



TOWN OF FRONT ROYAL, VIRGINIA TOWN COUNCIL MEETING

Monday, February 9, 2015 @ 7:00pm

Warren County Government Center

1. Pledge of Allegiance
2. Moment of Silence
3. Roll Call
4. Approval of the Regular Council Meeting minutes of January 26, 2015
5. Receipt of Petitions and/or Correspondence from the Public
6. Reports:
 - a. Report of special committees or Town officials and Town Manager.
 - b. Requests and inquiries of Council members.
 - c. Report of the Mayor
 - d. Proposals for addition/deletion of items to the Agenda.
7. **CONSENT AGENDA ITEMS** – NONE
8. **COUNCIL APPROVAL** – Rezoning Application by County of Warren to Accommodate a Future Public School (*2nd Reading*)
9. **COUNCIL APPROVAL** – Rezoning Application by Economic Development Authority (EDA) to Accommodate a Future Public School (*2nd Reading*)
10. **COUNCIL APPROVAL** – Resolution/ Ordinance to Amend 2014-2015 Budget to Include Bond and Grant Proceeds for the Waste Water Treatment Plant Expansion Project (*2nd Reading*)
11. **COUNCIL APPROVAL** – Award of Solid Waste Management Consulting Services
12. **COUNCIL APPROVAL** – Resolution to Establish a Building Inspection Program
13. **COUNCIL APPROVAL** – Waiver of Sidewalk Requirement on W. 15th Street – Aaron Hike
14. **COUNCIL APPROVAL** – Proclamation for Youth Art Month

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**COUNCIL APPROVAL – Rezoning
Application by County of Warren to
Accommodate a Future Public School
(2nd Reading)**



**Town of Front Royal, Virginia
Council Agenda Statement**

Page 1
Item No. 8

Meeting Date: February 9, 2015

Agenda Item: COUNCIL APPROVAL – Rezoning Application by County of Warren to Accommodate a Future Public School (*2nd Reading*)

Summary: Council is requested to adopt on its second and final reading a conditional rezoning application submitted by the County of Warren, containing approximately 4.71 acres from the A-1 (Agriculture) District to the R-1 (Residential) District. The rezoning application is subject to a pending annexation of a portion of the property into the Town of Front Royal. The rezoning is intended to accommodate a future public school. [RZ14-02-69 – Tax Map 20A21, Section 2, Parcel 7 and Tax Map 21, Parcel 26; also in conjunction with RZ14-02-070]

Budget/Funding: None

Attachments: Staff Report; Rezoning Request Proffer; and, Rezoning Application

Meetings: Work Session held December 1, 2014 and Public Hearing held January 26, 2015

Staff Recommendation: Approval ✓ Denial

Proposed Motion: I move that Council to adopt on its second and final reading a conditional rezoning application submitted by the County of Warren, containing approximately 4.71 acres from the A-1 (Agriculture) District to the R-1 (Residential) District to accommodate a future public school.

ROLL CALL VOTE REQUIRED

*Note: Motions are the formal & final proposal of Council, proposed motions are offered by Staff for guidance
*To be clear and concise, motions should be made in the positive

Approved By: JB

**TOWN OF FRONT ROYAL
DEPARTMENT OF PLANNING & ZONING**



STAFF REPORT FOR THE JULY 16, 2014 PLANNING COMMISSION MEETING
UPDATED FOR JANUARY 26, 2015 TOWN COUNCIL REGULAR MEETING & PUBLIC HEARING (1st READING)

APPLICATION #:

RZ-14-02-69

APPLICANT:

Warren County

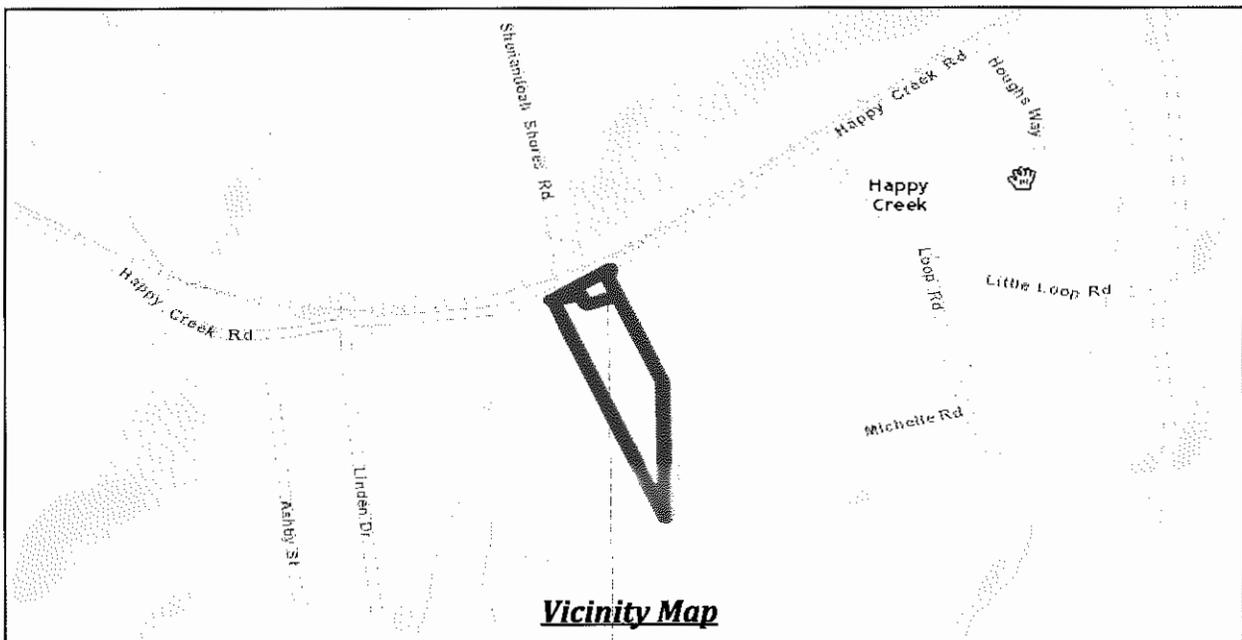
APPLICATION SUMMARY:

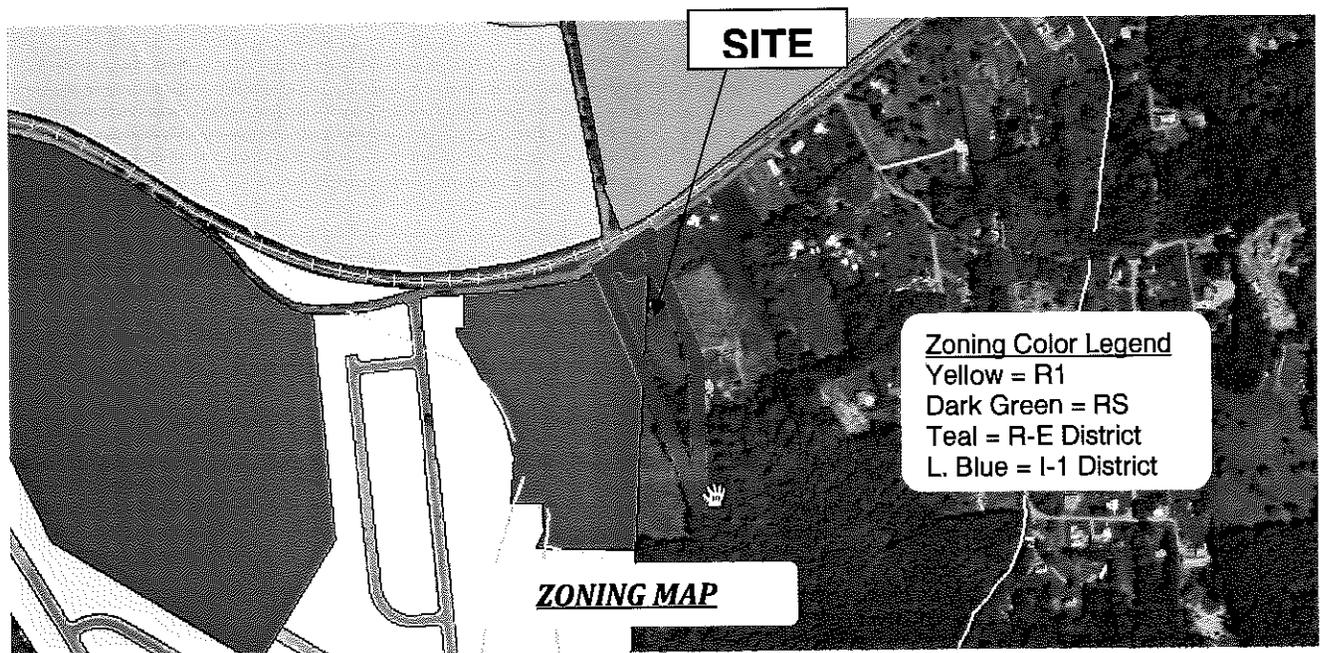
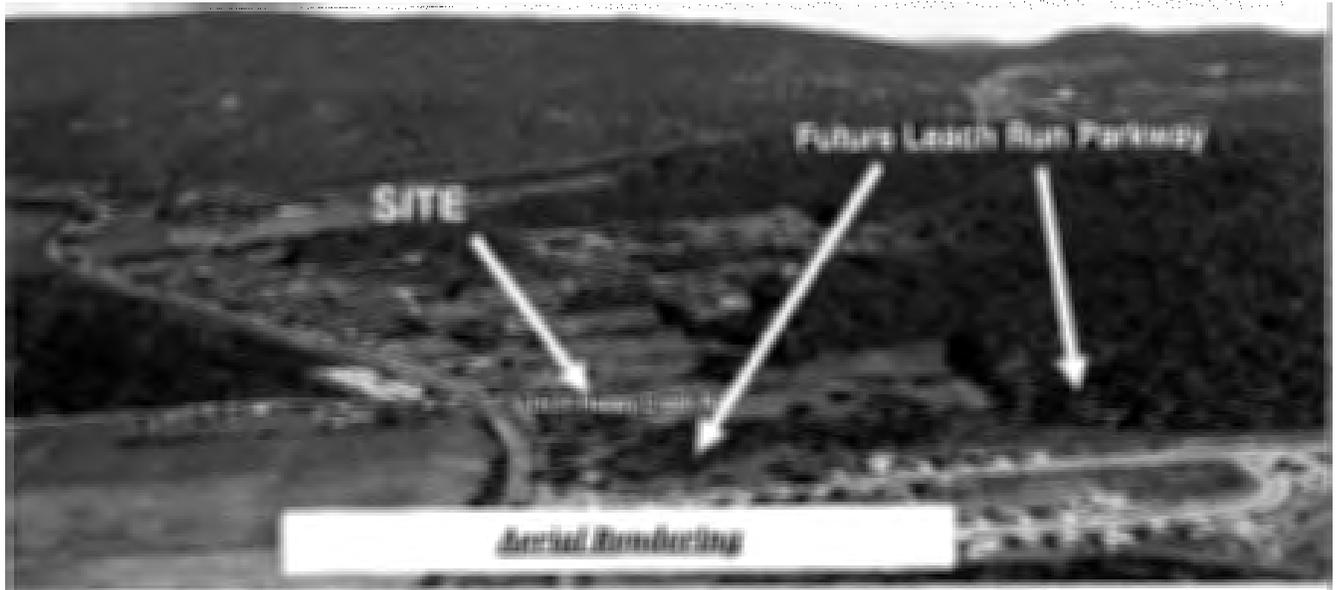
Warren County has submitted a conditional rezoning application for the rezoning of two parcels, consisting of approximately 4.71 acres, from the A-1 (Agriculture) District & R-S (Suburban Residential) District to the R-1 (Residential) District. At the time that this rezoning application was submitted, an annexation was pending to adjust the Town Boundary so it encompassed all of the property. In conjunction with RZ14-02-70, the rezoning is intended to accommodate a future public school. The rezoning application is included as **Attachment 1**.

GENERAL INFORMATION:

Site Address	Happy Creek Road (1531 Happy Creek Road)		
Existing Zoning	A-1 (Agriculture) District & R-S (Suburban Residential) District		
Proposed Zoning	R-1 District		
Overlay Districts	Historic Area - NO	Floodplain- NO	Entrance Corridor- NO
Tax ID	Tax Map 20A21, Section 2, Parcel 7 & Tax Map 21, Parcel 26		
Location	The property is located on the south side of Happy Creek Rd., across the street from the 3-way intersection at Shenandoah Shores Road.		

Existing Use(s)	Vacant
Intended Use(s)	New Warren County Middle School





ADDITIONAL INFORMATION:

<p><i>Application Details</i></p>	<p>The subject property, and the property associated with the IDA rezoning application, is the site selected for the new Warren County Middle School. The new middle school would be designed to house 800 pupils, although initial enrollment will be significantly less, possibly around 600 pupils.</p> <p>The current zoning of the property is R-S and A-1. Both of these zoning districts permit schools, but only with a special use permit. The property is being rezoned to R-1, which allows schools "by-right", without a special use permit. A site plan will need to be approval by the Town's Planning Commission before any zoning or building permits are issued to begin construction.</p> <p>Leach Run Parkway is proposed to intersect with Happy Creek Road immediately to the south of the subject property.</p>
<p><i>Comp. Plan</i></p>	<p>The 2008 Comprehensive Plan Amendment designates the property for future Planned Residential uses (4-6 du per acre). Furthermore, the 2011 Comprehensive Plan Amendment designates the property within the UDA.</p> <p>Development of the property for a public school was not anticipated at the time that these plans were developed. Development for a public school would diminish the amount of land planned for future residential growth by Warren County and the Town of Front Royal within the UDA. However, a public school is certainly a compatible and needed use near residential uses. The FRLP property that is currently in the process of being annexed into the Town could be added to the Town/County UDA to compensate for the loss of potential residential development. However, the additional FRLP property is not ready for development until the East/West Connector road is constructed.</p> <p>The current zoning of the property could facilitate the development of a school with a special use permit.</p>
<p><i>Proffers</i></p>	<p>A proffer is a voluntary offer by a landowner that is submitted with a rezoning application to perform an act or donate money, a product, or service with the intent of justifying the appropriateness of the proposed rezoning application. The rezoning of land with proffers is referred to in the Virginia Code 15.2-2296 as conditional zoning. Under conditional zoning, there are reasonable conditions (proffers) governing the use of the property. Proffers are voluntary for applicants, and are for the purpose of providing additional regulations, not as a means to reduce regulations. Jefferson Green Unit Owners Association, Inc. v. Gwinn, 262 Va. 449 (2001) established that when a locality accepts proffers, they become part of the zoning ordinance.</p>

The Town of Front Royal is authorized to accept cash and non-cash proffers (or not accept them if they chose) under the authority provided under the Virginia Code 15.2-2298. However, proffers must be reasonably related to the rezoning application and consistent with the Comprehensive Plan before they can be accepted. In addition, numerous complex rules and regulations apply to the acceptance and use of cash proffers, such as, but not limited to, the rule that cash proffers can only be used for projects identified within a localities Capital Improvement Plan (CIP).

Attachment 5 includes the most recent proffer statement submitted by the applicant in association with the rezoning application. It is signed October 21, 2014.

The proffer statement offers several non-cash proffers, which are the same for both the IDA and WC rezoning applications. These proffers are listed below with commentary shown in italics.

Proffer #1 – A voluntary requirement that the property will be used for a public school. *This proffer was added by Warren County. It does make clear that the only intent for the property is for use as a public school.*

Proffer #2a - Confirmation that the landscaping requirements of the Town will be complied with. *This proffer was added by Warren County. Given that it only states what would otherwise be required by Code, its only intent appears to be to make clear that the County considers landscaping an important part of the planning and design.*

Proffer #2b – A proffer that the site shall be buffered along the northeastern property line with vegetation in substantial accordance with the screen planting concept plan prepared by J. Duggan & Associates. *This proffer was added at the request of Town Staff. Attachment 4 includes the referenced plan prepared by J. Duggan & Associates.*

Proffer #3a – 3c – Proffers that require two entrances to the school. The primary entrance would be located on the proposed Leach Run Parkway. The secondary entrance would be used only by bus traffic, service vehicles and emergency vehicles, and will be controlled with signage and a locked gate where the bus loop road connects with the rest of the site. *Town Staff expressed concerns with the County about how the bus loop road and entrance off of Happy Creek Road would be limited. Additional language was added by the County regarding the locked gate and signage. Town Staff also requested consideration of a proffer to address traffic impacts, including a proffer that would effectively be a traffic signalization agreement, so that if a traffic signal is installed within a specific time period the County would pay its fair share towards those improvements.*

Warren County added Proffer 3e that agrees to pay a “pro rata share” towards a traffic signal at the Happy Creek Road intersection with the secondary bus loop road.

While the TIA does state that signalization is not necessary for the bus service entrance, this assumption appears to be based on the scenario of no further planned industrial uses occurring (TIA, page 3). With further industrial growth, the TIA states that the intersection would require a traffic signal to achieve desired level of service conditions to reduce delay to side street traffic in both the short-term (2018) and long-term (2028) scenarios (TIA, page 34). A copy of page 34 (Conclusion & Recommendations) and pages 2-6 (Executive Summary) of the TIA is included as **Attachment 3**.

Proffer #3d – A proffer that requires a sidewalk along the entry road off of Leach Run Parkway to the proposed future school; and, multiple sidewalk connections are proffered from the school property to Leach Run Parkway as determined during the site plan process. Town staff requested these proffers to ensure that the school location is made pedestrian friendly. A significant amount of existing and planned residential development is located within close proximity to the site. Warren County expressed concerns about adding a sidewalk along the secondary entrance road to Happy Creek Road.

Proffer #4 – A proffer that all buildings on the site will be constructed using compatible architectural styles, materials and signage. This proffer was added by Warren County. Given the limited detail on what is considered “compatible”, it leaves a lot of room for interpretation.

Proffer #5 – A proffer that all on-site lighting will be designed to minimize light pollution and glare onto adjoining properties. This proffer was added at the request of Town Staff.

The Town Manager, Town Department of Environmental Services, Town Energy Services Department, Town Attorney, VDOT and Town Planning & Zoning reviewed the rezoning application. **Attachment 2** is the applicant’s response to the review comments from these agencies. This information was reviewed by the Planning Commission during a work session and regular meeting/public hearing.

RECOMMENDATIONS:

On July 16, 2014, the Town of Front Royal Planning Commission recommended approval of this rezoning application (RZ14-02-69), conditional that the Town Attorney review the revised proffers with the Warren County/IDA Attorney. Furthermore, the Planning Commission specified that a satisfactory agreement should be made to address the financial impact to the Town for adding a traffic signal at the intersection of Happy Creek Road and the proposed bus loop road.

At this time, as reflective in the current proffers, Warren County/IDA agrees to pay a “*pro rata share*” towards a traffic signal. The Town Attorney and Director of Planning & Zoning recommend that this proffer be supplemented with language to quantify the minimum amount that Warren County/IDA would pay towards a traffic light. It would also be appropriate to clarify how “*pro rata share*” will be calculated.

