowers, save fuel costs, and extend the life of the mowers.
- N. Installed a 30' X 30' shade structure at Sherando Pool providing patrons desired shade while not in the water.
- O. Completed and opened mountain bike trail sections D and E. We now have 1.5 miles of mountain bike trail
- P. Treated over 40 ash trees for the Emerald Ash Borer.
- Q. Returned \$ 57,190 to the Frederick County general fund after accounting for revenues and expenditures on a \$ 2,150,281 local budget. This return represents 2.6%.
- R. Staff worked with two Frederick County Public School service learning groups. Students prepared projects on customer service training and a middle school after school program at the Youth Development Center.

**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.

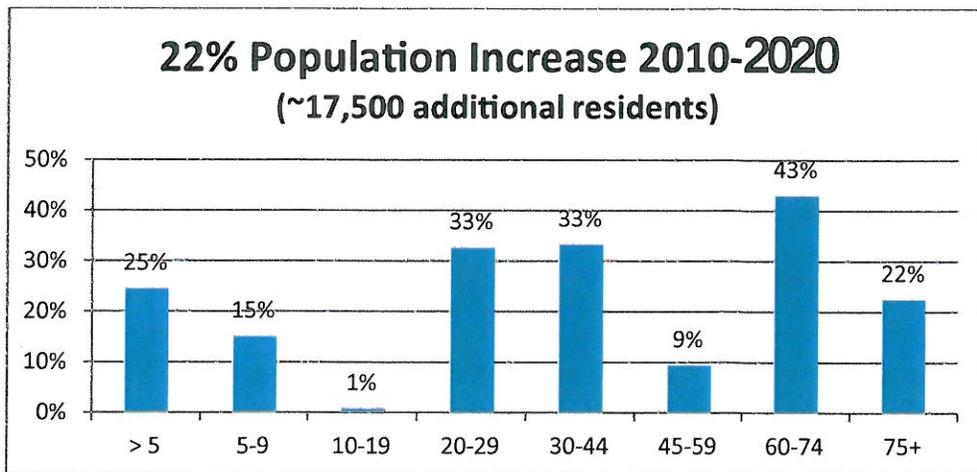
The majority of Frederick County households have used FCPRD facilities and/or programs in the past year. Sherando and Clearbrook Parks received approximately 450,000 visits in FY 12. The department coordinated recreation programs and activities for over 17,000 participants of all ages; 199 Frederick 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:

<p><b>STRENGTHS</b></p> <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>	<p><b>WEAKNESSES</b></p> <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>
<p><b>TREND/CHANGE – OPPORTUNITY</b></p> <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>	<p><b>CHANGES/TRENDS - THREATS</b></p> <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



## MEMORANDUM

**TO:** Rod Williams, Interim County Administrator

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

**RE:** Department of Planning and Development 2015-2016 Work Program

**DATE:** March 23, 2015

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Please find attached the 2015-2016 Work Programs 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 reviewed during the Planning Commission Retreat in March.

While major development project submissions have certainly subsided from the development pressures of a decade ago, 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.

It is important to note that the implementation of this work program could be impacted by reductions in the Department's budget request for FY 2015-2016. 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 may 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.

It is worthwhile of mentioning that staff continues to be involved in increasingly more meetings with developers, an indication that the economy is strengthening; we anticipate new development proposals to increase in the upcoming year. In preparation for this increase in applications, staff has requested the funding for a vacant Planner position. While we recognize the challenge of securing this funding, we do believe the additional staffing will be necessary to maintain quality and efficiency of our development application review and approval process. Without funding the requested Planner position, development application and plan review may be delayed, as existing staff works to keep up with an increasing frequency of application submissions.

Please contact me if you have any questions regarding the 2015-2016 Work Programs, or if you need additional information. Thank you.

ERL/

Attachments: Planning and Development 2015-2016 Work Program



## Department of Planning and Development 2015-2016 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. 2015-2016 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

Kernstown Area Plan. On-going effort. 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.

Review 2030 Comprehensive Plan as part of state mandated 5-year review. On-going effort. Review the entire documents and draft revisions as deemed appropriate. Complete an update of Appendix II – Background Analyses and Supporting Studies. Establish a review process that incorporates key community stakeholders in the review. Provide a series of recommended update for policies contained within the plan.

