



COMMUNITY FACILITIES

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CHAPTER 7 – COMMUNITY FACILITIES

INTRODUCTION

Community facilities and services are provided by the County for the common good of all citizens. As the County grows, the need for additional facilities and services becomes increasingly evident. Some facilities, such as parks and recreational facilities, are desirable amenities that add to the quality of life of County residents. Other facilities, such as schools, are mandated responsibilities of the local government.

The community facilities chapter identifies and assesses the present condition of facilities, as well as future needs, based upon population projections. This needs assessment provides a basis for Capital Improvements Programming and a way to efficiently address the needs in the most cost effective manner.

The facilities covered in this chapter are not all provided directly by the County. However, because of the public nature of the services or the level of assistance provided by the County, such services are considered "public" for planning purposes. The services and facilities covered in this chapter include: Library Services, Public School System, General Government, Parks & Recreation, Public Utilities, Public Safety, and Community Services. Map 7.1 generally identifies the location of community facilities in the County.

LIBRARY SERVICES

Library services are provided by the Caroline Library, which was established in 1981. The Caroline Library provides a wide range of information for self-education, offering comprehensive collections supporting research of specific subject areas, improving job related skills, supplementing educational and literacy programs, and serving as a community center.

The Caroline Library system is incorporated and governed by a four officer Board of Trustees and Advisory Council made up of two representatives from each of the five Election Districts. There are four library



Ladysmith Library

branches and a Bookmobile that visits communities and private schools throughout the County. The Library System offers a large collection of books, audiocassettes, DVDs videos, Learning Boxes, magazines and public. The library is staffed by three full time and ten part time employees together with community volunteers.

STANDARDS OF EVALUATION

The organization, governance and funding of Virginia's public libraries are outlined in Sections 42.1-33-45 the Code of Virginia and in the Virginia Administrative Code under 17VAC 15-110-10. The Library Development and Networking Division of the Library of Virginia, has established guidelines identifying the minimum acceptable standards for public libraries.

The Caroline Library strives to meet the "A" profile level of standards established by the Library of Virginia, which are the least stringent standards. Table 7.1 compares the current library offerings with the established standards, and estimates future system needs based upon the official state population projections.

TABLE 7.1: PUBLIC LIBRARY STANDARDS PROFILE 1 OR A: QUALITY LEVEL

Year	Population Estimate	Building Area	Operating Computer Work stations	Items Per Capita in All Formats	Percent of Registered Borrowers
2008	26,557	15,934	9	53,114	6,640
2010	29,201	17,521	10	58,402	7,300
2020	36,058	21,635	12	72,116	9,015
2030	43,662	26,197	15	87,324	10,916
Caroline County Current Operations					
2008	26,557	17,841	35	64,941	13,965

Collectively, the standards in Table 7.1 provide a good indicator of the overall health of a library system and its ability to meet the needs of the community. *Building area* is indicative of acceptable facility size. The standard for *Operating Computer Work Stations* determines acceptable technology offerings. The standard for the *items per capita in all formats* identifies whether a library has an acceptable quantity of materials to meet community needs. The standard for the *percent of borrowers* identifies the success of the library in meeting the needs of its residents beyond the use of the building. This can be measured either by hours of operation or the number of registered borrowers.

Based on an analysis of Table 7.1, Caroline Library meets all of the standards outlined by the Library of Virginia and appears to meet the standards through 2010. The Library even exceeds the projected requirements for the year 2030 in the area of computer work stations and percent of registered borrowers.

In addition to the standards above, several other indicators have been established by the Library of Virginia to evaluate the effectiveness of library programs, for which figures are available for the County.

Circulation Per Capita measures the community's library use by determining the average number of items checked out in a year by each community citizen. Low average number of items can indicate that a Library collection may not be meeting the community needs or interest, residents may be unaware of the library resources, or the library may have an extensive collection of non-circulating materials. The 2006 Circulation per Capita in Caroline averaged 2.03.