Town Council discussed this application during a work session in December. Town Council

spoke with Town Staff and the County Administrator about meeting to determine how Warren County can assist the Town in the completion of Happy Creek, Phase 2. Following the work session, Town Staff met with VDOT and representatives of Warren County on the project. VDOT informed the Town and County that it would be many years before Happy Creek, Phase 2, would be initiated due to funding shortfalls. An alternative strategy was discussed that if the Town locally administered the project, and leftover funds from Happy Creek, Phase 1, were rolled-over to Happy Creek, Phase 2, the project could be completed relatively soon, and at a lower cost. VDOT agreed to begin the process and obtain approval to roll-over the leftover funds. A little over 2 million dollars is left-over from Happy Creek, Phase 1.

A public hearing and 1st Reading is scheduled for January 26, 2015.

STAFF REPORT ATTACHMENTS:

Attachment 1: Rezoning Application;

Attachment 2: Applicant's response letter to initial review comments;

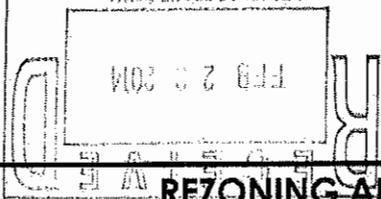
Attachment 3: TIA summary pages;

Attachment 4: Proffered Landscape Buffer Plan

Attachment 5: Revised Proffer Statement, signed 10/22/2014.



TOWN OF FRONT ROYAL ~ 102 East Main Street, Front Royal, Va. 22630 ~ 540-635-4236
Department of Planning & Zoning



RZ 14-02-69

REZONING APPLICATION

APPLICANT

Name County of Warren Phone 540-636-4600

Address 220 North Commerce Ave., Front Royal, VA 22630

E-mail dstanley@warrencountyva.net

PROPERTY OWNER OF RECORD

Name County of Warren Phone 540-636-4600

Address 220 North Commerce Ave., Front Royal, VA 22630

PROPERTY DESCRIPTION

Location/Street Address 497 Happy Creek Road

Number of lots: 2 Total Acreage 4.71

Tax Map Identification for each parcel (Map, Section, Block, & Lot):

20A21-277

21-26

Subdivision Name (if applicable) N/A

REQUEST

Existing Zoning A Proposed Zoning R-1

Existing Use SFD Proposed Use Public School

ATTACHMENTS

The following should be submitted with a completed copy of this application. Additional information may be determined necessary depending on the nature of the request.

1. Application Fee (Checks should be made out to the Town of Front Royal. Fees are as follows: 1 acre or less = \$500, over 1 acre = \$500 + \$100 per acre after 1st acre, Downzoning = \$400)
2. Survey/Plat of the property with metes and bounds descriptions for all existing and proposed property lines and zoning district boundaries (8 copies and a digital copy).
3. Environmental Site Assessment Phase I and Phase II (unless waived by Director).
4. Traffic Impact Analysis (if required)
5. Written proffers. Proffers are voluntary, but should be submitted in a written format approved by the Director.
6. Statement of Justification. As a separate document, provide a statement or statements that explain why you believe the property should be rezoned.

CERTIFICATION

I certify that the information provided with this application is correct to the best of my knowledge. The proffering system has been explained to me and I have read Sections 175-149 and 175-150 of the Town of Front Royal Zoning Ordinance pertaining to conditional zoning and proffering.



[Handwritten Signature]
 Signature of Property Owner

 Signature of Applicant (if different)

City/County of Warrenton, Commonwealth of Virginia
 The foregoing instrument was acknowledged before me this 3rd day of January, 2014 by
Douglas P. Stanley
 (Name of person seeking acknowledgement)

[Handwritten Signature]
 Notary Public
 Notary registration number: 309772 My commission expires: 2-28-2017

NOTICES

- Staff will notify adjacent property owners of the rezoning request and the scheduled public hearing dates with the Planning Commission and Town Council.
- Town Staff will place an advertisement in the local newspaper as required under Virginia Code §15.2-2204.
- Town Staff will place a public hearing sign(s) at the location of the proposed rezoning.
- Submission of this application does not establish a vested right as outlined under Virginia Code §15.2-2307.
- By submitting this application, the applicant grants permission to the Town officials and employees to enter upon the property, which is the subject of this application, during reasonable hours and for purposes related to the application process.
- When the applicant is different than the fee simple property owner, the signature by the fee simple property owner on this application shall be considered as authorization for the applicant to act as an agent for matters concerning this application.

Receipt # _____ Date Paid _____
 Planning Commission Hearing Date: _____ Recommendation: _____
 Town Council Hearing Date: _____ Date Sent to Clerk: _____

June 4, 2013

REZONING REQUEST PROFFER

COUNTY OF WARREN
New Middle School

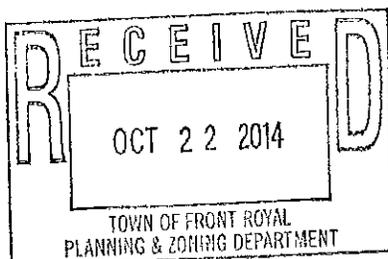
**Property identified on the attached plat dated October 4, 2013 by
Racey Engineering on tax map 20A21, section 2, as parcel 7 and tax map 21, as
parcel 26 containing 4.71 acres.**

Preliminary Matters

Pursuant to Section 15.2-2296 et. Seq., of the Code of Virginia, 1950, as amended, and the provisions of the Town of Front Royal Zoning Ordinance with respect to conditional rezoning, the undersigned applicants hereby proffer that in the event the Town Council of the Town of Front Royal, Virginia, shall approve Rezoning Application # RZ_____ for the rezoning of the properties identified on tax map 20A21, section 2 as parcel 7 containing 0.383 +/- acres currently zoned Residential Suburban (RS) and Agricultural (A) to Residential One (R-1) and tax map 21, as parcel 26 containing 4.33 +/- acres currently zoned Residential Suburban (RS) and Agricultural (A) to Residential One (R-1), the following proffer statement is made by the applicants. Development of the subject Property shall be done in conformity with the terms and conditions set forth herein, except to the extent that such terms and conditions may be subsequently amended or revised by the applicants and approved by the Front Royal Town Council in accordance with Virginia law. In the event that such rezoning is not granted, then these proffers shall be deemed withdrawn and of no effect whatsoever. These proffers shall be binding upon the applicants and their legal successors or assigns. These proffers shall supersede and replace any and all prior proffers affecting the subject property.

Use and Development of the Property

1. The property shall be used for a public school.
2. **Landscaping**
 - a. The applicants shall comply with the landscape requirements of the Town of Front Royal Municipal Code.
 - b. The site shall be buffered along the northeastern property line with vegetation in substantial accordance with the screen planting concept plan prepared by J. Duggan & Associates dated 6-24-2014.



3. Transportation

- a. There will be a total of two entrances to the school. The main entrance will be located on the proposed Leach Run Parkway. The entrance located on Happy Creek Road will be limited to buses, service vehicles and emergency vehicles.
- b. The entry road from Happy Creek Road will be clearly marked with signage limiting access to buses, service vehicles and emergency vehicles.
- c. Access to the entry road off of Happy Creek Road from the school parking lot will be prohibited by a locked gate. The ability to open this gate to through traffic is reserved for school or local government personnel in a time when the main access road from Leach Run Parkway onto the site might be blocked by an accident or other emergency.
- d. A sidewalk will be provided along the entry road to the school from the Leach Run Parkway entrance and will connect to the sidewalk along Leach Run Parkway in lieu of a trail. There will be multiple sidewalk connections provided from the school property to Leach Run Parkway as determined during the site plan process.
- e. Prior to development of the future middle school on the property, the Applicant will purchase and transfer title to the adjacent lands now owned by the Economic Development Authority (which lands are subject to a companion rezoning request now pending with the Town), which the Applicant will combine with the property subject to this application. Subsequent to that transfer, at the time a traffic signal is warranted, as determined by the Town of Front Royal, based on Virginia Department of Transportation (VDOT) Standards, at the intersection of Shenandoah Shores Road and the proposed school bus/service entrance off of Happy Creek Road, the Applicant will pay to the Town of Front Royal its pro-rata share of the cost of adding traffic signalization improvements set to VDOT standards, based on the percentage of vehicle trips being generated by the proposed school uses at that intersection in relation to the total traffic count at the intersection at that time.

4. Architectural/Building Materials

- a. All buildings on the site shall be constructed using compatible architectural styles, materials, and signage.

5. Lighting

- a. All on-site lighting shall be designed to minimize light pollution/glare onto adjoining properties and roads.

10/21/2014

The conditions proffered above shall be binding upon the heirs, executors, administrators, assigns and successors in interest of the Applicants and Owners. In the event the Front Royal Town Council grants said rezoning and accepts these conditions, the proffered conditions shall apply to the land rezoned in addition to other requirements set forth in the Front Royal Municipal Code.

Respectfully submitted,

COUNTY OF WARREN

By: [Signature]

Date: 10.21.2014

COMMONWEALTH OF VIRGINIA
WARREN COUNTY, To-wit:

The foregoing instrument was acknowledged before me this 21st day of October, 2014, by Douglas P. Stanley.

My commission expires 2-28-2017
Notary Public [Signature]



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**COUNCIL APPROVAL – Rezoning
Application by EDA to Accommodate a
Future Public School (2nd Reading)**



Town of Front Royal, Virginia
Council Agenda Statement

Page 1
Item No. 9

Meeting Date: February 9, 2015

Agenda Item: COUNCIL APPROVAL – Rezoning Application by Economic Development Authority (EDA) to Accommodate a Future Public School (*2nd Reading*)

Summary: Council is requested to adopt on its second and final reading a conditional rezoning application submitted by the Industrial Development Authority of the Town of Front Royal and the County of Warren, also referred to as the Economic Development Authority (EDA), containing approximately 19.31 acres from the R-S (Suburban Residential) District and A-1 (Agriculture) District to the R-1 (Residential) District. The rezoning application is subject to a pending annexation of a portion of the property into the Town of Front Royal. The rezoning is intended to accommodate a future public school. [RZ14-02-70 – Tax Map 20A21, Section 2, Parcel 4D, 5, 6, and 12; also in conjunction with RZ14-02-069]

Budget/Funding: None

Attachments: Staff Report; Rezoning Request Proffer; and, Rezoning Application

Meetings: Work Session held December 1, 2015 and Public Hearing held February 2, 2015

Staff Recommendation: Approval Denial

Proposed Motion: Council is requested to adopt on its second and final reading a conditional rezoning application submitted by the Industrial Development Authority of the Town of Front Royal and the County of Warren, also referred to as the Economic Development Authority (EDA), containing approximately 19.31 acres from the R-S (Suburban Residential) District and A-1 (Agriculture) District to the R-1 (Residential) District, intended to accommodate a future public school.

ROLL CALL VOTE REQUIRED

*Note: Motions are the formal & final proposal of Council,
proposed motions are offered by Staff for guidance

*To be clear and concise, motions should be made in the positive

Approved By: JTB

**TOWN OF FRONT ROYAL
DEPARTMENT OF PLANNING & ZONING**



STAFF REPORT FOR THE JULY 16, 2014 PLANNING COMMISSION MEETING
UPDATED FOR JANUARY 26, 2015 TOWN COUNCIL REGULAR MEETING & PUBLIC HEARING (1st READING)

APPLICATION #:

RZ-14-02-70

APPLICANT:

Industrial Development Authority of the
Town of Front Royal and County of Warren

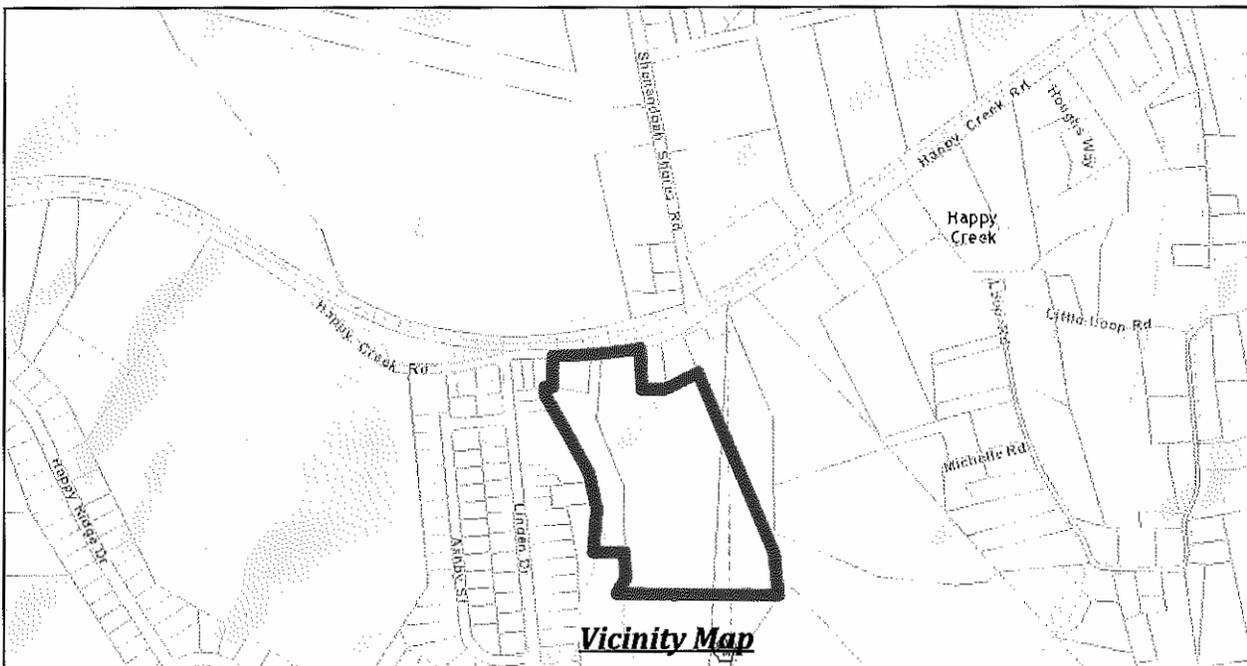
APPLICATION SUMMARY:

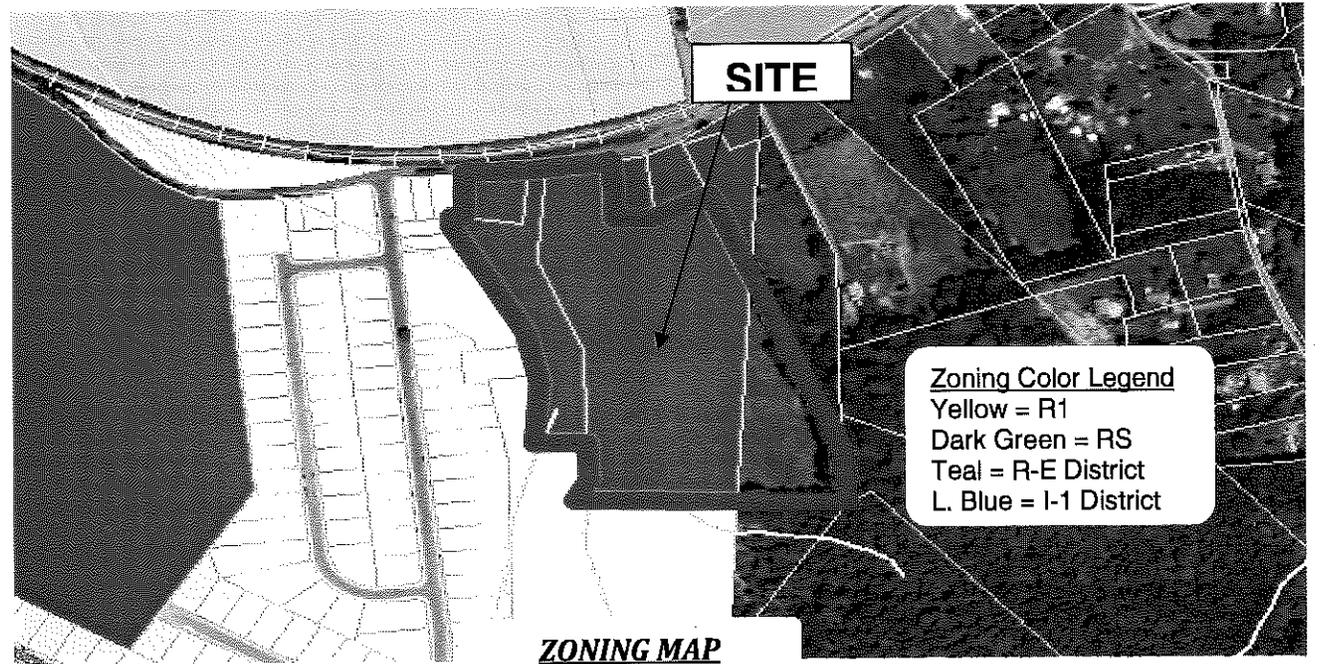
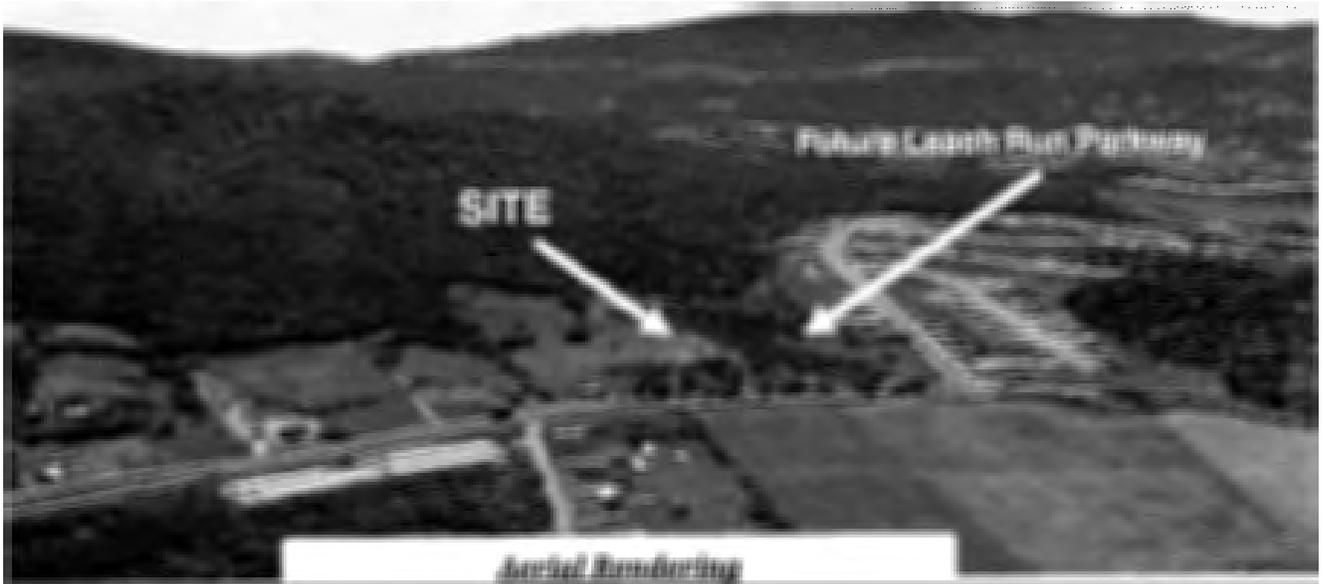
The Industrial Development Authority (IDA) has submitted a conditional rezoning application for the rezoning of four parcels, consisting of approximately 19.31 acres, from the A-1 (Agriculture) District & R-S (Suburban Residential) District to the R-1 (Residential) District. At the time of submission, an annexation was pending for a portion of the property. In conjunction with RZ14-02-69, the rezoning is intended to accommodate a future public school (Warren County Middle School). The submitted rezoning application is included as **Attachment 1** to the previous agenda item.