Improve Coordination between Comprehensive Plan and the future infrastructure requirements of sewer and water. Evaluate the progress made by the Frederick County Sanitation Authority as they work to serve areas included in the SWSA. Demonstrate the progress by comparing FCSA improvements and policies prior to/after an expansion to areas of the SWSA.

Finalize the development of the Urban Center design plans. Endorse the detailed land use studies and creative design plans for the selected Urban Centers which were identified in the area plans. In an effort to further implement the Comprehensive Plan, the Urban Center design plans will provide further guidance to property owners and developers located in areas identified as Urban Centers. The design plans will evaluate how the 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 for Transfer of Development Rights (TDR) receiving areas.

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. Promote, as appropriate, elements of the Business Development Advancement Study (BDAS). The department previously created the BDAS and its 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 Urban Center design plan. 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 Further the planning, design, right-of-way acquisition, and construction of Route 37. Evaluation of approaches and phasing of segments and segment types to construct the ultimately limited access roadway. Determine whether avenues exist to provide segments or partial segments sooner than currently anticipated.

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.

Review and Evaluation of the more recent County Managed Road Construction Program. Evaluate the program for timeline adherence and cost benefit. Evaluate staff resource allocation and potential future expansion of the program.

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. 2015-2016 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 2014 was generally consistent with that of 2013, 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>2013 Activity</i>	<i>2014 Activity</i>
Rezoning	6	5
Master Development Plans	3	7
Subdivisions	9	7
Site Development Plans	46	46
Conditional Use Permits	7	3
Variances/Appeals	5	3
Waivers & Exemptions	1	2
Rural Preservation Subdivision Design Plans	0	0
Major Rural Subdivision Design Plans	0	0
CPPA Requests	0	1
Zoning Violations/Complaints	123	141

- C. **COMPREHENSIVE PLANNING** - The Comprehensive Plans and Programs Committee (CPPC), a committee of the Planning Commission, will work on the following efforts:
- Initiate 5-year review of the 2030 Comprehensive Plan. Target completion and adoption of the updated 2035 Comprehensive Plan in summer 2016.
  - 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:
- Inclusion of Farm Breweries and Distilleries per the Code of Virginia
  - Revisit the commercial and industrial conversion from the SIC (Standard Industrial Classification) to the NAICS (North American Industrial Classification System).
  - 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 District to implement the Round Hill Land Use Plan.
  - Develop a new residential district for the Rural Community Centers (RCC's).
  - Revised Homeowner's association 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. Evaluation of approaches and phasing of segments and segment types to construct the ultimately limited access roadway. Determine whether avenues exist to provide segments or partial segments sooner than currently anticipated.
  - 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.

- Review and Evaluation of the more recent County Managed Road Construction Program. Evaluate the program for timeline adherence *and* cost benefit. Evaluate staff resource allocation and potential future expansion of the program.
- 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.
- Work towards expanding/enhancing the ability to conduct or cause to be conducted a number of data gathering efforts on an as-needed basis. 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 avenues to gain transportation related data would be very beneficial to the transportation planning process in the County.

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 use of the County's Geographic Information System (GIS).

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 enhance 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 is 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. 2015-2016 Work Program Summary

<b>WORK PROGRAM ITEM:</b>	<b>STATUS:</b>
A. <u>Administration</u>	
Violations and Complaints	Ongoing
Requests for Information	Ongoing
Agendas, Minutes, Budgets, Reports, Correspondence	Ongoing
Record Keeping Improvements	Ongoing
Fiscal Impact Modeling	Ongoing
B. <u>Geographic Information System</u>	
Mapping	Ongoing
Geographic Information System Database Development	Ongoing
Web Page Development	Ongoing
C. <u>Development Review</u> via Development Review and Regulations Committee	
Review of Plans and Proposals	Ongoing
Evaluation of Review Procedures	Ongoing
Ordinance Review	Ongoing