Expenditure Per Capita reflect how much financial support the community provides for its library and considers the size of the community. In 2006, Caroline County expended an average of \$16.46 per capita.

Holdings Per Capita match the size of a library collection and the community it serves. This data assesses collection size only and not quality. When measured with turnover rate and circulation per capita, the data provides better information about the effectiveness of the library. In 2006, Caroline County maintained 2.55 holdings per capita.

Library Visits per Capita measure the community's use of the library, whether for materials, programs or meetings. This data measures the average number of times during a year that each member of the community uses the library. High numbers represent heavy use, while low numbers may represent several things, such as inconvenient hours, the collection does not meet the interests or needs of the community, residents may be unaware of what the library has to offer, or the facility may be uninviting or have a poor location. In 2006, there was an average of 1.66 visits per capita.

Turnover Rate indicates the number of times each item is circulated during the year, if circulation were spread evenly throughout the collection. A library that focuses on popular items would have a high turnover rate, while a library that emphasizes the breadth of its collection or has an extensive non-circulating collection typically have a lower turnover rate. The turnover rate in Caroline County in 2006 was 0.8 with 59,848 pieces of material.

EXISTING FACILITIES

MISSION: It is the mission of the Caroline Library to provide quality service to the citizens of Caroline County as a multi-media center storing a wide range of information in printed and non-printed formats. It offers a comprehensive collection in support of research in specific areas, to include; self-education, Improving job related skills, lifelong leisure and entertainment, Children’s literature, Education and literacy programs. The library, expanding beyond the limits of a conventional education institution, seeks to serve as a community centre by becoming a vital part of the life of the locality.

The library system presently operates four branches; Bowling Green, Dawn, Ladysmith and Port Royal (Map 7.1), with the administrative headquarters at the Bowling Green Library. A brief description of each branch follows.

*BOWLING GREEN LIBRARY/
LIBRARY ADMINISTRATION*

The Bowling Green Branch was established in 1981 and was previously located on Ennis Street where the Treasurer currently resides. It moved to its present location at the Community Services Center in 1998.



Children’s Activity Area at the Bowling Green Branch of the Caroline Library

BOWLING GREEN SITE CHARACTERISTICS

Location/Description	Year Built/History	Square Feet & Acreage	Type of Construction	Parking	ADA Compliant	Area/District Covered	Supporting Activities	Personnel
Housed in the Community Services Center located at 17202 Richmond Turnpike, Bowling Green, VA 22427	Moved into current location in 1998 after renovations	10,184 square feet	Masonry	40 shared spaces	Yes	Countywide with an emphasis on central/eastern Caroline (Bowling Green, Milford, Sparta)	Large Meeting Room, Small Enclosed Meeting Room, Computer lab	Two full time and four part time employees

EVALUATION:

POSITIVES: Relatively new space in good condition

NEGATIVES: None Identified

EXPRESSED NEEDS: New Carpet

DAWN LIBRARY BRANCH

The Dawn Library Branch occupies 500 square feet in the Dawn Progressive Center

The Dawn Branch was established in 1985. It is located in a portion of the Dawn Progressive Center at the intersection of Dawn Boulevard and Old Dawn Road.



DAWN SITE CHARACTERISTICS

Location/Description	Year Built/History	Square Feet & Acreage	Type of Construction	Parking	ADA Compliant	Area/District Covered	Supporting Activities	Personnel
Housed in the Dawn Progressive Center located at 16315 Dawn Boulevard, Hanover, Virginia 23069	Established in 1985	500 square feet	Masonry	10 shared spaces	Yes	Countywide with an emphasis on southern Caroline	Small Computer Lab that can also be used as a meeting space	One Part Time Employee

EVALUATION:

POSITIVES: Local branch where residents of Southern part of the County can visit for library services

NEGATIVES: Cramped quarters, health and environmental issues.

EXPRESSED NEEDS: New facility with more space.