GENERAL INFORMATION:

Site Address	Happy Creek Road (1497 and 1463 Happy Creek Road)		
Existing Zoning	A-1 (Agriculture) District & R-S (Suburban Residential) District		
Proposed Zoning	R-1 District		
Overlay Districts	Historic Area - NO	Floodplain- NO	Entrance Corridor - NO
Tax ID	Tax Map 20A21, Section 2, Parcels 4D, 5, 6, & 12		
Location	The property is located on the south side of Happy Creek Rd., southwest from the intersection at Shenandoah Shores Road.		

Existing Use(s)	Vacant
Intended Use(s)	New Warren County Middle School





AREA TABULATION

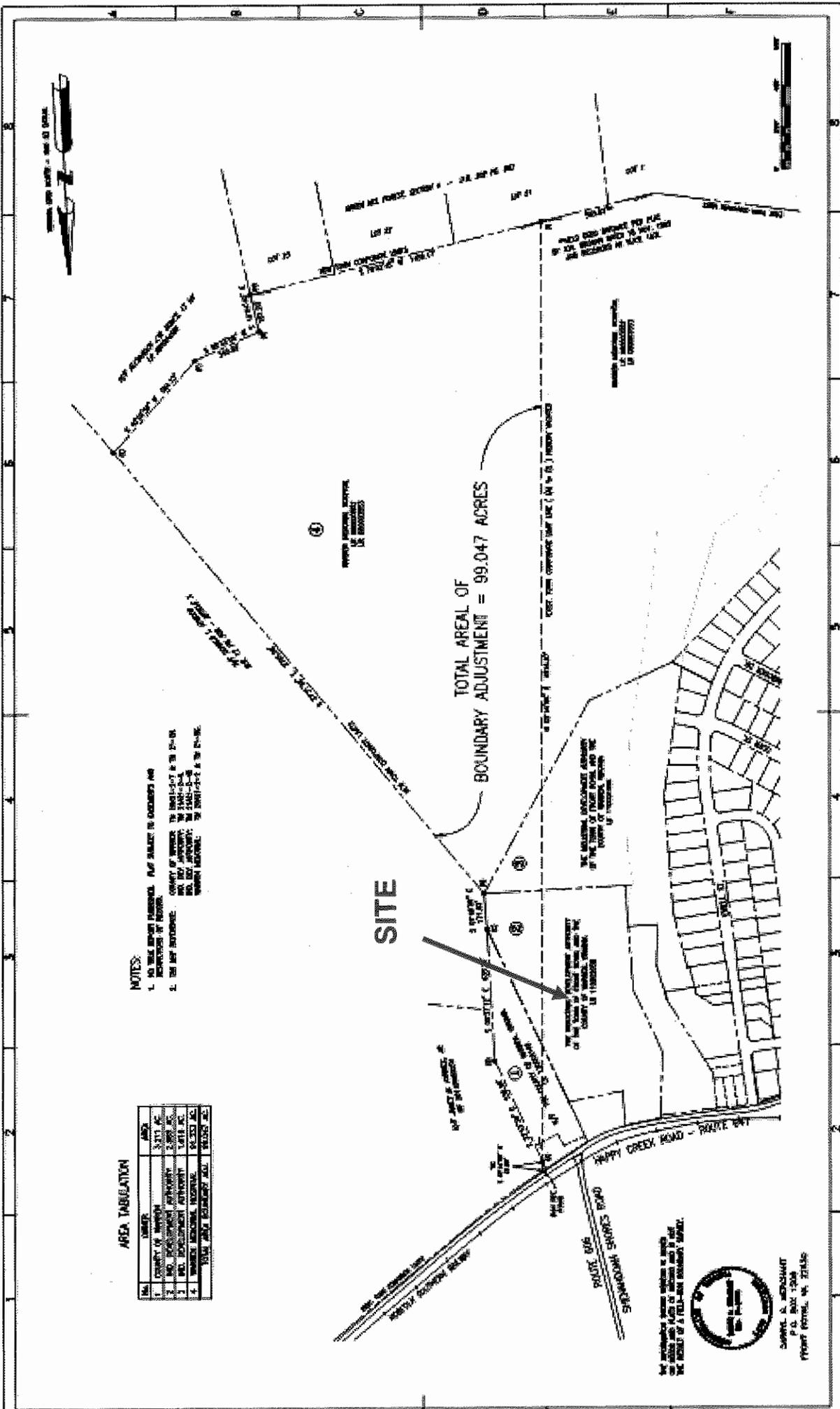
NO.	CLASSIFICATION	AREA
1	CONCRETE	3,311 AC.
2	ASPHALT	2,800 AC.
3	GRAVEL	1,800 AC.
4	ROADS	1,800 AC.
5	LAND	84,336 AC.
6	TOTAL	99,047 AC.

NOTES:

1. ALL AREAS SHOWN HEREON ARE SUBJECT TO EASEMENTS AND ENCUMBRANCES OF RECORD.
2. THE TOTAL AREA OF THE SITE IS 99,047 ACRES.

SITE

TOTAL AREA OF BOUNDARY ADJUSTMENT = 99.047 ACRES



PREPARED BY THE
TOWN OF FRONT ROYAL
 DEPARTMENT OF PLANNING & ZONING
 100 EAST MAIN STREET
 FRONT ROYAL, VIRGINIA 22630
 546-432-4328

LICENSE
 EXAMINE THIS DOCUMENT CAREFULLY
 TO BE SURE IT IS THE ORIGINAL
 AND THAT IT IS THE ORIGINAL
 AND THAT IT IS THE ORIGINAL

NOT SHOWN
 MUNICIPAL BOUNDARY LINE ADJUSTMENT
 BETWEEN THE
TOWN OF FRONT ROYAL
 AND THE
COUNTY OF WARREN
 HAPPY CREEK STREET - WARREN COUNTY, VIRGINIA
 DEC. 19 MAY 2014
 SCALE: 1" = 250'

SURVEY

ADDITIONAL INFORMATION:

<p><i>Application Details</i></p>	<p>The subject property, and the property associated with the IDA rezoning application, is the site selected for the new Warren County Middle School. The new middle school would be designed to house 800 pupils, although initial enrollment will be significantly less, possibly around 600 pupils.</p> <p>The current zoning of the property is R-S and A-1. Both of these zoning districts permit schools, but only with a special use permit. The property is being rezoned to R-1, which allows schools "by-right", without a special use permit. A site plan will need to be submitted for approval by the Town before any zoning or building permits are issued to begin construction.</p> <p>Leach Run Parkway is proposed to intersect with Happy Creek Road immediately to the south of the subject property. The site plan for Leach Run Parkway is presently under review, and the Town is awaiting comments from VDOT.</p>
<p><i>Comp. Plan</i></p>	<p>The 2008 Comprehensive Plan Amendment designates the property for future Planned Residential uses (4-6 du per acre). Furthermore, the 2011 Comprehensive Plan Amendment designates the property within the UDA.</p> <p>Development of the property for a public school was not anticipated at the time that these plans were developed. Development for a public school would diminish the amount of land planned for future residential growth by Warren County and the Town of Front Royal within the UDA. However, a public school is certainly a compatible and needed use near residential uses. The FRLP property that is currently in the process of being annexed into the Town could be added to the Town/County UDA to compensate for the loss of potential residential development. However, the additional FRLP property is not ready for development until the East/West Connector road is constructed.</p> <p>The current zoning of the property could facilitate the development of a school with a special use permit.</p>
<p><i>Proffers</i></p>	<p>A separate proffer statement is submitted for the property owned by the IDA (See Attachment 1). However, the proffers are the same as submitted with the Warren County application, as described in the previous agenda item.</p>

RECOMMENDATIONS:

On July 16, 2014, the Town of Front Royal Planning Commission recommended approval of this rezoning application (RZ14-02-69), conditional that the Town Attorney review the revised proffers with the Warren County/IDA Attorney. Furthermore, the Planning Commission specified that a satisfactory agreement should be made to address the financial impact to the Town for adding a traffic signal at the intersection of Happy Creek Road and the proposed bus loop road.

At this time, as reflective in the current proffers, Warren County/IDA agrees to pay a "*pro rata share*" towards a traffic signal. The Town Attorney and Director of Planning & Zoning recommend that this proffer be supplemented with language to quantify the minimum amount that Warren County/IDA would pay towards a traffic light. It would also be appropriate to clarify how "*pro rata share*" will be calculated.

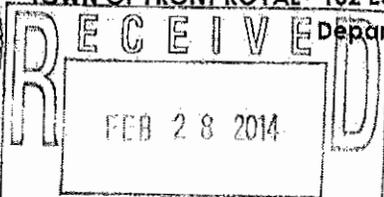
Town Council discussed this application during a work session in December. Town Council spoke with Town Staff and the County Administrator about meeting to determine how Warren County can assist the Town in the completion of Happy Creek, Phase 2. Following the work session, Town Staff met with VDOT and representatives of Warren County on the project. VDOT informed the Town and County that it would be many years before Happy Creek, Phase 2, would be initiated due to funding shortfalls. An alternative strategy was discussed that if the Town locally administered the project, and leftover funds from Happy Creek, Phase 1, were rolled-over to Happy Creek, Phase 2, the project could be completed relatively soon, and at a lower cost. VDOT agreed to begin the process and obtain approval to roll-over the leftover funds. A little over 2 million dollars is left-over from Happy Creek, Phase 1.

A public hearing and 1st Reading is scheduled for January 26, 2015.

ATTACHMENTS: Attachment 1: IDA Proffer Statement



TOWN OF FRONT ROYAL ~102 East Main Street, Front Royal, Va. 22630 ~ 540-635-4236
Department of Planning & Zoning



RZ 14-02-70

TOWN OF FRONT ROYAL
PLANNING & ZONING **REZONING APPLICATION**

APPLICANT

Name IDA OF THE TOWN OF FRONT ROYAL AND Phone 540-635-2182
THE COUNTY OF WARREN
Address P.O. BOX 445, FRONT ROYAL, VA 22630
E-mail mcdonald@wceda.com

PROPERTY OWNER OF RECORD

Name IDA Phone 540-635-2182
Address P.O. BOX 445, FRONT ROYAL, VA 22630

PROPERTY DESCRIPTION

Location/Street Address HAPPY CREEK ROAD
Number of lots: 3 Total Acreage 22.68
Tax Map Identification for each parcel (Map, Section, Block, & Lot):
20A21-2-6A (17.96+/- ACRES)
20A21-2-4D (PORTION OF / 1.11 +/- ACRES)
20A21-2-5 (3.61 +/- ACRES)
Subdivision Name (if applicable) N/A

REQUEST

Existing Zoning RS/A Proposed Zoning R-1
Existing Use SFD/VACANT Proposed Use PUBLIC SCHOOL

ATTACHMENTS

The following should be submitted with a completed copy of this application. Additional information may be determined necessary depending on the nature of the request.

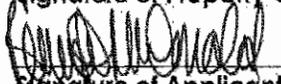
1. Application Fee (Checks should be made out to the Town of Front Royal. Fees are as follows: 1 acre or less = \$500, over 1 acre = \$500 + \$100 per acre after 1st acre, Downzoning = \$400)
2. Survey/Plat of the property with metes and bounds descriptions for all existing and proposed property lines and zoning district boundaries (8 copies and a digital copy).
3. Environmental Site Assessment Phase I and Phase II (unless waived by Director).
4. Traffic Impact Analysis (if required)
5. Written proffers. Proffers are voluntary, but should be submitted in a written format approved by the Director.
6. Statement of Justification. As a separate document, provide a statement or statements that explain why you believe the property should be rezoned.

CERTIFICATION

I certify that the information provided with this application is correct to the best of my knowledge. The proffering system has been explained to me and I have read Sections 175-149 and 175-150 of the Town of Front Royal Zoning Ordinance pertaining to conditional zoning and proffering.

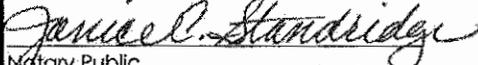


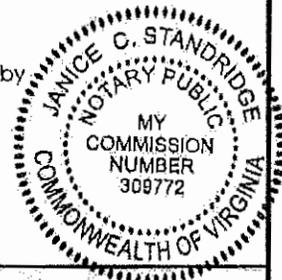
 Signature of Property Owner



 Signature of Applicant (if different)

City/County of Warren, Commonwealth of Virginia
 The foregoing instrument was acknowledged before me this 31st day of October, 2013 by
Jennifer McDonald
 (Name of person seeking acknowledgement)


 Notary Public
 Notary registration number: 309772 My commission expires: 2-28-17



NOTICES

- Staff will notify adjacent property owners of the rezoning request and the scheduled public hearing dates with the Planning Commission and Town Council.
- Town Staff will place an advertisement in the local newspaper as required under Virginia Code §15.2-2204.
- Town Staff will place a public hearing sign(s) at the location of the proposed rezoning.
- Submission of this application does not establish a vested right as outlined under Virginia Code §15.2-2307.
- By submitting this application, the applicant grants permission to the Town officials and employees to enter upon the property, which is the subject of this application, during reasonable hours and for purposes related to the application process.
- When the applicant is different than the fee simple property owner, the signature by the fee simple property owner on this application shall be considered as authorization for the applicant to act as an agent for matters concerning this application.

Receipt # _____ Date Paid _____
 Planning Commission Hearing Date: _____ Recommendation: _____
 Town Council Hearing Date: _____ Date Sent to Clerk: _____

REZONING REQUEST PROFFER

INDUSTRIAL DEVELOPMENT AUTHORITY
of the TOWN OF FRONT ROYAL and the COUNTY OF WARREN
New Middle School

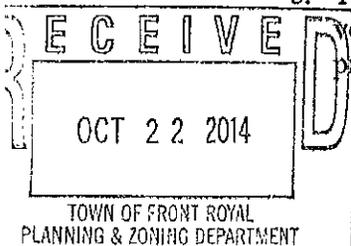
**Property identified on the attached plat dated October 4, 2013 by
Racey Engineering on tax map 20A21, section 2, as parcels 4D, 5, 6, and 12
containing 19.31 acres.**

Preliminary Matters

Pursuant to Section 15.2-2296 *et. Seq.*, of the Code of Virginia, 1950, as amended, and the provisions of the Town of Front Royal Zoning Ordinance with respect to conditional rezoning, the undersigned applicants hereby proffer that in the event the Town Council of the Town of Front Royal, Virginia, shall approve Rezoning Application # RZ _____ for the rezoning of the properties identified on tax map 20A21, section 2, as parcel 6 containing 14.20 +/- acres currently zoned Residential Suburban (RS) and Agricultural (A) to Residential One (R-1); a portion of tax map 20A21, section 2, as parcel 4D containing 1.62 +/- acres currently zoned Agricultural (A) to Residential One (R-1); tax map 20A21, section 2, as parcel 5 containing 3.61 +/- acres currently zoned Residential Suburban (SR) to Residential One (R-1), and tax map 20A21, section 2, as parcel 12 containing 0.64 +/- acres currently zoned Residential Suburban (SR) to Residential One (R-1), the following proffer statement is made by the applicants. Development of the subject Property shall be done in conformity with the terms and conditions set forth herein, except to the extent that such terms and conditions may be subsequently amended or revised by the applicants and approved by the Front Royal Town Council in accordance with Virginia law. In the event that such rezoning is not granted, then these proffers shall be deemed withdrawn and of no effect whatsoever. These proffers shall be binding upon the applicants and their legal successors or assigns. These proffers shall supersede and replace any and all prior proffers affecting the subject property.

Use and Development of the Property

1. The property shall be used for a public school.
2. **Landscaping**
 - a. The applicants shall comply with the landscape requirements of the Town of Front Royal Municipal Code.
 - b. The site shall be buffered along the northeastern property line with vegetation in substantial accordance with the screen planting concept plan prepared by J. Duggan & Associates dated 6-24-2014.



3. Transportation

- a. There will be a total of two entrances to the school. The main entrance will be located on the proposed Leach Run Parkway. The entrance located on Happy Creek Road will be limited to buses, service vehicles and emergency vehicles.
- b. The entry road from Happy Creek Road will be clearly marked with signage limiting access to buses, service vehicles and emergency vehicles.
- c. Access to the entry road off of Happy Creek Road from the school parking lot will be prohibited by a locked gate. The ability to open this gate to through traffic is reserved for school or local government personnel in a time when the main access road from Leach Run Parkway onto the site might be blocked by an accident or other emergency.
- d. A sidewalk will be provided along the entry road to the school from the Leach Run Parkway entrance and will connect to the sidewalk along Leach Run Parkway in lieu of a trail. There will be multiple sidewalk connections provided from the school property to Leach Run Parkway as determined during the site plan process.
- e. Prior to development of the future middle school on the property, the Applicant will transfer title to the subject property either to the County of Warren or to the Warren County School Board, which will combine the property with adjacent lands now owned by the County of Warren, which lands are subject to a companion rezoning request now pending with the Town. Subsequent to that transfer, at the time a traffic signal is warranted, as determined by the Town of Front Royal, based on Virginia Department of Transportation (VDOT) Standards, at the intersection of Shenandoah Shores Road and the proposed school bus/service entrance off of Happy Creek Road, the Applicant's successor will pay to the Town of Front Royal its pro-rata share of the cost of adding traffic signalization improvements set to VDOT standards, based on the percentage of vehicle trips being generated by the proposed school uses at that intersection in relation to the total traffic count at the intersection at that time.

4. Architectural/Building Materials

- a. All buildings on the site shall be constructed using compatible architectural styles, materials, and signage.

5. Lighting

- a. All on-site lighting shall be designed to minimize light pollution/glare onto adjoining properties and roads.

10/21/2014

The conditions proffered above shall be binding upon the heirs, executors, administrators, assigns and successors in interest of the Applicants and Owners. In the event the Front Royal Town Council grants said rezoning and accepts these conditions, the proffered conditions shall apply to the land rezoned in addition to other requirements set forth in the Front Royal Municipal Code.

Respectfully submitted,

INDUSTRIAL DEVELOPMENT AUTHORITY

By: 

Date: 10-22-2014

COMMONWEALTH
STATE OF VIRGINIA
WARREN COUNTY, To-wit:

The foregoing instrument was acknowledged before me this 22nd day of October, 2014, by Jennifer R. McDonald.

My commission expires 10/31/2018
Notary Public Cindy Sue Kokernak



10

**COUNCIL APPROVAL – Amend 2014-15
Budget to Include Bond and Grant Proceeds
for the WWTP (2nd Reading)**



Town of Front Royal, Virginia
Council Agenda Statement

Page 1
Item No. 10

Meeting Date: February 9, 2015

Agenda Item: COUNCIL APPROVAL – Amend 2014-2015 Budget and Appropriations Ordinance to Include Bond and Grant Proceeds for the Waste Water Treatment Plan Expansion Project (2nd Reading)

Summary: Council is requested to adopt on its second and final reading an amendment in the form of a Budget and Appropriations Resolution and Ordinance to the 2014-2015 Budget and Appropriations Ordinance to include interest free Bond and Grant proceeds from the Virginia Water Facilities Revolving fund in the amount of \$11,667,489.00 Grant proceeds and \$39,377,600.00 Bond proceeds (\$51,045,089.00 total) received for the Waste Water Treatment Plan Expansion Project, which proceeds are the result of the December 17, 2014 closing for the funding project. One reading is required because of the specific budget requirements in the State Code (Va. Code § 15.2- 2507.A.; 68-69 Va. AG 79) and the Town Code, Section 4-4. B.