D.	<u>Comprehensive Planning</u> via Comprehensive Plans and Programs Committee	
	5-Year Comprehensive Plan review	Ongoing
	Kernstown Area Plan	Ongoing
	Urban Center Design Plan policies	Pending
	Rural Community Center Area Plans	Pending
E.	<u>Transportation Planning</u>	
	Eastern Route 37 Planning, Design, and Advancement	Ongoing
	MPO Area Transportation Planning	Ongoing
	Transportation Committee	Ongoing
	Interstate 81 Monitoring	Ongoing
	MPO Implementation	Ongoing
	Primary and Secondary Road Plan Development	Ongoing
F.	<u>Historic Preservation</u>	
	Historic Resources Advisory Board (HRAB)	Ongoing
	Battlefield Plan Implementation	Ongoing
G.	<u>Environmental Planning</u>	Ongoing
H.	<u>Other</u>	
	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

To: Frederick County Board of Supervisors

From: LeeAnna Pyles, Director *LeeAnna Pyles*  
Department of Public Safety Communications

Subject: Work Program for FY 15-16

Date: March 23, 2015



LeeAnna Pyles  
Director,  
Public Safety  
Communications

The Department of Public Safety Communications consists of 21 FTE's: a Director, Operations Supervisor, Administrative Assistant, 2 Supervisors, and 14 Dispatchers and 1PTE.

The Department of Public Safety Communications is responsible for the operation of the Frederick County Communications Center. The Center provides E-911 service for the citizens of Frederick County. The department processes and dispatches all emergency and non-emergency calls for the Frederick County Sheriffs' office, Middletown Police Department and Stephens City Police Department. The Center processes and dispatches all requests for Frederick County fire/rescue. All calls requiring EMS are processed through the Medical Priority Dispatch System (MDPS) and all callers are given pre-arrival instructions. The department is responsible for entry all warrants, indictments, wanted persons, missing persons, stolen items and emergency protective orders into the VCIN (Virginia Criminal Information Network) as well as retention of these records and clearing the entries. The Center is an after- hours answering point for other services, including the Sanitation Authority, Social Services, VDOT, Juvenile Intake and Probation/Parole. The Center performs coordination of mutual aid and services to other jurisdictions which includes 8 surrounding counties, 3 in Virginia and 5 in West Virginia. It is the responsibility of the Communications Department to notify the homes and businesses when there is a threat to the health and safety of the residents utilizing "AlertFrederickCounty", the county's emergency notification system. The department works in conjunction with Emergency Management during disasters and other emergency situations. The Emergency Operations Center is manned by Communications Personnel once the center has been opened. The Communications Department personnel participate in public education functions in the area, such as the Frederick County Fair and the annual Valley Health Public Safety Fair.

The Department is also responsible for the following:

- Operation and maintenance of the Sheriff's Office and Fire/Rescue's communications infrastructure.
- 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 15-16, 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.
- Continue to evaluate the AlertFrederickCounty system using feedback from residents and County employees.
- Continue to work with other jurisdictions in VA/WV for better interoperability and NG911 technology.
- 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.

After the FY15-16 Budget was submitted, two vendors increased their annual maintenance/support fee.

- “Airbus” Cassidian which is the software vendor for the new 9-1-1 phone system increased the annual maintenance/support from a six month fee of approximately \$7000 to an annual fee of \$20,000. This fee also includes monitoring and response activation.
- TFCC (Twenty First Century Communications) which is the citizen/employee notification system the entire county utilizes, increased their annual maintenance/support fee from \$10,000 to \$19,000 without any notice.

Department of Public Safety Communications  
FY 15-16 Work Plan  
March 23, 2015  
Page 4

Work has already begun to look into a different notification system, but if the county chooses to stay with TFCC along with the increase for the 9-1-1 phone support, there will need to be a significant increase in the maintenance contract line item for the department.

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:** Board of Supervisors

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

**SUBJECT:** Fiscal Year 2015-2016 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. Animal Shelter,
- H. Shawneeland Sanitary District

It is anticipated that the following work activities will be addressed during the Fiscal 2015/2016 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. On July 1, 2014, we began issuing the Virginia Stormwater Management Permits (VSMP) in conjunction with the Department of Environmental Quality (DEQ). A DEQ approved permit fee schedule was adopted by the County 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 administration/construction inspection for several projects:

March 23, 2015

1. At the Frederick County Landfill, we will complete the partial closure of approximately 7 – 8 acres at the Permit #591 Construction/ Demolition Debris (CDD) landfill. We anticipate completion of this project in the Fall of 2015.
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, Valley Mill Road Extension and Renaissance Drive – Phase 2. We have begun the bidding process for the Snowden Bridge Boulevard Project and anticipate completing the project in the fall of 2016. This project is jointly funded by VDOT revenue sharing funds and the developer, Graystone, L.L.C.
3. We will complete construction of the new Roundhill Fire Station and Event Center project. Project construction began in August 2014 and anticipate completion in the Fall 2015. We are providing project management and site inspections for this project. This project also involves completing the construction of Corporate Place and Spinning Wheel Lane which will both be taken into the VDOT Secondary Road System when completed. This project is jointly funded by Frederick County, the developer, Silverlake, L.L.C. and the Round Hill Community Fire Hall.