Budget/Funding:

Grant proceeds	\$11,667,489.00	[9801-3310001]
Bond proceeds	\$39,377,600.00	[9801-3510111]
WWTP Expansion	\$51,045,089.00	[9801-7015]

Attachments: Schedule 1 Virginia Water Facilities Revolving Fund

Meetings: Work Session held January 5, 2015

Staff Recommendation: Approval Denial

Proposed Motion: I move that Council adopt on its second and final reading a Budget and Appropriations Resolution and Ordinance to the 2014-2015 Budget and Appropriations Ordinance to amend the Budget so as to include and appropriate interest free Bond and Grant proceeds from the Virginia Water Facilities Revolving fund in the amount of \$11,667,489.00 Grant proceeds and \$39,377,600.00 Bond proceeds (\$51,045,089.00 total) received for the Waste Water Treatment Plan Expansion Project.

ROLL CALL VOTE REQUIRED

*Note: Motions are the formal & final proposal of Council, proposed motions are offered by Staff for guidance
*To be clear and concise, motions should be made in the positive

Approved By: JB

**BUDGET AND APPROPRIATIONS RESOLUTION AND ORDINANCE
FOR THE TOWN OF FRONT ROYAL, VIRGINIA
AMENDING THE ANNUAL BUDGET AND APPROPRIATIONS
FOR THE FISCAL YEAR ENDING JUNE 30, 2015**

BE IT RESOLVED AND ORDAINED BY THE COUNCIL OF THE TOWN OF FRONT ROYAL, VIRGINIA:

That the Budget for the Town of Front Royal, Virginia, for the Fiscal Year ending June 30, 2015, is hereby amended, and the following sums are hereby appropriated by said Town Council's affirmation on its first reading of an amendment to the 2014-2015 Budget to include interest free Bond and Grant proceeds from the Virginia Water Facilities Revolving fund in the amount of \$11,667,489.00 Grant proceeds and \$39,377,600.00 Bond proceeds (\$51,045,089.00 total) received for the Waste Water Treatment Plan Expansion Project, which proceeds are the result of the December 17, 2014 closing for the funding project, said appropriations to be applied as follows:

Budget/Funding:	Grant proceeds	\$11,667,489.00	[9801-3310001]
	Bond proceeds	\$39,377,600.00	[9801-3510111]
	WWTP Expansion	\$51,045,089.00	[9801-7015]

This Resolution shall be effective immediately upon enactment.

THIS RESOLUTION AND ORDINANCE was adopted by unanimous vote of the Mayor and all Members, including the Vice-Mayor, all of whom were present and voting, of Town Council voting "Yes" below at a Regular Meeting of the Town Council of Front Royal, Virginia, on December 8, 2014, upon the following recorded vote:

Motion to Approve by: _____

Seconded by: _____

Votes:

Timothy W. Darr, Mayor, _____

Town Council Members

John P. Connolly _____ Bébhinn C. Egger _____

Daryl L. Funk _____ Bret W. Hrbek _____

Eugene R. Tewalt _____ Hollis L. Tharpe _____

APPROVED AS TO FORM AND LEGALITY:

Douglas W. Napier, Date
Town Attorney

11

**COUNCIL APPROVAL – Award of Solid
Waste Management Consulting Services**



**Town of Front Royal, Virginia
Council Agenda Statement**

Page 1
Item No. 11

Meeting Date: February 9, 2014

Agenda Item: COUNCIL APPROVAL – Award of Solid Waste Management Consulting Services

Summary: The Department of Environmental Services has solicited bids to provide consulting services to assist in the management of solid waste collection and disposal in the most cost-effective manner. Council is requested to approve the award of the consulting services to MSW Consultants in an amount not to exceed \$20,000.00.

Budget/Funding: 4203 – 30002 Professional Services

Attachments: Request for Proposal

Meetings: Work Sessions held January 19 and February 2, 2015

Staff Recommendation: Approval ✓ Denial

Proposed Motion: I move that Council approve the award of consulting services to complete an evaluation of the Solid Waste Division in the amount of \$20,000.00 to MSW Consultants.

ROLL CALL VOTE REQUIRED

*Note: Motions are the formal & final proposal of Council,
proposed motions are offered by Staff for guidance
*To be clear and concise, motions should be made in the positive

Approved By: JB



PROPOSAL

Professional Solid Waste Management Consulting Services Request for Proposal #24



Presented to:
Town of Front Royal
October 3, 2014



1160 High Tech Avenue, Suite 100
Cherry Hill, NJ 08002

(856) 479-4200

www.mswconsultants.com

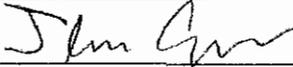
In compliance with this Request for Proposal and to all the conditions imposed herein, the undersigned offers and agrees to furnish the services in accordance with the attached signed proposal.

LEGAL NAME & ADDRESS OF FIRM:

MidAtlantic Solid Waste Consultants, LLC

11875 High Tech Avenue, Suite 150

Orlando, FL 32828

By: 
Company's Legal Name Authorized Representative - Signature in Ink

Printed Name: John Culbertson

Title: Principal

Date: September 30, 2014

Phone: (407) 380-8951

Email: jculbertson@mswconsultants.com

Fax: (800) 679-9220

Federal Tax ID # 20-1872233

VA SCC Business Registration # _____ *
"Proof of Authority to Transact Business in VA"

* To be obtained within 10 Business days upon Notice of Award.

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September 30, 2014



Cynthia A. Hartman, Purchasing Agent
Town of Front Royal
102 East Main Street
Front Royal, VA 22630

Subject: Proposal for Professional Solid Waste Management Consulting Services

Dear Ms. Hartman:

MSW Consultants, LLC, is pleased to provide this proposal to the Town of Front Royal to evaluate and optimize the Town's waste and recycling collection services.

MSW Consultants is a management consulting firm with offices in Maryland, Pennsylvania and Florida whose senior professional staff have over 100 years combined experience providing a wide range of solid waste and recycling expertise to municipalities across the country. We offer a national perspective on best practices that could be implemented in Front Royal as the Town seeks to increase productivity, reduce operational costs, improve customer service, and potentially increase diversion rates. As a former private sector collection system regional manager and as a consultant who has assisted literally dozens of cities and towns to improve their waste management systems, I personally lead the firm's engagements associated with collection optimization.

Please note that MSW Consultants is not currently registered to do business in Virginia, but we are prepared to file with the Virginia State Corporation Commission immediately upon notice of award. We understand that the process to get registered takes approximately eight (8) business days upon receipt of the LLC-1052 Form, so we do not anticipate that this step will delay the project's start date or otherwise slow the project.

I am authorized to commit the firm to the terms and conditions of this proposal. I encourage you to review our full proposal and talk with our references for further insight. Please do not hesitate to contact me at (301) 607-6428 or w.davenport@mswconsultants.com if you have any questions. We appreciate the opportunity to be considered for this project.

Sincerely,

Walt Davenport
President

WD/cc

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TOWN OF FRONT ROYAL
PROFESSIONAL SOLID WASTE MANAGEMENT
CONSULTING SERVICES
REQUEST FOR PROSAL #24

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MSW Consultants, LLC Signature Form

Letter of Transmittal

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PRICING SCHEDULE.....	13

APPENDIX A RESUMES

APPENDIX B LETTERS OF RECOMMENDATION

TABLE OF CONTENTS (CONTINUED)

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PROPOSAL

DESCRIPTION OF THE FIRM



MSW Consultants is a specialized consulting company whose key management staff have over 100 years combined experience providing municipal solid waste management planning, recycling program assessment, collection program productivity analysis and routing, solid waste cost-of-service and rate development, waste composition and generation studies, litter and marine debris management, procurement assistance, and implementation assistance for state, county and local governments across the nation. MSW Consultants was created in name in 2002 and legally established as a Maryland Limited Liability Company (LLC) in 2004. The firm converted to a Florida LLC in 2014. The firm's client base has expanded to over 60 city, county, state and private organizations across the U.S., served by 11 staff and associates. MSW Consultants provides the following menu of solid waste consulting services:

SOLID WASTE MANAGEMENT PLANS

- SWMPs and Zero Waste Plans
- Overview of waste management systems and technologies
- Stakeholder committee facilitation
- Public education and outreach strategies

RECYCLING/COMPOSTING

- Recycling system planning
- Residential recycling program implementation
- Single stream recycling analysis
- Volume-based pricing (Pay-As-You-Throw) program and rate development
- Yard waste diversion and composting program assistance

COLLECTION OPTIMIZATION

- Refuse, recycling, yard waste and bulky waste productivity analysis and improvement
- Automated and single-stream collection conversion assistance
- Front-load and roll-off efficiency analysis and service rate development
- GPS, event tracking, RFID and onboard data collection system development
- Route development, route balancing, and area/path re-routing

FINANCIAL ANALYSIS

- Solid waste system full-cost-of-service studies
- Enterprise fund development
- Lifecycle cost development

- Solid waste enterprise fund service rate development
- Facility processing/tip fee analysis
- User fee and non-ad valorem assessment rate development

COLLECTION, DISPOSAL AND RECYCLING PROCUREMENT SERVICES

- Solid waste, recycling, yard waste and bulky waste collection procurement assistance
- Contract/franchise system analysis
- Disposal and facility operations procurement assistance
- Managed competition assistance
- Contract negotiation assistance

WASTE COMPOSITION AND GENERATION ANALYSIS

- Sampling plan development
- Waste composition field sampling and sorting
- Statistical analysis
- Waste generation rate studies
- Institutional and commercial waste audits and recycling program improvement
- Visible litter studies and litter/illegal dumping research

FLEET MANAGEMENT SYSTEM ANALYSIS

- Vehicle utilization rate and spare vehicle analysis
- Maintenance and repair cost analysis
- Pre and post-trip inspection programming
- Preventive maintenance programming
- Fleet Information System configuration

MID ATLANTIC SOLID WASTE CONSULTANTS

11875 High Tech Avenue, Suite 150, Orlando, FL 32817 (800) 679-9220

www.mswconsultants.com

EIN: 20-1872233

PROPOSAL

STATEMENT OF QUALIFICATIONS

MSW Consultants specializes in helping local governments optimize their solid waste management systems through operational, financial, planning, market research, and other non-engineering technical expertise. The table below lists relevant local government waste management consulting engagements performed by the firm over the past several years. Selected project profiles are provided immediately following the table.

MSW Consultants Client and Project List

Year	Client	Project
Ongoing	Pennsylvania Department of Environmental Protection, PA	Recycling Technical Assistance Provider
Ongoing	Central Connecticut Solid Waste Authority, CT	Disposal and Recyclables Processing Procurement Assistance
Ongoing	Liberty County, Georgia, GA	Solid Waste Cost & Rate Study
Ongoing	City of Columbia, MO	Solid Waste Collection Cost of Service and Rate Recommendation
Ongoing	Internal R&D Initiative	Solid Waste Management Plan Database and Library
Ongoing	Borough of State College, PA	Refuse Services Evaluation and Rate Study
2014	Cambria County Solid Waste Management Authority (CCSWMA), PA	RFP for Recyclables Processing
2014	Howard County, MD	Solid Waste Management Plan 2014-2024
2014	City of Allentown, PA	RFP for E-Scrap Collection
2013	City of Philadelphia, PA	Recyclables Processing Composition Audit
2013	Montgomery County, MD/NMWA, MD	Waste-by-Rail Negotiation Assistance
2013	Robeson-Wernersville-Womelsdorf COG, PA	Recycling Education
2013	Upper Nazareth Township, PA	Recycling Program Optimization
2013	Carroll Township, PA	Yard Waste Composting and Commercial Recycling Program Assistance
2013	Borough of Dickson City, PA	Residential Collection Optimization and Recycling Study
2013	Marple Township, PA	Compost Facility Feasibility Study
2013	Winchester Municipal Utilities, KY	Solid Waste Collection Service Optimization and Rate Study
2012	Borough of West Reading, PA	Yard Waste Recycling Analysis
2012	Cities of Atlantic Beach and Neptune Beach, FL	Solid Waste Cost Analysis
2012	Howard County, MD	Composition Analysis of Residential Expanded Organics Collection
2012	City of Scranton, PA	Evaluation of Residential & Commercial Recycling Collection Programs
2012	Borough of Clarks Summit, PA	Development of Commercial Recycling Program
2012	City of North Port, FL	Transfer Station Feasibility Study
2012	Town of Simsbury, CT	Evaluation of Curbside Recycling Collection
2012	Borough of State College, PA	Educational Program Development for Restaurant Recycling and Composting Program
2011	Lexington-Fayette Urban County Government, KY	Route Optimization and Onboard Systems Implementation
2011	Wayne County, PA	Municipal Waste Management Plan Update
2011	Lexington-Fayette Urban County Government, KY	Solid Waste Collection, Disposal and Recycling Benchmarking
2011	Centre County Solid Waste Authority, PA	Disposal Capacity Procurement Assistance
2011	Central Connecticut Solid Waste Authority, CT	Disposal and Recyclables Processing Procurement
2011	City of Poughkeepsie, NY	Multi-Family Collection System Audit and Collection Efficiency Study

BOROUGH OF STATE COLLEGE, PA: REFUSE SERVICES EVALUATION AND RATE STUDY (2014)

State College Borough, home to Penn State University, provides all residential and commercial waste collection to 4,300 customer accounts representing almost 15,000 individual units within its municipal borders. In addition to regular weekly curbside and alley waste and recycling collection, the Borough serves commercial dumpster accounts and also maintains the downtown business district with regular waste and litter basket collection. The Borough provides most services with its own fleet and staff resources, operating a \$3.5 million annual budget.

The Borough last reviewed its collection system, cost-of-service, and rate structure in 1994. Since that time, numerous changes have taken place in the waste industry. Automation, single stream recycling, alternative fuel vehicles, automated vehicle location (AVL) systems, and volume-based rate structures have become commonplace. Further, a culture of sustainability, greening the community, and recycling have become more widespread. The Borough has engaged MSW Consultants to conduct a comprehensive operational and financial review of the system. MSW Consultants is performing extensive on-route observations to measure current productivity and identify opportunities for changing operating protocols and/or revising the Borough's rate structure to more closely align with the services provided. This ongoing project is intended to recommend operational changes, and updated cost-of-service model, and provide a 10-year rate path that balances equitability, ease of administration, and revenue sufficiency. The project also entails delivery of a dynamic financial cost and rate model for ongoing use by Borough staff.

CITY OF COLUMBIA, MO: SOLID WASTE COLLECTION COST OF SERVICE AND RATE RECOMMENDATION (2014)

The City of Columbia owns and operates a vertically integrated solid waste management system that includes a bioreactor landfill, dual stream material recovery facility and compost center, as well as both residential, commercial and roll-off collection services. By ordinance, the City is responsible for collection of wastes and recyclables from all residential properties and from commercial entities that generate food wastes. The City funds its solid waste system through a combination of tip fees at the landfill plus user fees charged to residential and commercial accounts.

The City last updated its rates in 2008. In 2014, the City retained MSW Consultants to perform a cost of service and rates study, and to benchmark the service levels and costs of its system against nine peer cities in the Midwest and Southeast. The project also included a series of route audits and observations to measure collection productivity and understand customer set-out behaviors. MSW Consultants is currently managing a financial subcontractor in the development of a dynamic rate model for ongoing use by the City.

WINCHESTER MUNICIPAL UTILITIES, KY: SOLID WASTE COLLECTION SERVICE OPTIMIZATION AND RATE STUDY (2013)

Winchester Municipal Utilities (WMU) provides water, wastewater and solid waste utility services to the City of Winchester, Kentucky. WMU is required by ordinance to provide curbside refuse, bulky waste and yard waste service to all single family and multi-family residential dwellings. Many, but not all, commercial businesses are serviced by WMU, although private haulers also service this customer segment. WMU was pilot testing single stream curbside recycling at the time of this study.

PROPOSAL

MSW Consultants completed a comprehensive study of the operations, costs and rate structure for WMU's solid waste collection system. This study involved a detailed review of WMU's collection practices, operation of its transfer station, and an analysis of the full costs of providing service. WMU's current solid waste rate path was compared against the actual full costs for each customer class and collection service type. The project evaluated replacement of a second weekly refuse collection with weekly curbside recycling collection, as well as implementation of Pay-As-You-Throw rates to increase recycling incentives for Winchester residents. The study also advanced a new rate structure to more equitably charge multi-family and commercial customers for their use of the system.

CITY OF ATLANTIC BEACH, FL: SOLID WASTE COST ANALYSIS (2012)

MSW Consultants was retained by the Cities of Atlantic Beach and Neptune Beach to validate the City of Jacksonville's (COJ) process for establishing uniform solid waste processing and disposal fees for residential solid waste services in COJ. Interlocal agreements between the Beaches and COJ provide that when COJ has established uniform fees for COJ residents, instead of using ad valorem taxes for solid waste services, Atlantic Beach and Neptune Beach will begin to pay for landfill disposal. The Beaches were disputing the rigorosity of the process undertaken by COJ to establish a defensible uniform solid waste processing and disposal fee.

MSW Consultants examined COJ's financial statements, full cost accounting policies, customer records, disposal data, and other related documentation to formulate an opinion on whether COJ had established defensible solid waste user fees for COJ residents. MSW Consultants presented and discussed preliminary findings with the Beaches and participated in a working meeting to review with COJ. A final, confidential report was delivered to the Beaches' legal counsel for use in ongoing negotiations with COJ over an appropriate resolution to the situation.

LEXINGTON-FAYETTE URBAN COUNTY GOVERNMENT, KY: ROUTE OPTIMIZATION AND ONBOARD SYSTEMS IMPLEMENTATION (2011)

As a follow-on to a previous collection system optimization study, MSW Consultants continued assisting the UCG (as a subcontractor) on an ambitious project to develop computer-optimized collection routes and install onboard monitoring and event tracking systems on UCG collection vehicles. Successful implementation of this solution required integration of several routing and technology vendors and systems. Because of its experience and knowledge of the UCG collection system, and because of its positive relationship with collection system management and route supervisors, MSW Consultants was retained to serve as the client liaison and functional manager for the engagement. In this role, MSW Consultants reviewed technical capabilities with the UCG, and captured requirements for communication to the technical project team. MSW Consultants also worked with the UCG to validate collection routes developed by the routing algorithm.

CITY OF RICHMOND, VA: COLLECTION SYSTEM REVIEW (2008)

The City of Richmond was in the preliminary phases of developing a strategy to upgrade its residential collection system. MSW Consultants performed a high-level review of the City's collection system to provide input to the City's Public Works management. The review focused on geographic information system (GIS) data quality, macro-level route balance, and potential for conversion to more automated collection technology. Rather than encompassing a full-blown analysis of the system, the review was intended to identify and prioritize the opportunities to improve the current system, and to develop

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inputs for a technical scope of services that the City might procure in the near future as part of a more comprehensive study.

OKLAHOMA CITY, OK: COLLECTION SYSTEM EVALUATION, RE-ROUTING AND TECHNOLOGY UPDATE (2008)

MSW Consultants, working as a subcontractor to R. W. Beck, assisted Oklahoma City implement automated routing technology to re-route the City's residential routes. MSW Consultants lead the analysis of the City's GIS database to prepare this data for use by one of the leading off-the-shelf path routing software services. In this role, MSW Consultants reviewed and prepare the GIS data, performed the route development program runs, validated the routes, and developed appropriate routing materials (maps, path route descriptions, etc.) for use by City supervisors and equipment operators.

For the preceding five years, MSW Consultants president Walt Davenport worked as a subcontractor to assist Oklahoma City in a major collection system evaluation and optimization project. Prior to the outset of the project, the City had implemented fully automated collection vehicles for regular refuse service, but continued to provide weekly bulky waste collection with rear load vehicles. As a result, both an automated truck and a rear load truck ran each route each day in parallel. Further, aging equipment was causing increased maintenance costs, placing additional stress on the City. Because the City already had a contract with a private hauler (Waste Management, Inc.) in part of the City, there was significant pressure to privatize, so the City retained an outside consultant to assist in determining its options (including possible full privatization).

Mr. Davenport served as the senior collection operations expert in charge of field evaluations for the City's automated residential and manual bulky waste collections. He trained and supervised a four-person team made up of prime contractor staff in on-site field observation to gather data concerning on-route practices and operational productivity data for both City crews and Waste Management crews. As a result of this initial evaluation, Mr. Davenport assisted in the development of a wide range of recommendations for improving the system, including: automated collection system re-route; revising bulky waste set-out limits and converting from a weekly to a monthly collection schedule; improving the preventive maintenance program and pre- and post-trip inspection practices; and, developing a productivity data collection system.

Additionally, Mr. Davenport assisted in a complete review of solid waste vehicle fleet maintenance program. Many municipal fleet services providers face challenges in maintaining a solid waste fleet in conjunction with other City services. In Oklahoma City, this review lead to the issuance of a solicitation to privatize the fleet maintenance function to improve preventive maintenance program and fleet availability. The City subsequently purchased new hybrid automated/manual collection trucks (automated truck with a side hopper for manual loading capability) and implemented the bulky waste system change.

CITY OF TITUSVILLE, FL: AUTOMATED COLLECTION ASSISTANCE (2006)

MSW Consultants helped the City of Titusville undertake a full evaluation of the impacts, pros and cons of converting from manual refuse collection to semi or fully automated refuse collection. The first phase of the automated collection analysis utilized and MSW Consultants proprietary collection/routing model to project the staffing and vehicle resource needs of semi and fully automated collection compared to the current 2x/week manual refuse collection system. Based on the analysis of alternatives, the City opted to pilot test cart-based refuse collections.

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MSW Consultants assisted with all phases of a pilot test of the automated system. The pilot test was designed to encompass a cross section of City households with various socio-economic profiles to test the efficacy of converting from 2x to 1x per week refuse collection frequency. The 3,000 pilot test households were surveyed by MSW Consultants prior to the pilot test to baseline their current satisfaction with sanitation services and to identify possible concerns. The pilot test was conducted by the City for a six month time period to span both the winter (snowbird) and summer seasons, and at the midpoint of the pilot test MSW Consultants conducted another survey to measure residents' acceptance of the program. Collection efficiency of the automated truck and equipment operator was found to meet target thresholds, and acceptance of the program was actually higher than in the pre-pilot test survey.

MSW Consultants subsequently prepared a detailed implementation plan to convert the entire refuse collection system from 2x/week manual to 1x/week automated collection in 2008. The Implementation Plan encompassed routing, vehicle replacement planning, staff training, public education, financial performance, data management, and new policies to govern the automated system. MSW Consultants developed GIS-based area routes for the fully automated system, scheduled to begin in May 2008.

LEXINGTON-FAYETTE URBAN COUNTY GOVERNMENT, KY: SOLID WASTE COLLECTION SYSTEM ANALYSIS AND COST-OF-SERVICE STUDY (2006)

MSW Consultants performed a comprehensive collection system operational evaluation and cost-of-service study for the Urban County Government (UCG), as a sub consultant to GBB, Inc. The UCG provides residential semi and fully automated collection to over 80,000 households in the City-County area, including cart-based refuse collection, voluntary single-stream recycling collection, and yard waste collection. Additionally, the UCG provides commercial dumpster service to area businesses, as well as small business collection, downtown collections, and a range of commercial and institutional recycling collection programs.

MSW Consultants lead the observation and analysis of collection operations, and managed and performed field observations of all UCG collection activities. Further, MSW Consultants conducted the cost-of-service analysis to develop activity-based costs for a total of 19 separate functional activities performed by the UCG collections division.

Full recommendations, delineating short term, intermediate-term, and long-term initiatives, were delivered to the UCG in November 2006. Recommendations encompassed operational improvements to the commercial business district collection program, route balancing and optimization of automated collection, conversion of the solid waste revenue mechanism from an ad valorem tax to a user fee (or non-ad valorem assessment), and other changes.

CITY OF TITUSVILLE, FL: AUTOMATED COLLECTION EVALUATION AND IMPLEMENTATION PLAN (2005)

2005, the City of Titusville had begun to experience staffing shortages for its manual refuse collection program, due to a variety of local economic conditions. The City retained MSW Consultants to perform an evaluation of a variety of semi- and fully automated collection configurations as a way to reduce labor needs, decrease injuries, and reduce costs.

MSW Consultants utilized its proprietary collection modeling capabilities to develop detailed collection scenarios for semi and fully automated collection assuming once per week and twice per

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week service frequencies. Full capital and operating costs of each scenario were also developed. As a result of this analysis, the City opted to move forward with a conversion from twice weekly manual collection to once weekly automated collection.

Subsequent to the analysis, MSW Consultants developed a detailed implementation and pilot test plan for the City to follow. The Implementation Plan provided detailed capital expenditure timing and costs, operational plans, customer outreach, ordinance and policy updates, and recommended a pilot test of the automated system in one area of the City. On the heels of a successful pilot test, the City adopted a city-wide automated collection system.

STAFFING PLAN

Our Project Manager (who is president of the firm) is based out of New Market, Maryland, and will be supported by management and analyst staff based in Orlando, Florida. We are pleased to introduce the following MSW Consultants team members, who will be primarily responsible for performing this project.

WALT DAVENPORT, PRESIDENT

Project Manager/Collection System Expert

As the founder of MidAtlantic Solid Waste Consultants in 1992, and with over 30 years of waste management industry experience, Walt Davenport has extensive operational background and knowledge of waste and recycling collection, processing and disposal operations. With roots in the solid waste collection and hauling industry and the past 15 years spent consulting for the benefit of municipal and state organizations to solve waste industry problems, Mr. Davenport specializes in helping municipalities transition and optimize their collection systems. He specializes in collection procurement strategy; routing and route balance; onboard data management systems; waste characterization; and analysis of local and regional waste and recycling market dynamics.

Mr. Davenport shall serve as MSW Consultants' single point of contact for all issues of project acceptance. His direct contact information is as follows:

Walt Davenport
MSW Consultants, LLC
11875 High Tech Avenue
Suite 150
Orlando, FL 32817
Phone: (301) 607-6428
Fax: (800) 679-9220
Email: waldavenport@mswconsultants.com

TERRY KEENE, P.E., SENIOR CONSULTANT

Assistant Project Manager

Terry Keene brings over 30 years of project management and engineering experience in solid waste and environmental projects. He has directed solid waste planning, hauling cost analyses, facility and system optimization, and solid waste procurements for municipalities throughout Pennsylvania, New Jersey, New York, and Maryland. Mr. Keene has extensive knowledge of the waste management and recycling industry, including regulation and compliance, collection and recycling systems, material

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recovery and disposal facilities, and competitive procurement of services. He has played a vital role in several recent and on-going solid waste management plans and related solid waste system evaluations. Mr. Keene serves as a board member and the chair of the Organics Committee for the Professional Recyclers of Pennsylvania.

JOHN CULBERTSON, VICE PRESIDENT

Quality Control Officer/Technical Advisor

John Culbertson is a Principal of MSW Consultants with a background in solid waste management and recycling planning, financial analysis, procurement, and program optimization. Mr. Culbertson has 20 years of experience providing waste management consulting services to federal, state, county and city organizations across the nation. He specializes in helping municipalities implement integrated waste management strategies that align policy, education, revenue mechanisms, service contracts, and programs for effective diversion and environmentally sound waste management. A graduate of Yale University, Mr. Culbertson is a long-time member of the Solid Waste Association of North America (SWANA) and several state recycling associations, and is a frequent speaker at national waste management and recycling conferences.

MICHAEL DAVIS, SENIOR CONSULTANT

Senior Route Optimization Expert

Mr. Michael Davis has more than 30 years of waste industry operations experience in reducing costs, improving productivity and enhancing customer service. Throughout his career in recycling, solid waste, and disposal services, he has held leadership roles across all functions and can quickly add value to waste industry service providers. Mr. Davis is exceptionally skilled at operationalizing CNG conversions, with minimal impact to operations, and maximum impact to an organization's carbon footprint and profitability. He has initiated company-wide conversion to alternative fuel trucks, with positive impacts on fleet purchases, maintenance, and facility infrastructure. Mr. Davis is a direct, hands-on leader with the ability to drive profitability by positively impacting efficiencies, productivity, and service without compromising safety or organizational responsibility.

Complete resumes of these key staff are included in Appendix A of our Proposal.

PROJECT UNDERSTANDING AND APPROACH

UNDERSTANDING

The Town of Front Royal, located in Warren County, provides residential and commercial waste and recycling collection within Town limits. Residential households receive either a 96 or 32 gallon refuse cart; while commercial customers may receive cart or dumpster service. Recycling collection is provided to households via a curbsort system; many commercial businesses utilize commercial cardboard collection also provided by the Town.

Customers pay monthly fees for trash and recycling collection. Residents pay one of two rates based on the size of their refuse cart; although the rate increment to go from a 32-gallon to a 96-gallon container is arguably too small to influence recycling behaviors. The Town will pick up bulky items and out-of-cart set-outs for an additional fee, which increases on successive uses to discourage abuse of the service. The Town may tip residential wastes for no charge at the County transfer station in Bentonville.

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Commercial customers are charged \$227 per month for 8-yrd dumpster service, regardless of whether they receive once or twice weekly collection. The Town Municipal Code does not specify rates for the provision of recycling collection, despite the cost of these services. Commercial wastes are also delivered to the County transfer station, although must pay a \$69/ton tip fee.

At the current time, the Town is interested in evaluating, optimizing, and possibly modifying its collection system to improve customer service, reduce costs, increase efficiency, and assure compliance with state recycling goals. Regional recycling markets continue to evolve, and solid waste industry collection technologies continue to advance, giving sanitation managers better ability to manage their routes.

MSW Consultants specializes in helping local governments undertake such solid waste management system evaluations. We take a holistic approach to evaluating collection systems, which assures that our evaluation is informed by Town policies, financing and funding systems, local and regional market dynamics, and even the political climate.

We provide the following concise approach to help Front Royal successfully and cost effectively meet its goals for this work.

APPROACH

PHASE 1 EVALUATE EXISTING SYSTEM

Task 1.1 Information Request and Review of Data: MSW Consultants will submit a written request for information to be provided by the Town, and review responses. We will also review publicly available information provided on the Town website.

Task 1.2 Kick-off Meeting and Field Observations: MSW Consultants will attend a kick-off meeting to establish project expectations and schedules and review remaining data needs. The kick-off meeting will take place at Town offices. We will subsequently tour Town facilities and transition directly into several tasks associated with observing and measuring current productivity. After the kick-off meeting, MSW consultants has budgeted for three days to perform the following:

- ◆ **Town Management Interviews:** MSW Consultants believes it is critical to obtain input from senior management and potentially elected officials. MSW Consultants will interview these individuals to obtain their input about the current state and future direction of the organization's waste management services.
- ◆ **Collection Operations Audit:** MSW Consultants will observe on-route collection practices, including customer set-out behaviors, for the purpose of identifying current performance metrics and identifying possible alternatives for improving operational efficiency and/or upgrading collection technology. Both the residential (refuse, recycling, yard waste, and bulky waste) and commercial collection systems will be observed.
- ◆ **Fleet Inspection:** MSW Consultants will visually inspect the solid waste collection fleet, as well as pre-and post-trip procedures. MSW Consultants will interview fleet services personnel.

Task 1.3 Web-meeting to Present Findings: At this stage, we will have formed an opinion on the current state of the Town's system. MSW Consultants will prepare a PowerPoint presentation outlining key observations and present this at a web meeting with Town staff. The presentation will give an overview of the trends and opportunities available to the Town based on our national experience, potentially touching on themes such as:

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- ◆ Validating the solid waste and recycling rate structure relative to services provided;
- ◆ Comparing the current curb sort recycling with single stream recycling;
- ◆ Refining the and improving how a Pay-as-you-throw (PAYT) rate structure might increase recycling rates;
- ◆ Changing fleet maintenance and management procedures;
- ◆ Planning for system changes.

The objective of reviewing these topics is to provide perspective and seek guidance from the Town on the future evolution of its system. MSW Consultants will provide a written summary of the Town's input during the web meeting.

PHASE 2 REVIEW OF ALTERNATIVES

Task 2.1 Identification of Options: Front Royal wishes to investigate the cost and resource demands of a range of options for optimizing and/or changing their system. MSW Consultants maintains a portfolio of modeling tools that enable us to project such cost and resource impacts. In this task, we have budgeted to identify and analyze five alternative scenarios, which may include:

- ◆ Aligning rates and service levels;
- ◆ Establishing commercial dumpster collection for all dumpster sizes to better meet businesses' needs;
- ◆ Converting to single stream recycling;
- ◆ Privatization of collection services;
- ◆ Other alternative to be identified during the project.

Task 2.2 Analysis of Options: MSW Consultants will define up to five alternatives, and develop summary fact sheets for each alternative that describes the operational (personnel, fleet), cost, and diversion impacts of the option being analyzed, as well as a summary of the advantages and disadvantages of each option.

Task 2.3 Web-meeting to Present Findings: MSW Consultants will present the findings of the analysis of alternatives in a web meeting.

PHASE 3 REPORTING

Task 3.1 Draft Report: In an effort to be economical, MSW Consultants will prepare an Executive-Summary style report using PowerPoint slides and supporting exhibits to convey the findings of the project. A draft PowerPoint report will be provided to the Town for review and comment.

Task 3.2 Final Report and Presentation: MSW Consultants will finalize the report for delivery to the Town. Subsequent to delivery, MSW Consultants will present the results at a venue identified by the Town, such as a Town Council meeting or public meeting.

OPTIONAL TASKS

While not included in our scope of services and budget for this project, we note that several other tasks are often performed in conjunction with this type of project. We offer the following optional tasks for the Town's consideration, and remain available to provide a budget for any/all of these upon request.

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Benchmarking Surveys of Surrounding Communities: In our experience, local governments like to know how they compare to other local municipalities. If requested, we will compile service level and rate information for selected municipalities in the region or elsewhere in Virginia. We will seek input from the Town on appropriate benchmark partners. MSW Consultants will draft a list of questions and create up to two pages (one page front and back) of a survey questionnaire. We will then contact targeted municipalities to compile targeted information. Results will be assembled in a matrix for distribution to the Town.

National "Best Practices" Benchmarking: Alternatively, some local governments like to understand the purported "best in class" municipal service providers so that successful programs and strategies from these jurisdictions can be adopted and adapted to the local service plan. MSW Consultants has recently benchmarked ten of the nation's highest diverting local governments, which could serve as a starting point to a national benchmarking task.

Survey of Residential Households: If the Town opts to investigate changes to service levels and/or rates to residential customers, it may be advisable to perform a statistically representative survey to gauge acceptance. MSW Consultants can design and conduct a combination mailer/online survey tool to assess customer preference prior to making system changes.

Survey of Businesses: If the Town opts to investigate changes to service levels and/or rates to commercial customers, MSW Consultants will perform the same set of tasks as described above, although focusing on the commercial sector.

Public Workshop: If requested, MSW Consultants will attend and facilitate a public workshop to provide an overview of the project, key findings, and to present a range of recommendations on which feedback are requested from workshop attendees.

Update Municipal Code: MSW Consultants can review and provide recommended language to update the Town's Municipal Code for Chapter 88. This includes identify areas requiring update based on the outcome of the study, and providing suggested ordinance language for consideration by the Town. Note that MSW Consultants does not employ attorneys and that our suggested revisions will require legal review by the Town.

PROJECT CONTROL

MSW Consultants is accustomed to working closely with clients to establish a scope of services and to execute the scope in accordance with an associated budget and schedule. The following strategies are combined to control project execution.

- ◆ **Written Scope of Services and Corresponding Budget:** MSW Consultants customarily provides a written scope of services and corresponding project budget before any project work is performed. We believe it is critical to have a written, mutually negotiated description and cost of our project engagements prior to initiating any work.
- ◆ **Involvement by Senior Management:** MSW Consultants is a small firm owned and managed by experienced, senior professionals. We believe that the assignment of one of the firm's principals as both the project manager and principal project analyst will assure that our projects proceed on schedule. MSW Consultants President Walt Davenport is the firm's officer in charge of this engagement.
- ◆ **Ongoing Client Communications:** MSW Consultants works with every client to develop appropriate ongoing communications plans to span our projects. Regularly scheduled

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communications with a client project manager is one of the most effective and common sense ways to assure project performance. MSW Consultants typically arranges for regular conference calls and/or meetings to discuss progress, and provides monthly written status reports usually in conjunction with delivery of project invoices.

- ◆ **Internal Project Management Tools:** MSW Consultants utilizes internal accounting tools that summarize our performance on a project-by-project basis. This accounting system indicates the level of resources expended on project tasks, which can then be tracked and managed against the written scope of services.

MSW Consultants has a central toll-free phone system that connects all offices to simplify communications for our clients. We have become skilled at online collaboration, relying on both teleconferences and web meetings for internal and client communications.

REFERENCES

The table below summarizes pertinent references from recent, relevant MSW Consultants engagements which have been described in the profiles above. Additional references are available upon request, and several Letters of Reference are included in Appendix B. We encourage you to contact our references to learn more about our capabilities and experience.

References

Client/Project	Contact	Contact Details
<i>Borough of State College (PA)</i> Refuse Services Evaluation and Rate Study	<i>Edward Holmes</i> Public Services Manager	243 South Allen Street State College, PA 16801 (814) 278-4713 edholmes@statecollegedpa.us
<i>City of Columbia (MO)</i> Solid Waste Collection Cost of Service and Rate Recommendation	<i>Cynthia Mitchell</i> Solid Waste Utility Manager	1313 Lakeview Avenue Columbia, MO 65205 (573) 874-6290 cmitchell@cocolumbia.mo.gov
<i>Winchester Municipal Utilities (KY)</i> Solid Waste Collection Service Optimization and Rate Study	<i>Mike Flynn</i> General Manager	150 North Main Street Winchester, KY 40392-4177 Phone: 8597445434 (859) 745-4146 mike@wmutilities.com
<i>Lexington-Fayette (KY) Urban County Government</i> Route Optimization and Onboard Systems Implementation, County-wide Waste Stream Analysis	<i>Kevin Bennett</i> Solid Waste Operation Manager	675 Byrd-Thurman Drive Lexington, KY 40507 (859) 425-2832 kevinb@lfugc.com
<i>City of Atlantic Beach Public Works Department (FL)</i> Solid Waste Cost Analysis	<i>Rick L. Carper, P.E.</i> Public Works Director/City Engineer	1200 Sandpiper Lane Atlantic Beach, FL 32233 (904) 247-5834 r.carper@wval.us

PRICING SCHEDULE

PROJECT BUDGET

The table below provides our line item budget for the approach described in our proposal.