No drainage projects have been budgeted for Fiscal Year 2015/2016. 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 13/14:

**Summary of Permit Activity for 2014:**

Total fees collected*	\$831,618
Total permits issued	4214
Total inspections performed	12951
CUP & site plans reviewed	84

\*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 13/14 - Total fees for all services - \$877,028**

**The Building Inspections Office plans to accomplish the following in Fiscal Year 2015/2016.**

**Projected Work Activity:**

- A. Projected permits issued 4,500
- B. Projected inspections of 14,000
- C. Permit Revenue \$900,000 with recent change in fee schedule.

**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. Pending 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

**Enhancements Completed:**

- Enhancements that were completed FY13/14 through the User's Group:
- Add more lines to F5 message screen
- Create message box in real estate to add notes to date range when printing inspection history.

**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

Staff will utilize newly formed online training by VDHCD to reduce travel.

- \* Participate in code change committees for VBCOA. (Staff members are currently on the Egress, Plumbing and Property Maintenance committees)

**Other:**

- Utilize overtime funding with current staff to maintain increase work load.
- Work with Middletown to re-establish VUSBC code enforcement, permitting and inspections by Frederick County within the town limits as agreed upon.
- 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.
- 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 which serves Frederick and Clarke Counties as well as the City of Winchester. 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 the citizens of the Frederick and Clarke Counties and the City of Winchester. 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 budget proposed has assumed a similar waste flow.

The 2015/2016 work program will continue to provide top quality services for the citizens of the two (2) counties and the city. In order to maintain and improve services, several capital improvement projects have been included in the FY 15/16 budget. We have included a total of \$550,000 in the FY 15/16 landfill budget to fund the following projects:

1. The first project is to make upgrades at the leachate treatment facilities. The existing equipment is nearing the end of useable life and should be replaced to maintain treatment efficiencies. This will include replacing the attached growth media and the air handling equipment. A budgetary estimate for this project has been set at \$350,000.
2. The second project is to utilize waste heat generated at the gas to energy plant to heat the maintenance facilities. This project would use a heat exchanger on the generator's coolant loops to recover the waste heat and transfer it to the shops. A budget of \$100,000 has been included in the 2015/2016 budget for this project.
3. The last capitol project planned for fiscal year 2015/2016 is to expand the gas collection well field within the permit 529 area. This project will help to maintain and possibly increase gas collection efficiencies within the waste mound. This project will enhance the gas to energy project as well as assist with odor control and the escape of greenhouse gasses from the landfill. This project has a budget of \$100,000.

Also planned for FY 2015/2016 is the purchase of a new skid steer loader with a flail mower attachment to be used to mow landfill slopes and other steep areas at the facility. State regulations require that the closed landfills be mowed twice a year. The landfill currently owns a smaller skid steer loader that will be sold or traded in on a new unit.

The landfill will continue to operate and maintain existing programs including the household hazardous waste (HHW), metals recycling, 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 the three (3) jurisdictions 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, not including the landfill's citizens' center. Compactor sites are open on Sunday, Monday, Tuesday, Thursday, Friday and Saturday for a total of 60 hours a week. Only the Star Tannery site operates on a limited schedule of 31 hours per week.

During FY 15/16 budget preparations, the contractual services line item was increased to accommodate the cost of hauling paper, previously provided at no charge, and an increase in costs based on the Consumer Price Index. Based on proposed cuts to the refuse collection budget, it appears that this increase of about \$70,000 may be eliminated from the hauling line item. Should these cuts be upheld, the department will be faced with curtailing services such as trimming operational hours or closing convenience sites.

The department is also faced with a pressing need to relocate the Clear Brook convenience site since the quarry has terminated its lease with the county effective December 2016. It is imperative that the department conduct design work for a new site during FY 15/16 so that construction may be accomplished during FY 16/17 once a site is secured. Funds for this design work are also in jeopardy.

A continuing challenge is the aging of the county's solid waste infrastructure. 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. Funds requested for a needed major repair at the Greenwood site during FY 15/16 are also earmarked for elimination.

**E. Recycling**

The county's recycling rate of 41 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 reached approximately \$68,000, a decline from the previous year's record high. This decline is primarily attributed to the loss of the county's paper recycling vendor due to bankruptcy.

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. Since 2001, the electronics recycling program has grown to 306 tons of material diverted during FY 14/15. Annual compost bin and rain barrel sales have been equally well-received. 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 pre-school, 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

**March 23, 2015**

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 \$29,000 for FY 13/14 during which trustees removed 20 tons of trash from county roadways. This is in addition to state efforts and those of Adopt-A-Highway volunteers.

The solid waste manager continues to address unlawful accumulations per the county code on a complaint basis. If accumulations are not remediated by the landowner, trustees assist in the removal of refuse and debris. A lien to recover costs is then attached to the property.

**G. Animal Shelter**

The program at the Esther Boyd Animal Shelter will continue to emphasize the humane treatment of animals. In Fiscal Year 2015/2016, 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 2016. 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 2015/2016. These events attract attention to shelter animals as well as generate revenue.

The shelter will also promote shelter services in the community by:

- Participating in satellite adoption programs such as those at Southern States.
- Advertising shelter animals in local newspapers.
- Setting up and manning shelter booths at local events such as the Apple Blossom Festival, and local businesses.
- 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.
- Opening the shelter for adoptions one Sunday per month.
- Utilizing the mobile adoption unit for offsite adoptions.

During Fiscal Year 2015/2016, it is anticipated that the shelter will handle

March 23, 2015

approximately 1022 dogs and 2050 cats. During Fiscal Year 2013/2014, the shelter saw a 10 percent decrease in the number of dogs and a 19 percent decrease in the number of cats accepted over Fiscal Year 2012/2013. It is anticipated that 51 percent of the shelter dogs will be adopted, 36 percent returned to the owners and 13 percent euthanized. It is anticipated that 13 percent of the shelter cats will be adopted, 1 percent returned to the owners and 86 percent euthanized.

**H. Shawneeland Sanitary District**

The Sanitary District's priorities are road maintenance and upkeep of common properties. In Fiscal Year 2015/2016, a stormwater management plan will be developed to address the maintenance of roadside ditches and the replacement/installation of culverts. The following work plan is proposed for Shawneeland during Fiscal Year 2015/2016:

1.) Roads

- a.) Maintain approximately 50 miles of roadway;
- b.) Pave 6.35 miles of trails throughout Shawneeland;
- c.) Improve shoulders and side-ditches where needed ;
- d.) Replace and upgrade culverts where indicated by stormwater management plan;
- e.) Prune trees and foliage at intersections and right-of-ways;
- f.) Manufacture, repair, and replace street name signs, where needed.

2.) Common Properties

- a) Groom and maintain 40 plus acres of common area;
- b) Improve and maintain Cherokee Lake and related beach area;
- c) Maintain the ball-field;
- d) Maintain ponds and lakes and stock with fish;
- e) Maintain two mail-house complexes;
- f) Maintain two playground areas.

3.) Other Items

- a) Monitor water levels for Cherokee Lake and comply with state regulations;
- b) Maintain the emergency siphoning system for the dam 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;
- e) Test water in lake to insure adherence with health department requirements for swimming areas.

HES/rls



MEMORANDUM

TO: Board of Supervisors

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

SUBJECT: Fiscal Year 2015/2016 Budget Impacts

DATE: March 23, 2015

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To date, the proposed Fiscal Year 2015/2015 budgets have not been approved. Preliminary information received from the finance department indicates that all new positions and capital requests were eliminated. In addition, several public works budgets incurred cuts in proposed operational expenditures. The following discussions highlight the potential impacts of these cuts:

**Inspections (3401)**

The lone capital request was the addition of two (2) mid-size pickup trucks to replace two (2) 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. As an alternative, it may be possible to purchase these vehicles with board approval in the current budget (Fiscal Year 2014/2015) using additional funds generated above projected revenues.