Task	Labor Hours	Total Cost
Phase 1 Evaluate Existing System		
Task 1.1 Information Request and Review of Data	6	\$800
Task 1.2 Kick-off Meeting and Field Observation	24	\$3,800
<u>Task 1.3 Web-meeting to Present Findings</u>	<u>16</u>	<u>\$2,100</u>
<i>Phase 1 Subtotal</i>	46	\$6,700
Phase 2 Review of Alternatives		
Task 2.1 Identification of Options	16	\$2,100
Task 2.2 Analysis of Options	28	\$3,600
<u>Task 2.3 Web-meeting to Present Findings</u>	<u>16</u>	<u>\$2,100</u>
<i>Phase 2 Subtotal</i>	60	\$7,800
Phase 3 Reporting		
Task 3.1 Draft Report	22	\$2,900
<u>Task 3.2 Final Report and Presentation</u>	<u>20</u>	<u>\$2,600</u>
<i>Phase 3 Subtotal</i>	42	\$5,500
Total Budget	148	\$20,000

The following tasks would need to be better defined before it is possible to commit to a budget, but the estimates below are offered for the consideration of the Town:

Benchmarking Surveys of Surrounding Communities:	\$2,700
National "Best Practices" Benchmarking:	\$2,200
Survey of Residential Households:	\$3,800
Survey of Businesses:	\$3,800
Public Workshop:	\$2,100
Update Municipal Code:	\$4,100

PROPOSAL

SERVICE RATES AND BILLING POLICIES

The following tables present MSW Consultants 2014-15 hourly labor rates and other service fees and billing policies (which are subject to adjustment annually).

Position	Hourly Rate
Principal/Project Manager	\$125
Senior Analyst/Financial Analyst	\$102
Senior Associate/Senior Engineer	\$100 - \$125
Operational Efficiency Expert	\$90
Associate/Analyst	\$80-\$90
Junior Analyst	\$70
Administrative Assistant	\$55

Expense	Charge
Personal/Company Car	Prevailing Federal mileage reimbursement rate
Local Travel Expenses (tolls, parking)	As Incurred
Hotel	As Incurred
Meals	\$42 per diem
Airfare	As Incurred, Coach
Car Rental	As Incurred, Midsize or smaller
Duplicating	\$.10 per b/w copy \$.50 per color copy
Telephone	Direct cost allocated by usage
Graphics and Art	As Incurred
Shipping and Delivery Service	As Incurred
Subcontractors	As Incurred + 10%
Computer Charges	\$2.50 per Hour
Outbound Fax	\$1.00 per Page

APPENDIX A
FULL RESUMES

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WALT DAVENPORT

Owner/President

Experience Summary

- ✓ 30 years in the waste management/recycling industry
- ✓ Collection System Optimization and Waste Composition Expert

Select Professional Affiliations

- ✓ Member, Solid Waste Association of North America, 2006-present
- ✓ Professional Recyclers of Pennsylvania, 2000-present

Key Skills

- ✓ Operations Management
- ✓ Collection Efficiency and Automated Technology
- ✓ Procurement Assistance and Contract Negotiation
- ✓ Waste Characterization
- ✓ Solid Waste Fleet Management
- ✓ Facility Conceptual Design & Feasibility Studies

Education/Certifications

- ✓ SWANA Certified Collection Systems Manager
- ✓ California Resource Recovery Association Zero Waste Certification
- ✓ Meteorology coursework (2.5 years), State University of New York at Oswego
- ✓ Business Management coursework, Siena College, Albany, NY

MSW Consultants founder and President Walt Davenport has worked in the public and private sectors of the solid waste management industry as a team leader, technical expert, operations specialist, and problem solver. His early career in the private sector was characterized by his ability to increase productivity and profitability, improve customer and employee satisfaction, and negotiate and manage contracts. Since the early 1990s, Mr. Davenport has shifted his consulting focus by assisting dozens of state, county, and city clients across the nation as a subcontractor and, since 2005, as the president of the firm. With extensive experience in collection efficiency and routing, waste composition and generation studies, facility and collection system management and operations, and as a senior business manager, Mr. Davenport brings a wealth of knowledge and resources for the benefit of the firm's clients.

Selected Project Experience

City of Columbia (MO), Cost-of-Service and Rate Study (Ongoing): Mr. Davenport compiled collection system operational data needed to develop allocation factors to generate accurate full cost rates for residential and commercial collection. He also assisted with an analysis of converting from manual to automated curbside collection.

Borough of State College (PA), Collection Optimization and Rate Study (2014): Mr. Davenport served as the Project Manager and technical lead for the collection system operational analysis. He led the analysis of collection system options and managed a financial specialist subconsultant in developing balanced residential and commercial rates.

Dickson City (PA), Curbside Recycling Collection Optimization (2013): Mr. Davenport performed a waste and recyclables collection system analysis that included a review of the daily routes and City ordinances. He provided the City with recommendations that would increase recycling and diversion rates and reduce collection program costs.

Winchester Municipal Utilities (KY), Collection Service Optimization and Rate Study (2013): Mr. Davenport conducted a comprehensive review of WMU's collection practices and operation of its transfer station. His

recommendations included implementation of a city-wide single stream recycling program and more competitive pricing for the commercial sector based on actual cost of service.

Lexington-Fayette Urban County Government (KY), Route Optimization and Onboard Systems Implementation (2008-2012): Mr. Davenport managed a series of projects for the UCG to optimize the publicly provided residential and commercial collection system, and to perform a county-wide waste characterization study in support of a 10-year recycling plan. Mr. Davenport participated on a project team that implemented computer-optimized routing and onboard monitoring systems for the UCG's collection system.

DAVENPORT (continued)

City of Arvada (CO), Analysis of Options to Regulate Residential Collection (2011): Mr. Davenport modeled several alternative collection systems for this open subscription city, including exclusively contracted collection and implementation of two exclusively served districts. Mr. Davenport calculated impacts to air emissions, local private sector employment, and likely rate impact to residential customers.

City of Poughkeepsie (NY), Collection Optimization Analysis (2011): Mr. Davenport performed a two-phased project for the City. The first phase involved an analysis of the City's recently canceled multi-family collection service in support of a lawsuit brought against the City by formerly served multi-family landlords. Based on the recommendations from this analysis, Mr. Davenport subsequently analyzed the City's entire collection operation and made recommendations for cost savings and program improvements.

Capitol Region Council of Governments and Central Connecticut Solid Waste Authority (CT), SWMP/Long-term Disposal Options Analysis (2008-2011): Mr. Davenport supported long-term disposal options analysis for local governments in the Central Connecticut region. He toured Connecticut Resources Recovery Authority (CRRRA) Mid-Connecticut facilities, as well as alternative, privately owned local disposal and processing facilities. Mr. Davenport also assisted with a collection system review for the member municipalities.

City of Cincinnati (OH), House Count Audit and Automated Routing (2010): Mr. Davenport managed this comprehensive project to physically audit every service location within the City of Cincinnati's boundaries, and to subsequently develop computer-optimized, balanced collection routes for the City's refuse collection service. Mr. Davenport provided oversight of a routing subcontractor, and worked closely with all levels of City government to meet project objectives.

Liberty County (GA), Solid Waste Strategic Planning (2003-2010): Mr. Davenport worked on a series of projects to assist the County in improving its solid waste management system and establishing their current revenue structure and service rates. In his role, he assisted in performing a full review of the solid waste management system on behalf of Liberty County.

Oklahoma City (OK), Collection System Evaluation (2008): Working as a subcontractor, Mr. Davenport served as the Senior Collection Operations expert in charge of field evaluations for the City's automated residential and manual bulky waste collections. He trained and supervised a four-person team made up of prime contractor staff in on-site field observation to gather data concerning on-route practices and operational productivity data for both City crews and Waste Management crews.

City of Jacksonville (NC), Collection Evaluation and Flow Control Analysis (2006): Mr. Davenport, working for a prior employer, assisted in a comprehensive review of the solid waste collection system for the City. He led the operational analysis of the system.

City of Hartford (CT), Collection Efficiency, Route Balancing and Automated Collection Implementation (2004): Mr. Davenport managed and conducted a collection efficiency study for the City of Hartford to assist in balancing and re-routing City residential refuse, recycling and bulky waste routes and subsequently converting part of the City to fully automated refuse collection. At the conclusion of the efficiency analysis, Mr. Davenport designed the balanced refuse and recycling routes for the combined fully and semi-automated refuse system. He also provided on-site training to City GIS personnel and route supervisors to assure that the area routes could be maintained and updated as growth occurred.

City of New Haven (CT), Collection Optimization (2002): Mr. Davenport managed and conducted a collection operations review and performed a re-routing and fleet analysis study for the City of New Haven solid waste fleet.

Cambria County (PA), Collection Efficiency Study (2001): Mr. Davenport served as a senior analyst in evaluating the County's existing drop-off collection systems to provide senior management and elected officials with decision support data on adding additional drop-off sites to the collection systems and controlling cost while maintaining reasonable service levels. He reviewed the data management system and made recommendations for improvements.



TERRY D. KEENE, P.E., CRP

Senior Consultant

Experience Summary

- ✓ 38 years

Education/Certifications

- ✓ B.S., Environmental Resource Management, the Pennsylvania State University, 1976
- ✓ Graduate Courses in Environmental Pollution Control and Soils, the Pennsylvania State University
- ✓ Continuing Education Courses, by Penn State University, Rutgers University, SWANA and PROP, on: Assessment of Resource Recovery Technology
- ✓ Basic Mechanics of Solid Waste
- ✓ Leaf Composting Technology
- ✓ Advanced Composting Technology
- ✓ Aerated Static Pile Composting
- ✓ Solid Waste Recycling Systems
- ✓ Single Stream Processing
- ✓ Recycling Facility Design/Operation
- ✓ Waste and Recycling Bid Contracts
- ✓ Public Communications & Relations

Select Professional Registrations/Affiliations

- ✓ P.E.: Pennsylvania - No. 036679E (1987)
- ✓ Certified Sewage Enforcement Officer: PA No. 01936 (1987)
- ✓ Certified Recycling Professional (2010)
- ✓ Central Pennsylvania Water Quality Association
- ✓ PROP (Professional Recyclers of Pennsylvania) Board Member
- ✓ Organics Committee of PROP, Chairman
- ✓ Solid Waste Association of North America

Mr. Keene has extensive experience in conducting and managing solid waste, environmental, wastewater, water, and land development projects. He has worked for municipalities and authorities throughout Pennsylvania, New Jersey, New York and Maryland. His solid waste experience includes solid waste planning, hauling cost analyses, facility and system optimization, and work with collection/ recycling systems, materials recycling/recovery facilities (MRFs), waste-to-energy facilities, landfills, transfer stations, and yard waste/organics processing and composting facilities.

Select Project Experience

Waste and Recycling Collection System Evaluation, Bidding Assistance, City of Harrisburg
Project Manager for an ongoing assessment of waste and recycling collection system options and bid assistance for a financially challenged city in Southcentral PA. Extensive evaluation of current collection system, and meetings with multiple stakeholders (Union representatives, City Council, City Administration, Public Works) conducted to assess interest in modifying and improving current public works collection vs. private bid conversion. Observed collection trucks and documented current deficiencies and needs. Consensus developed for improvements to the public collection option. Study also includes development of bid documents for the private bid option and securing a long-term solution for the City.

Facility Optimization Study, Abington Transfer Station, Montgomery County, PA, the Waste System Authority of Eastern Montgomery County
Project Manager of a team that conducted an efficiency and optimization study of an existing compaction transfer station. The facility, owned publicly and operated privately under contract, has inbound/ outbound scales, two transverse push pits, and two waste compactors. It is laid out on a very compact site, and opportunities for facility modifications are limited. B&L identified multiple equipment upgrades/ options, recommended operational improvements, and proposed contract modifications with the private operator.

Waste & Recycling Collections/ Sustainability Study, Moscow Borough, Lackawanna Co.
Project Manager for an analysis of an existing waste and recyclables collection program for the borough. Waste collections are currently pay-as-you-throw, provided by multiple private collectors, and recyclables are collected with borough equipment and personnel. B&L performed a time motion study of recyclables quantities, equipment, staffing, and system costs. B&L evaluated cost centers and revenue flows, and made recommendations on establishing a more sustainable revenue stream to support borough

recycling operations.

KEENE (continued)

Municipal Waste and Recyclables Collection Alternatives Evaluation, Blair County, PA, City of Altoona

Project Manager responsible for a study of an existing private subscription waste collection system and evaluation of alternative waste and recyclables collection systems. The work included identifying current system deficiencies and developing a consensus of support for implementing a better collection program. Private subscription, public collection, single-contract public bid, multi-municipal bidding, and "opt-out" hybrid bid collection options were considered. An extensive residential survey was conducted to assess public opinion and interest in considering changes to the current system.

Hauling Cost Evaluation, Centre County, PA, Centre County SWA

Project Manager conducting an economic evaluation of direct hauling versus transfer hauling costs to help determine the short- and long-term cost-effectiveness of using an existing waste transfer station to transport municipal wastes to out-of-county landfills. A proprietary computer model was developed and used for this analysis.

Mifflin County Waste and Revenue Assurance Study, Mifflin County Solid Waste Authority, Lewistown, PA

Project Manager of a study that identified ways to become financially sustainable by lowering facility operating costs and by increasing tonnage throughput (and revenue) at the Authority's waste transfer station and recycling modifications, and identified contractual and financial incentives for the Authority's customers. The most important outcome of this study was to turn a significant projected budget deficit into a balanced Authority budget.

Recyclables Dropoff Siting/ Equipment Evaluations/ Procurement, Cumberland County, PA, Solid Waste Authority of Cumberland County

Engineer for a study to evaluate multiple recyclables dropoff locations in the county, recommend siting criteria, evaluate dropoff and collection equipment options, and develop capital and operating cost estimates. Also provided procurement assistance for municipal-shared compost turners & tub grinder.

Evaluation of Municipal Waste and Recyclables Collection Alternatives, Blair County, PA, Borough of Hollidaysburg

Engineer responsible for technical oversight of an analysis of existing private subscription waste collection systems and alternative waste collection and recycling systems. Special features of this work included identifying system deficiencies such as non-compliance, enforcement problems, costs, and data collection; conducting a curbside field survey and phone surveys; reviewing ordinances and licensing requirements; addressing public sensitivities, Request for Proposals (RFP) guidance, and holding meetings with stakeholders.

BRAD's Construction and Demolition (C&D) Landfill, St. Clair Borough, PA, St. Clair Borough

Senior Engineer assisting Project Manager with the technical review of a permit application for 1,000 tons per day construction and demolition landfill. Assisted with the preparation of B&L's expert report documents for court filings. Assisted with the detailed QA/QC review of complex capital and operating financial cost models that were developed to evaluate the economic feasibility of the landfill under a variety of scenarios.

Solid Waste Infrastructure Assessment and Capital Improvement Plan, Anne Arundel County DPW Bureau of Waste Services, Annapolis, MD

Project Specialist for an assignment to create an Infrastructure Management Plan for Anne Arundel County's Millersville, Glen Burnie, and Sudley waste management facilities. Work included the identification and assessment of the condition and remaining life of over 700 physical assets (both fixed assets and operating equipment and systems), and assistance with the development of a new Access computer database program to manage and query infrastructure data. This computerized system is being used to project future capital improvement needs and to prioritize and schedule future capital investments.



JOHN CULBERTSON

Vice President

Experience Summary

- ☑ 18 years as a planning consultant in the waste management and recycling industry
- ☑ Successfully performed and managed consulting engagements for over 40 municipalities nationally

Education/Certifications

- ☑ B.A. Economics, Yale University
- ☑ SWANA Certified Municipal Solid Waste Management Systems Manager

Select Professional Affiliations

- ☑ Technical Advisor for Waste Management Industry, Gerson Lehman Group Council of Advisors, 2004-present
- ☑ Member, Solid Waste Association of North America, 2000-present
- ☑ Member, National Recycling Coalition, 2004-present

Key Skills

- ☑ Strategic/Master Planning
- ☑ Financial Analysis and Rate Development
- ☑ Procurement Assistance and Contract Negotiation
- ☑ Waste Composition and Generation Analysis
- ☑ Recycling Program Development

Mr. Culbertson has dedicated his career to providing waste management and recycling consulting services to federal, state, county and city governments and organizations in Florida and across the nation. His expertise encompasses all aspects of the waste management industry, including solid waste system planning and strategic analysis; financial analysis and system funding; procurement assistance and contract negotiation; collection efficiency and routing; transfer and long-haul logistics; MRF operations and efficiency; waste stream and waste generation analysis; and a wide range of information management and statistical analysis. Mr. Culbertson is the firm's QA/QC manager and also manages its Orlando, Florida office.

Select Project Experience

City of Columbia (MO), Cost-of-Service Rate Study (Ongoing): Mr. Culbertson served as project manager for this multi-faceted project that included observation of the City collection system and development of full cost rates for the City's landfill and Material Recovery Facility, as well as collection rates for residential, commercial dumpster, and commercial roll-off rates. Mr. Culbertson also analyzed fully automated collection and developed a PAYT rate structure.

Winchester Municipal Utilities (KY), Collection Service Optimization and Rate Study (2013): Mr. Culbertson developed an activity-based cost-of-service analysis and full rate study for the collection system and transfer station for this small municipal utility in an effort to improve rate equality among customer classes. He also supervised a benchmarking survey of similar sized municipalities in Kentucky and managed a survey of commercial customers.

City of Atlantic Beach (FL), Solid Waste Cost Analysis (2012): Mr. Culbertson managed this project and led the financial analysis and audit of the basis for the City of Jacksonville to charge a uniform solid waste fee to its residents as a condition of assessing tip fees on Atlantic Beach waste deliveries.

Lexington-Fayette Urban County Government (KY), Cost-of-Service Analysis (2012): Mr. Culbertson prepared an

activity based cost model for the UCG's solid waste collection system. He subsequently summarized the cost-of-service model in a white paper to illustrate how user fees might look for the UCG's main revenue source, how PAYT rates could be implemented, and to document the cost of common good services that would likely remain tax funded even if user fees were implemented for direct collection services.

City of Poughkeepsie (NY), Multi-family Collection System Audit and Collection Efficiency Study (2011): Mr. Culbertson performed a cost analysis of the single family and multi-family residential collection systems for the City. He subsequently authored a report for use by the City in litigation against multi-family property owners to document the services and costs provided.

CULBERTSON (continued)

City of Arvada (CO), Analysis of Options to Regulate Residential Collection (2010): Mr. Culbertson served as the project manager and lead analyst on a project to evaluate the initiation of an exclusive collection system in the City of Arvada. He attended multiple stakeholder meetings and presentations to gather and disseminate a variety of operating, cost, and benchmarking data in this politically charged project. He led the analysis of districted and single district collection, and authored the final report.

Liberty County Solid Waste Authority (GA), Solid Waste System Evaluation (2003-2009): Mr. Culbertson managed a two-phase analysis for the Solid Waste Authority that included evaluating options and assisting in implementation of one or more strategies to increase solid waste revenues and achieve a more equitable solid waste management system. As a result of this strategic planning analysis, the County implemented a solid waste assessment on the property tax bill, and competitively procured transfer and disposal services to close a \$700,000 annual revenue shortfall.

Sarasota County (FL), Collection System and Landfill Benchmarking System Study (2008-2009): Mr. Culbertson served as the project manager on a two part study for Sarasota County, Florida. The first task involved benchmarking collection contracts from similar county's throughout Florida. The second task involved benchmarking multiple landfills throughout the state with similar operational and technical specifications as the Sarasota County disposal site.

Lexington-Fayette Urban County Government (KY), Cost-of-Service Analysis (2007): Mr. Culbertson worked on a project team to lead the development of a detailed full cost of service study for the Urban County Government's residential and commercial waste management system.

Alachua County (FL), Collection Municipalization Analysis (2007): Mr. Culbertson managed this project to project the resource needs and costs incurred if Alachua County were to build a fleet service capability for heavy duty refuse collection trucks and implement publicly provided collection services.

South Jordan (UT), Residential and Commercial Collection Municipalization Analysis (2007): In his capacity as Project Manager, Mr. Culbertson performed a series of tasks to provide defensible decision support data to the City's senior management to evaluate Municipalization efforts. Mr. Culbertson performed a detailed benchmarking of contracts in place within other local jurisdictions in the Wasatch Front region, as well as a detailed assessment of the routes, collection equipment, staffing, and costs associated with taking over residential and commercial collection. To enable a fair comparison, he also developed a 20-year discounted cash flow analysis of the municipalized system against the projected increases in contracted collection.

Jacksonville (NC), Collection Evaluation, Flow Control Analysis, and Semi-Automated Implementation Planning (2006): Mr. Culbertson began working with Jacksonville while with a prior employer, and has managed a series of projects to optimize the city's collection system, establish variable rates for their bulky waste collection system, and analyze options for municipalizing commercial collection and curbside recycling collection.

Titusville (FL), Automated Collection Evaluation and Implementation Plan (2005): Mr. Culbertson developed a detailed implementation plan to guide the City through the conversion from twice weekly manual collection to once weekly automated collection of refuse. The implementation plan covered operations, internal and external communications, financial planning, and a detailed schedule of milestones.

City of Hartford (CT), Collection Efficiency, Route Balancing and Automated Collection Implementation (2004): Mr. Culbertson managed and conducted a collection efficiency study for the City of Hartford to assist in balancing and re-routing City residential refuse, recycling and bulky waste routes and subsequently converting part of the City to fully automated refuse collection.

City of New Haven (CT), Collection Optimization (2002): Mr. Culbertson managed and conducted a collection efficiency study for the City of New Haven in an effort to identify cost savings for the financially struggling City.



MICHAEL R. DAVIS

Senior Consultant

Experience Summary

- ✓ 30+ years in the Waste Industry
- ✓ Multiple Executive Level Leadership positions

Education/Certifications

- ✓ BS, Education, Miami University, Oxford, OH

Key Skills

- ✓ Collection Systems
- ✓ Operational Management
- ✓ Commercial Productivity
- ✓ Compressed Natural Gas (CNG) Conversion Expert
- ✓ Training Curriculums

Mike Davis is a Waste Industry Operations Consultant with expertise in reducing costs, improving productivity and enhancing customer service. During his 30+ years in recycling, solid waste, and disposal services, he has held leadership roles across all functions and can quickly add value to waste industry service providers. Mr. Davis is exceptionally skilled at operationalizing CNG conversions, with minimal impact to operations, and maximum impact to an organization's carbon footprint and profitability. He has initiated company-wide conversion to alternative fuel trucks, with positive impacts on fleet purchases, maintenance, and facility infrastructure. Mr. Davis is a direct, hands-on leader with the ability to drive profitability by positively impacting efficiencies, productivity, and service without compromising safety or corporate responsibility.

Select Experience

Progressive Waste Solutions (2013-present): Mr. Davis is developing the Operational Training program, inclusive of statistical integrity, basic productivity, driver hiring and retention, route day productivity, and operational roles in

sales and maintenance. He is also planning a comparative analysis to develop route standards for commercial and residential routes. In addition, a rolloff profit maximization is expected to be developed in the near future.

Republic Services, Phoenix, AZ (2000-2012): Mr. Davis held advancing senior leadership roles and contributed to the organization's growth, competitive positioning and profitability. His primary accomplishments included:

- ✓ Improved Industrial (7.82%), Commercial (21.27%) and Residential (36.53%) productivity in the Midwest Region during tenure from 2001-2008
- ✓ Generated significant increases with automation percentages for the Midwest Region (38% to 82%) & Corporate (47% to 58%)
- ✓ Maximized efficiencies and controlled labor costs, reduced helper headcount without compromising service or safety in the Midwest Region (157 to 34)
- ✓ Developed training that improved operational efficiencies, reduced errors and safety violations and contributed to increased productivity
- ✓ Led CNG conversion efforts in 2012 and 2013
 - Orchestrated the creation of six fuel infrastructures
 - Purchased 489 CNG trucks representing 68% of corporate transportation purchase
 - Planned eight infrastructures to support 436 trucks
- ✓ Generated unprecedented results
 - Held cost of collection increases to less than 3%
 - Led measurement and accountability efforts
 - Realized substantial stock price improvements during tenure; \$12.73 to \$52.88 at merger (2000 to 2008)

BFI Waste Systems, Columbus, OH & Memphis, TN (1990-1998): Mr. Davis served in key leadership roles, led all operational efforts and significantly grew the business. His primary accomplishments included:

- ✓ Increased commercial (3 to 8) and residential (2 to 11) routes
- ✓ Achieved the best commercial productivity in the region with only 8 routes

MICHAEL R. DAVIS (continued)

☑ Exceeded Operating Income

- Tightly controlled costs by evaluating expenses and streamlining operations
- Improved productivity
- Drove profitable margin gains

Developed Training Curriculums

- ☑ *Garbage 101 - Fundamentals of Solid Waste: Productivity, Safety, Routing, Incentive Wage, and Pricing*
- ☑ *Density Based Route Analysis - An "A to Z" approach to taking both commercial and residential LOB's to maximum productivity*
- ☑ *Operations Role in Maintenance - Eliminated barriers between operations and maintenance and reduced operating and maintenance costs to minimum levels*

APPENDIX B
LETTERS OF REFERENCE

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TOWN OF GRANBY

Incorporated 1786

15 NORTH GRANBY ROAD
GRANBY, CONNECTICUT 06035-2125

March 14, 2012

John Culbertson, Vice President
MSW Consultants
842 Spring Island Way
Orlando, FL 32828

Dear John:

The purpose of this letter is to thank you and MSW Consultants for your invaluable support of the Central Connecticut Solid Waste Authority, the Capitol Region Council of Governments, and their respective member municipalities throughout the past several years as the region has focused on improving its waste management system.

From the outset, MSW Consultants did an impressive job informing a wide range of local government officials about the opportunities and challenges to reducing waste management costs, improving collection services, increasing recycling, and securing reliable outlets for wastes and recyclables. Your knowledge of market dynamics and ability to communicate critical concepts were greatly appreciated by each of the members of the solid waste committee. Further, your willingness to respond promptly to the range of special requests of each member municipality was invaluable. With the help of MSW's assistance, we took a critical step towards expanding the waste and recycling services available to the entire Central Connecticut region, which will be increasingly important as the deadlines for achieving the state's recycling goals get closer.

Please consider this a letter of reference to share with future prospective clients. I wish you the best in your business pursuits and hope to have the chance to work with you in the future.

Very truly yours,

John E. Adams
First Selectman

BOARD OF COMMISSIONERS LIBERTY COUNTY

JOHN D. McIVER
CHAIRMAN
MARION STEVENS, SR.
DISTRICT 1
DONALD L. LOVETTE
DISTRICT 2
CONNIE THRIFT
DISTRICT 3

P.O. BOX 829
HINESVILLE, GEORGIA 31310
(912) 876-2164



PAT BOWEN
DISTRICT 4
GARY GILLIARD
DISTRICT 5
EDDIE J. WALDEN
DISTRICT 6
JOSEPH W. BROWN
COUNTY ADMINISTRATOR

January 2011

John Culbertson, Principal
MSW Consultants
842 Spring Island Way
Orlando, FL 32828

Subject: Letter of Recommendation

To Whom It May Concern:

MSW Consultants principal John Culbertson has been helping Liberty County to establish and maintain its integrated waste management system since 2003. In this timeframe, John has assisted the County to develop a sustainable cost and rate structure that equitably charges residential and commercial customers, in both the unincorporated areas and the incorporated jurisdictions, for the services received. MSW Consultants has advised the County during several procurements, and has helped to plan and optimize the County's residential automated collection system roll-out. All projects have proceeded on time and on budget.

Over the course of this engagement, John and MSW Consultants have demonstrated a keen understanding of the financial challenges, public sentiment, and operational obstacles that are faced by Liberty County. They have developed effective solutions that have proven to be highly equitable to rate payers. Further, John has demonstrated an ability to effectively work and communicate with staff, elected officials, and other stakeholders to convey and achieve desired outcomes and strategies.

MSW Consultants industry experience was evident throughout the project, and was critical to guiding Liberty County to successful outcomes with its solid waste program. Please contact me if you would like additional details about their capabilities.

Sincerely,

A handwritten signature in cursive script, appearing to read "Kim McGlothlin".

Kim McGlothlin
Chief Financial Officer
Liberty County Board of Commissioners

G. Brian Morgan, Esq.
158 Orange Avenue
P.O. Box 367
Walden, New York 12586-0367

February 15, 2012

Walt Davenport, President
MSW Consultants
6335 Sawyer Road
New Market, MD 21774

Re: Letter of Recommendation

To Whom It May Concern:

I write this letter as the former City of Poughkeepsie Corporation Counsel to advise you of the excellent work performed by MSW Consultants in support of the City of Poughkeepsie's efforts to optimize its solid waste management program.

I initially engaged MSW to consult with me and to prepare evidence for the Dutchess County Supreme Court as an expert in a legal dispute over the provision of multi-family collection and disposal services by the City of Poughkeepsie. The firm's intimate knowledge of the collection business, coupled with a resourceful research capability, enabled the City to compile critical data in support of its defense of a new legislative solid waste program affecting in particular multi-family residential service levels.

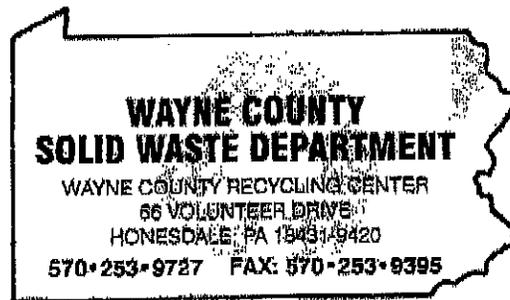
Subsequent to the conclusion of the litigation phase of MSW's contract with me, MSW Consultants worked with the City's Public Works Department and other stakeholders, including the employee union, to recommend operational improvements and achieve cost savings for the City's entire solid waste program. The savings ultimately identified by MSW Consultants have materially improved the Public Works budget in a difficult economic environment.

MSW's staff were professional, responsive, and thorough in their efforts. Their ability to communicate effectively with all levels of the City government, including city management, public works management, legal counsel, union representatives, and operations staff, greatly enhanced the acceptance of their work. I would work with MSW Consultants again in the future, and highly recommend them to any local government needing to improve operations or cut unnecessary costs.

Sincerely,

Brian Morgan
Former Corporation Counsel
City of Poughkeepsie

RANDY S. HELLER
SOLID WASTE DIRECTOR



MARY VANPATTEN
RECYCLING COORDINATOR

To whom it may concern:

MidAtlantic Solid Waste Consultants (MSW Consultants) assisted Wayne County, Pennsylvania, to develop the second update to the County's Municipal Waste Management Plan. This Plan Update was performed to be in compliance with Pennsylvania State regulatory requirements and, has been approved by the Pennsylvania Department of Environmental Protection. However, Wayne County also used the planning process to revisit and validate its recycling and diversion programs, and to secure a revenue source for the County's integrated waste management and recycling system.

Wayne County provides county-wide recycling drop-off collection services, operates a Recycling Center that processes and markets recyclables collected in the county, sponsors integrated waste management education programs, and operates special waste collection systems. Maintaining a revenue source to sustain these functions over the next ten years was paramount to the continued success of the County's integrated system. MSW Consultants worked hard on behalf of the County to ensure the continued success of Wayne County's diversion efforts and special waste management programs.

MSW Consultants worked hand and hand with County staff throughout the project, and also facilitated four meetings with a Solid Waste Advisory Committee (SWAC) comprised of public and private sector representatives. MSW's staff, were professional and highly knowledgeable about trends, opportunities, and challenges facing local governments in establishing implementable long term plans.

I can be reached at 570-253-9727 and am available to provide additional details of this successful engagement

Sincerely,

Randy Heller, Solid Waste Management Director





Town of Manchester

41 Center Street • P.O. Box 191
Manchester, Connecticut 06045-0191
www.manchesterct.gov

LEO V. DIANA, MAYOR
JAY MORAN, DEPUTY MAYOR
LISA P. O'NEILL, SECRETARY

DIRECTORS
STEVE GATES
SUSAN HOLMES
RUDY C. KISSMANN
CHERI A. PELLETIER
JOHN D. TOPPING
MARK D. TWEEDIE

SCOTT SHANLEY, GENERAL MANAGER

March 12, 2012

To Whom it May Concern:

I am writing in reference to the professional services provided by Mid Atlantic Solid Waste Consultants (MSW Consultants) to the Central Connecticut Solid Waste Authority (CCSWA).

As a member of the RFQ Committee of the CCSWA, I worked directly with Mr. Culbertson of MSW Consultants while his firm provided expert assistance to the Authority in seeking solid waste disposal options. Beginning in the fall of 2010, CCSWA undertook a comprehensive procurement process for solid waste disposal services in anticipation of the imminent expiration of existing disposal contracts with the Connecticut Resource Recovery Authority. The task proved to be very complex given the sizeable number of municipalities represented in the CCSWA. MSW Consultants developed a Request for Qualifications (RFQ) for solid waste disposal, assisted in the evaluation of RFQ responses and provided strategic assistance in the negotiation process. Their extensive knowledge of the solid waste market and business practices, as well as their high level of professionalism, was extremely valuable to the process. In addition to providing all of the deliverables in the contract with CCSWA, Mr. Culbertson made himself and the resources of MSW Consultants readily available whenever the RFQ Committee needed background information, explanations of technical information or advice.

I can recommend MSW Consultants for solid waste management consulting with confidence.

Sincerely,

Julian Freund
Budget and Research Officer
Town of Manchester, Connecticut





STATE OF IOWA

TERRY E. BRANSTAD, GOVERNOR
KIM REYNOLDS, LT. GOVERNOR

DEPARTMENT OF NATURAL RESOURCES
ROGER L. LANDE, DIRECTOR

February 20, 2012

Walt Davenport
MidAtlantic Solid Waste Consultants
6225 Sawyer Road
New Market, MD 21774

Mr. Davenport:

I want to thank you again for the excellent work you and your team provided on behalf of the Department in undertaking the Iowa Statewide Waste Characterization Study.

This was the third such study the Department has requested over the past several years and the report MSW Consultants provided was the most comprehensive in terms of providing detail not captured in earlier studies. For example, your willingness to conduct a number of waste sorts at transfer stations significantly reduced the reporting on mixed loads. Minimizing mixed load waste sorts greatly improved the quality of the data and allows the state and local agencies to better review the effectiveness of existing programs or implement new landfill diversion programs.

I have received several positive comments from Iowa's solid waste management community and the participating landfills and transfer stations in particular. Comments go beyond a simple thanks for conducting the study but also include favorable comments regarding the communication between landfill/transfer station staff, yourself and your field supervisors and the efficiency with which the waste sorts themselves were conducted.

The Department is already in the project planning stages and establishing meetings targeting industry representatives using the data contained in the report.

I wish you and MSW Consultants much success and will definitely keep you informed of future projects the Department will be conducting.

Sincerely,

A handwritten signature in black ink, appearing to read "Thomas Anderson".

Thomas Anderson
Executive Officer II
Land Quality Bureau

12

**COUNCIL APPROVAL – Resolution to
Establish a Building Inspection Program**



**Town of Front Royal, Virginia
Council Agenda Statement**

Page 1
Item No. 12

Meeting Date: February 9, 2014

Agenda Item: COUNCIL APPROVAL – Resolution to Establish a Building Inspections Program

Summary: Council is requested to consider the approval of a Resolution to Establish a Building Inspections Program for the Town of Front Royal.

Budget/Funding: None

Attachments: Resolution and Minutes from December 8, 2014 Public Hearing

Meetings: Public Hearing for Public Input was held on December 8, 2014 and Work Session held February 2, 2015

Staff Recommendation: Approval Denial

Proposed Motion: I move that Council approve a Resolution to Establish a Building Inspections Program for the Town of Front Royal.

ROLL CALL VOTE REQUIRED

*Note: Motions are the formal & final proposal of Council, proposed motions are offered by Staff for guidance
*To be clear and concise, motions should be made in the positive

Approved By: JB



Town of Front Royal, Virginia



RESOLUTION TO ESTABLISH A TOWN BUILDING INSPECTION PROGRAM

WHEREAS, the Town of Front Royal delegated responsibility for enforcement of all aspects of the Virginia Uniform Statewide Building Code within the Town to the County of Warren by agreement on February 8, 1983; and,

WHEREAS, the Town Council endorsed the Strategic Plan Mission Statement for the Mayor's Economic Committee on July 28, 2014 which included establishing a Town Building Inspection Program; and,

WHEREAS, the Town Council received input from the public on December 8, 2014 regarding establishing a Building Official Position where several citizens spoke in favor of the position; and,

WHEREAS, the Town's Planning Commission voted 3-1 on January 21, 2015 to approve a Resolution that supports the Town Council "...if they choose to establish a Building Inspections Program...".

NOW, THEREFORE BE IT RESOLVED by the Mayor and Council of the Town of Front Royal, Virginia hereby directs the Town Manager to proceed with establishing a Town Building Inspection Program in the FY 2015-2016 Budget, develop all necessary Code Amendments to establish such a program, and to advertise for the necessary positions to establish such a program; and,

BE IT FURTHER RESOLVED that the Mayor and Council of the Town of Front Royal, Virginia hereby directs the Town Manager to advertise a Real Estate Tax rate of \$0.15 per \$100 valuation to fund the establishment of the Town Building Inspection Program in the FY 2015-2016 Budget.