**Animal Shelter (4305)**

Requested increases in electric and water/sewer utilities are proposed to be eliminated from this budget. In addition, approximately \$1,200 was cut from the cat food line item. Where possible, staff will attempt to transfer funds from other line items to cover these anticipated cost increases.

Staff will continue to 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 operation of the shelter. These resources help offset current budget constraints. Unfortunately, donations of food and other supplies have declined in

## **Budget Reductions Impact**

**Page 2**

**March 23, 2015**

recent years because of the downturn in the economy.

### **Refuse Collection (4203)**

The proposed Fiscal Year 2015/2016 refuse collection budget included the addition of a laborer position to replace an existing part-time slot. With the elimination of this request, the refuse collection program will continue in use part-time labor even though it has become more difficult to retain qualified labor without benefits.

The greatest impact to the proposed refuse collection budget was the elimination of the requested approximately \$70,000 increase to the waste hauling line item. The approximate \$70,000 increase was necessitated because of additional costs generated by the loss of our paper recycling contractor and an estimated 3.8 percent increase tied to the CPI which is specified in our hauling contract. To offset the elimination of this increase, it may be necessary to reduce the hours of operation at all the convenience sites or possibly close an entire site (Greenwood).

With the impending loss of the existing Clearbrook convenience site, staff had increased the professional services line item to accommodate future design costs related to a new replacement site. The elimination of approximately \$8,000 from this line item will necessitate a supplemental appropriation request at the time of the design.

The elimination of approximately \$11,500 from the combined repair and maintenance line items will prevent staff from repairing the floor of an aging compactor at the Greenwood site and properly filling potholes at the same site. Permanent closure of this site will negate the need for these funds as well as increasing the hauling budget.

### **Engineering (4201)**

The engineering budget basically maintains the same staff and operating expenses. The only request that was cut from the proposed Fiscal Year 2015/2016 budget was the purchase of a four-wheel drive vehicle to replace an aging, high mileage truck. Staff will continue to provide maintenance for the old vehicle. As an alternative, it may be possible to purchase this vehicle with board approval in the current fiscal year budget using additional funds generated above the projected revenue.

HES/rls

cc: file

H



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 *JB*  
**RE:** Gold Orchard Road (Rt. 708) Abandonment  
**DATE:** April 1, 2015