Adopted this 9th day of February, 2015

APPROVED:

Timothy W. Darr, Mayor

Attest:

Jennifer E. Berry, CMC, Clerk of Council

THIS RESOLUTION was approved at the Regular Meeting of the Town of Front Royal, Virginia
Town Council on _____ 2015, upon the following recorded vote:

Bébhinn C. Egger	Yes/No	Bret W. Hrbek	Yes/No
Hollis L. Tharpe	Yes/No	Eugene R. Tewalt	Yes/No
John P. Connolly	Yes/No	Daryl L. Funk	Yes/No

Approved as to Form and Legality:

Douglas W. Napier, Esq., Town Attorney

Date: _____

TOWN OF FRONT ROYAL PLANNING COMMISSION
Resolution of Support for Town Building Inspections

WHEREAS, all localities within the Commonwealth of Virginia are required to adopt and promulgate the Virginia Uniform Statewide Building Code, as specified under Title 36 of the Virginia Code; and

WHEREAS, the Town of Front Royal currently elects for the Warren County Department of Building Inspections, including the Warren County Building Official, to administer the Virginia Uniform Statewide Building Code; and

WHEREAS, building code enforcement impacts all citizens of the Town and the Town's future economic development in the Town; and

WHEREAS, if the Town of Front Royal adopts its own building inspections program the Town will be able to establish more customer friendly procedures and policies within the Town, including the consolidation of the zoning and building permit procedures, and advocating with the applicant during the building permit process; and

WHEREAS, the Town of Front Royal Economic Committee included a recommendation to start a Town building inspections program as one of their three top priority recommendations to Town Council; and

WHEREAS, Town Council has recently held a public hearing where several citizens and groups spoke in favor of the concept of establishing a Town of Front Royal Building Inspections Program; and

NOW THEREFORE, BE IT RESOLVED, that the Town of Front Royal Planning Commission supports Town Council if they choose to establish a building inspections program that is administered by the Town of Front Royal; and

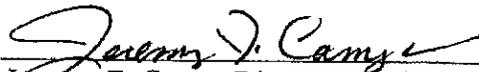
BE IT FURTHER RESOLVED, that the Planning Commission also generally recommends that such building inspection services, if established in the future, be integrated within the Town of Front Royal Planning & Zoning Department.

APPROVED:



Deborah Langfitt, Planning Commission Chair

ATTEST:



Jeremy F. Camp, Director of Planning & Zoning

THIS RESOLUTION was approved at the Regular Meeting of the Town of Front Royal, Virginia, Planning Commission conducted on January 21, 2015, upon the following recorded vote:

Robert Ballentine	<u>Yes/No</u> -absent	Arnold M. Williams, Jr.	<u>Yes/No</u>
Christopher Morrison	<u>Yes/No</u>	Douglas Jones	<u>Yes/No</u> -absent
William Kline	<u>Yes/No</u>	Deborah Langfitt	<u>Yes/No</u>

EXCERPT OF MINUTES FROM DECEMBER 8, 2014 REGULAR COUNCIL MTG.

PUBLIC HEARING FOR PUBLIC INPUT – Town Building Official Position

Summary: Council is requested to receive public input on whether the Town of Front Royal should adopt all or any part of the Virginia Uniform Statewide Building Code (“USBC”), including the documents incorporated by reference therein (DIBR 13 VAC5-63), and appoint a building official or other designated authority charged with the administration and enforcement of the USBC.

Alford Carter, area resident, noted that he was in favor of the position and they needed a vision. He stated that all implements needed to move towards the future should be used. He stated that the Council should have the ability to address blight immediately and it should not be handed to a third party. Mr. Carter stated that they supervise the Town and having an advocate, such as a building official, is not a duplicate of County efforts. He added that it was under the control of the Town Council and that would benefit the Town citizenry.

Tom Conkey, of 1401 N. Royal Avenue, stated that he fully echoes Mr. Carter’s comments because they are stated so eloquently. He added that the Town has the ability to have an official that would work with the businesses and the citizens, someone that would work proactively. Mr. Conkey stated that by having an inspector that reported to Council, the Town could help encourage new businesses coming into the Town. He noted that he was passionately in favor of the bringing in this inspector and he hoped the Council would support the position.

George McIntyre, of 457 Milldale Road, stated that he spoke on behalf of many groups, one of which was the Mayor’s Economic Committee. He noted that everyone knows the game that is played in this community of playing games between the Town and the County and they are attempting to get away from that game. He stated that the Council had worked hard for the community and the building official would be one way that would help the business community that would make things change for the better. Mr. McIntyre noted that with each delay it was a monetary delay that affected their bottom line. He commented that the SBDC were working on implementing items in Front Royal and things were changing; the building official would be another one of those Town changes. Mr. McIntyre stated that there were many things downtown that made it beautiful and that image was what was important and made the Town competitive.

Linda Allen, 416 Salem Avenue, noted that she recalls the complaints about the building inspector with the County. She stated that the Town has contributing issues and there are landlord issues as well. She noted that public safety and health matters at stake and she advocated the building code adoption. Ms. Allen stated that there were other landlords that took their properties seriously and some that live in bad places lack the education to seek assistance. She stated that they may not have the knowledge or the confidence to come and speak to Council about the living conditions in which they reside.

Craig Laird, of 203 E. Main Street, stated that he believed that the Council had done a lot to implement the Mayor’s Economic Committee and having a building official is something that would move the community forward. He noted that bringing the Avtex property online would be a substantial parcel

of land that must be rezoned and it was the right time. Mr. Laird noted that the Town needs this position.

George Cline, of the Warren County Builder's Association, noted that they were not for or against the position. He stated that they have many questions about the proposal. He stated that there were more than just inspections. He noted that the \$130,000 amount was a little low perhaps, in their opinion. Mr. Cline stated that they were paying for a building official currently and he understood that perhaps commercial plan review may have to be farmed out, and they questioned that portion. Mr. Cline stated that he would like to offer their questions to the Town, or perhaps sit down with the Town in order to have their questions answered.

Stanley Brooks, Jr., of 541 S. Royal Avenue, noted that time was money. He stated that to go back and forth between the Town and County was a tough road. He noted that many businesses have given up and the Council had heard some of these stories. Mr. Stanley stated that many years ago he was against a building official, and now he realizes that he did not know the way that the Town loses control of their own fate when they do not have their own building official. He noted that Front Royal was losing the competition of economic development, and they would continue to lose without their own building inspector, and they needed a level playing field. Mr. Stanley stated that they needed to make the process easy for the business community. He urged Front Royal to compete with other localities, as well as Warren County, as Front Royal should be a small business mecca. He stated that taxes would raise on residential if they did not build their commercial base.

Councilman Hrbek read the following into the record from Cory Michael, 77 Bowling View Road:

I support the Town's efforts in hiring a building inspector. I believe this can bring a more streamlined approach for businesses and citizens alike. The system currently is not very friendly to business when they attempt rezoning, build outs, or new construction. Our community has a terrible reputation for giving business' the strong arm and not making it as easy as possible to operate quickly and efficiently. I am personally tired of having to defend our community all the time for the reputations our government (Town and County) have allowed to exist. Those reputations keep good businesses and citizens from wanting to establish or relocate to our community. I encourage our citizens to speak with your local businesses and ask them to give examples of the struggles we always encounter. I support any efforts to make our Town more attractable to new and relocating businesses and citizens. I believe the Town of Front Royal hiring its own building inspector is a step forward in accomplishing that.

Mayor Darr closed the public hearing.

Vice Mayor Parker moved, seconded by Councilman Hrbek, to suspend the rules for discussion on the issue by members of Council.

Vote: Yes – Funk, Hrbek, Parker, Tewalt, Tharpe and Sayre

No – N/A

Abstain – N/A

Absent – N/A

(Mayor Darr did not vote as there was no tie to require his vote)

(By Roll Call)

Vice Mayor Parker noted that numbers were put together from Staff and the Builders Association would like to give input, and he was in favor of those measures. He added that it would take some time for work to be done to put matters in place, though it could be placed in the budget and it would also take some time to actually hire an individual. Mr. Parker noted that for two and a half years the Town has been indecisive as to whether to hire an Economic Development person, and he asked why those funds could not be used to offset some of the funds to move forward for this process.

Councilman Tewalt stated that in the 1970's they had a building official and it was a detriment to the Town and perhaps the cost may be more than the \$130,000, as it would require an office worker, and a part-time employee as well. He noted that it needed to be looked at from all angles. Mr. Tewalt stated that maybe the dilapidated building issue would move forward. He noted that currently he would not be in favor of the position at this time, though all possibilities could be looked at in the coming year. He added that the Town had a property maintenance code at one time, though the Council made so many concessions that it became unenforceable and very political. Mr. Tewalt noted that he would not be in favor without it being favorable to everyone.

Councilman Hrbek thanked everyone for coming to speak. He noted that the process was to bring the forward the items from the Committee, then perhaps meet with the Builder's Association, as Council would not know the answer to many of the questions. He added that the Town should do their due diligence to assemble the data in order to make decisions for the current population and the future growth of this community.

Councilman Sayre stated that many had spoken with him regarding the need to change the dilapidated buildings in the community in the Town, including his own wife. He noted that Mr. Napier has developed a proposed ordinance to send to the General Assembly and he thanked him for his work.

13

**COUNCIL APPROVAL – Waiver of Sidewalk
Requirement on W 15th Street – Aaron Hike**



**Town of Front Royal, Virginia
Council Agenda Statement**

Page 1
Item No. 13

Meeting Date: February 9, 2014

Agenda Item: COUNCIL APPROVAL – Request for Waiver of Sidewalk Installation on W. 15th Street – Aaron Hike

Summary: Council has received a request from Aaron Hike to waive the requirement for the installation of a sidewalk for two lots on W 15th Street that he is in the process of developing and where as he has submitted applications for two single-family dwellings.

Budget/Funding: None

Attachments: Letter from Mr. Hike, Plat and Town Code Section

Meetings: Work Session held February 2, 2015

Staff Recommendation: Approval Denial

Proposed Motion: I move that Council approve a request from Aaron Hike to waive the requirement for the installation of a sidewalk for two lots on W 15th Street that he is in the process of developing and where as he has submitted applications for two single-family dwellings.

*Note: Motions are the formal & final proposal of Council, proposed motions are offered by Staff for guidance

*To be clear and concise, motions should be made in the positive

Approved By: JTB

January 7th, 2015

To Whom it may concern,

I have recently purchased two lots on west 15th street (tax map # 20A1-1-5-1B & 20A1-1-5-1C) and intend to build a single family dwelling on each. I am requesting a sidewalk waiver being that there is no sidewalk in the area and that the lots are at the end of the street.

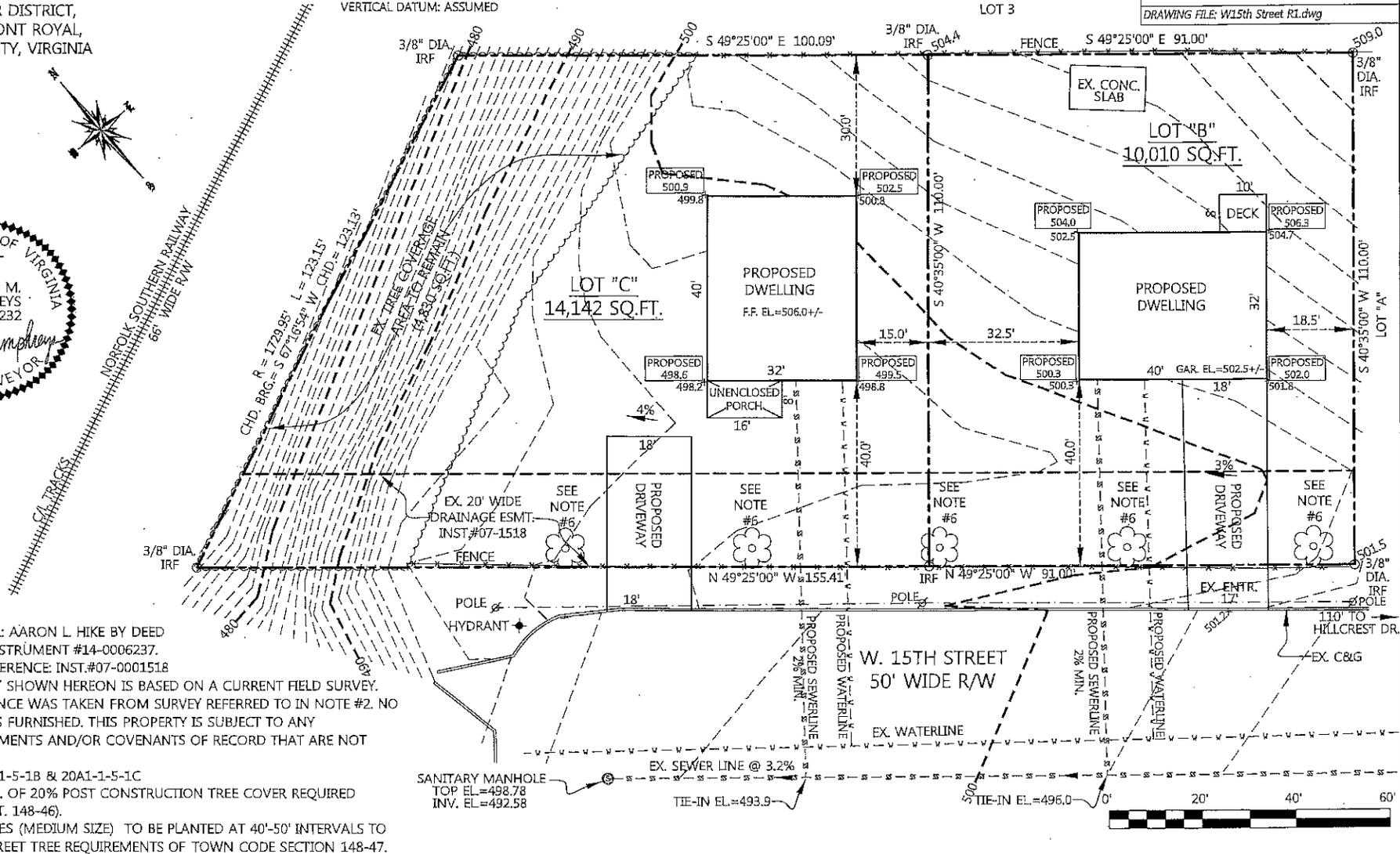
I appreciate your consideration

Aaron Hike
(540) 683-1923

PLAT SHOWING
 PROPOSED DWELLINGS
 LOTS "B" & "C", BLOCK 5,
 THARPE SUBDIVISION
 NORTH RIVER DISTRICT,
 TOWN OF FRONT ROYAL,
 WARREN COUNTY, VIRGINIA

TOPOGRAPHIC NOTE:
 THIS TOPOGRAPHIC SURVEY WAS COMPLETED UNDER THE DIRECT AND RESPONSIBLE CHARGE OF PRESTON M. HUMPHREYS, LS #9232 FROM AN ACTUAL GROUND SURVEY MADE UNDER MY SUPERVISION; THAT THE ORIGINAL DATA WAS OBTAINED ON DECEMBER 10, 2014; AND THAT THIS PLAT MEETS MINIMUM ACCURACY STANDARDS UNLESS OTHERWISE NOTED.
 CONTOUR INTERVAL: 1 FOOT
 VERTICAL DATUM: ASSUMED

PREPARED BY: PIONEER LAND SURVEYS PLC P.O. BOX 1012 FRONT ROYAL, VA 22630 540-631-0700	SCALE: 1" = 20'	DATE: 12/10/2014	DRAWN BY: PMH
	JOB: W14-58	FB: N/A	SHEET: 1 OF 1
REVISIONS: 1/6/15 TOWN COMMENTS			
DRAWING FILE: W15th Street RI.dwg			



- NOTES:
- CURRENT OWNER: AARON L. HIKE BY DEED RECORDED AT INSTRUMENT #14-0006237.
 - SUBDIVISION REFERENCE: INST.#07-0001518
 - LAND BOUNDARY SHOWN HEREON IS BASED ON A CURRENT FIELD SURVEY. MERIDIAN REFERENCE WAS TAKEN FROM SURVEY REFERRED TO IN NOTE #2. NO TITLE REPORT WAS FURNISHED. THIS PROPERTY IS SUBJECT TO ANY ADDITIONAL EASEMENTS AND/OR COVENANTS OF RECORD THAT ARE NOT SHOWN HEREON.
 - TAX MAP #20A1-1-5-1B & 20A1-1-5-1C
 - ZONED: R1-- MIN. OF 20% POST CONSTRUCTION TREE COVER REQUIRED (TOWN CODE SECT. 148-46).
 - 2" DIAMETER TREES (MEDIUM SIZE) TO BE PLANTED AT 40'-50' INTERVALS TO COMPLY WITH STREET TREE REQUIREMENTS OF TOWN CODE SECTION 148-47.

148-41 SIDEWALKS

A. For all subdivisions involving the creation of an additional buildable lot or lots, sidewalks shall be required on both sides of all public streets within the subdivision and on the side of each street touching the subdivision, unless other provisions have been made and approved by the town for an alternative system of pedestrian walkways. This requirement for sidewalks along existing public streets may be waived on vote of the Town Council in residential areas where curb and gutter has been waived to Section 149-40(C), or where any newly created lots exceed one-half acre in size, or where the existing development pattern would likely rule out the orderly creation of a complete sidewalk network in the long term. Such waiver shall not include existing streets designated in the Town Plan as important sidewalk linkages. Public sidewalks shall be required for all commercial developments and multifamily residential developments. Public sidewalks may be required by the town for industrial lots.

14

**COUNCIL APPROVAL – Proclamation of
Youth Art Month**



**Town of Front Royal, Virginia
Council Agenda Statement**

Page 1
Item No. 14

Meeting Date: February 9, 2014

Agenda Item: COUNCIL APPROVAL – Proclamation for Youth Art Month

Summary: Council has received a request from Andrea Stuart, President of the Blue Ridge Region Art Education Association seeking to proclaim March as Youth Art Month in the Town of Front Royal.

Budget/Funding: None

Attachments: Letter from Blue Ridge Region Art Education Association and Proclamation

Meetings: None

Staff Recommendation: Approval Denial

Proposed Motion: I move that Council approve a Proclamation proclaiming March 2015 as Youth Art Month in the Town of Front Royal

*Note: Motions are the formal & final proposal of Council,
proposed motions are offered by Staff for guidance

*To be clear and concise, motions should be made in the positive

Approved By: JPB

Date February 2,2015

Dear Mayor Darr,

It's almost time to celebrate Youth Art Month!

On behalf of the Blue

Ridge Region Virginia Art Education and those who advocate for art education for grades K-12, please endorse March as Youth Art Month.

This annual celebration directs attention to the value of visual art education in a student's overall success. Studies show students participating in the arts have higher grades, score better on standardized tests, have better attendance records, and are more active in community affairs.¹

As art educators, we understand the potential of the arts and its positive impact to students. Youth Art Month provides an opportunity for us to demonstrate the impact of the arts to local communities and businesses.

Throughout March, a variety of activities take place across the country at the local and state level. Please join us in our efforts here to spotlight art education. You can help by

- Signing the attached Endorsement and returning a copy to me by mail, email, or fax
- Providing documentation of your school or schools' celebrations (photos, articles, programs, or listing)
- Identifying financial support from businesses or the community

Thank you for supporting Youth Art Month!

Sincerely,

Andrea Stuart

President Blue Ridge Region Art Education Association

¹ National Assessment of Educational Progress, 1997, research by Dr. James Catterall, UCLA

Sample Endorsement

YOUTH ART MONTH ENDORSEMENT

WHEREAS: Art education is a viable academic endeavor and contributes educational benefits to all elementary and secondary students including the following:

- Art education develops students' creative problem-solving and critical thinking abilities;
- Art education teaches sensitivity to beauty, order, and other expressive qualities;
- Art education gives students a deeper understanding of multi-cultural values and beliefs;
- Art education reinforces and brings to life what students learn in other subjects;
- Art education interrelates student learning in art production, art history, art criticism and aesthetics and

WHEREAS: Our national leaders have acknowledged the necessity of including arts experiences in all students' education, and

WHEREAS: MARCH is officially recognized as YOUTH ART MONTH, I endorse the observance of Youth Art Month and encourage the support of quality school art programs for children and youth.

SIGNED _____

POSITION _____

DATE _____