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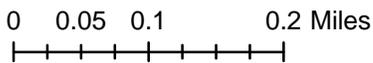
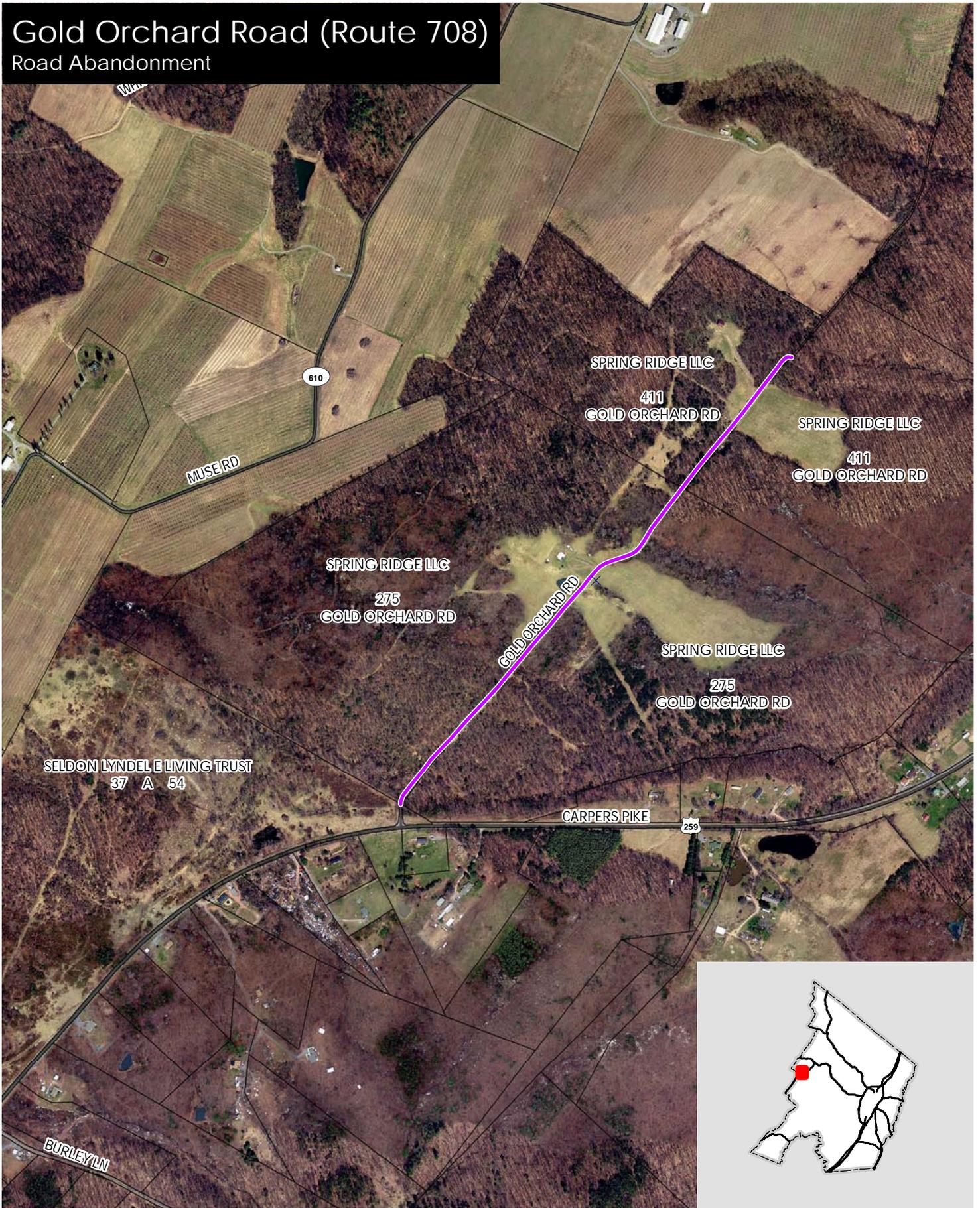
This is a public hearing item to make a recommendation to the Board of Supervisors on the potential abandonment of Gold Orchard Road (Route 708) from approximately .02 miles north of Carpers Pike (Route 259) until the end of state maintenance. This action is at the request of the property owner who owns all of the property surrounding the state maintained roadway and would like to secure his property with a gate. Adjoiner letters have been sent and, to date, no comments have been received. The Transportation Committee considered this item on January 26, 2015 and recommended approval. The Planning Commission considered this item on March 18, 2015 and also recommended approval.

Staff is seeking action from the Board of Supervisors.

JAB/pd

# Gold Orchard Road (Route 708)

## Road Abandonment



Note:  
Frederick County Dept of  
Planning & Development  
107 N Kent St  
Suite 202  
Winchester, VA 22601  
540 - 665 - 5651  
Map Created: February 18, 2015  
Staff: jbishop





**RESOLUTION  
BY THE  
FREDERICK COUNTY BOARD OF SUPERVISORS**

The Board of Supervisors of Frederick County, in regular meeting on the 8th day of April, 2015, adopted the following:

**WHEREAS**, it appears to this Board that Secondary Route 708 (Gold Orchard Road) from approximately .02 miles north of Carpers Pike (Route 259) until the end of state maintenance (map attached), serves no public necessity and is no longer necessary as part of the Secondary System of State Highways.

**NOW, THEREFORE, BE IT RESOLVED**, The Clerk of the Board is directed to post and publish notice of the Board's intent to abandon the aforesaid section of Route 708, pursuant to §33.2-909 of the Code of Virginia of 1950, as amended.

**BE IT FURTHER RESOLVED**, that a certified copy of this resolution be forwarded to the Commissioner of the Virginia Department of Transportation.

Richard C. Shickle, Chairman      \_\_\_\_\_      Gary A. Lofton      \_\_\_\_\_

Robert A. Hess      \_\_\_\_\_      Robert W. Wells      \_\_\_\_\_

Gene E. Fisher      \_\_\_\_\_      Charles S. DeHaven, Jr.      \_\_\_\_\_

Red Bud District (Vacant)

**A COPY ATTEST**

\_\_\_\_\_  
Roderick B. Williams, Interim  
Frederick County Administrator