LADYSMITH LIBRARY BRANCH

The Ladysmith Branch was originally established in 1993. Prior to relocating to its current facility, the Ladysmith Library was housed in a wood frame structure at the Ladysmith Elementary School on Ladysmith Road. The Ladysmith Branch is now located in Ladysmith Village and was constructed using proffers from the developer.



Ladysmith Library

LADYSMITH SITE CHARACTERISTICS

Location/Description	Year Built/History	Square Feet & Acreage	Type of Construction	Parking	ADA Compliant	Area/District Covered	Supporting Activities	Personnel
7199 Clara Smith Drive, Ruther Glen, Virginia 22546	Built in 2007	6,957 square feet	Wood Frame with brick veneer	Approximately 25	Yes	Countywide with an emphasis on western Caroline	One meeting room for community use	One full time employee, three part time employees

EVALUATION:

POSITIVES: New facility in excellent condition

NEGATIVES: None Identified

EXPRESSED NEEDS: None identified

PORT ROYAL LIBRARY BRANCH

PORT ROYAL SITE CHARACTERISTICS

Location/Description	Year Built/History	Square Feet & Acreage	Type of Construction	Parking	ADA Compliant	Area/District Covered	Supporting Activities	Personnel
419 King Street, Port Royal, Virginia 22536	Opened in 1999, building is on the historic register	200 square feet	Wood	5 spaces	No	Countywide with an emphasis on the Rappahannock River Valley Corridor	Computer work stations	One part time employee



Port Royal Library

EVALUATION

POSITIVES: Good access/location with Town offices

NEGATIVES: Cold in the winter, Lack of space.

EXPRESSED NEEDS: Additional Space, possible new location.

LIBRARY PLANNING PRIORITIES AND RECOMMENDATIONS

With the assistance of the County, the Caroline Library has made impressive strides in upgrading its physical infrastructure over the last ten years. Facility improvements in Bowling Green and Ladysmith have brought the library system into compliance with the minimum accepted standards for rural communities. However, facilities in Dawn and Port Royal have some noted deficiencies that need to be addressed and the anticipated development beyond 2010 will place additional burdens on the system, as noted in Table 7.1.

The three areas of the County presently underserved are Dawn, Central Point and the Rappahannock River Valley (Port Royal). Development in the eastern portion (Central Point) of the County is not projected to be sufficient to support a library branch. However, if Haymount develops as planned, then a larger branch will be necessary along the Route 17 corridor.

Short Term: Construct a new Dawn Branch off of Richmond Turnpike on land already dedicated for that purpose. This should be accomplished within the next five years, subject to the availability of funding.

Long Term: Construct a new branch in Haymount, commensurate with the development of that community, on land to be dedicated for that purpose. This should be completed within a ten to twenty year period of time, unless the community develops at a faster rate. Some interim improvements to the current Port Royal Branch will be necessary to extend the life of the present facility.

PUBLIC SCHOOL SYSTEM

OVERVIEW

Schools provide our most valuable and important resource; educated citizens better equipped to cope with the complexities of today's society. The County school system is directed by the Caroline County School Board, a five member body elected to four-year terms, concurrent with elections for the Board of Supervisors. Except for the annual budget, which must be approved by the Board of Supervisors, day to day operations are the responsibility of the Superintendent of schools, who is assisted by two Assistant Superintendents and supporting staff.

The School system is comprised of six schools serving grades Pre-K to 12. There are three elementary schools, one primary school, one middle school and one high school. An alternative education facility is operated out of the old Ladysmith Elementary School

OUTDOOR AREA

The Virginia Department of Education is currently developing guidelines for outdoor areas for public school facilities. Much of the guidelines focus on the structure, but there are several standards available that outline minimum play fields and areas and site sizes. The Building Code establishes standards for building capacity.

STUDENT POPULATION PROJECTIONS

Population trends indicate that the under 18 population is likely to increase significantly over the next few years. In fall of 2007, school membership reached 4,063, representing an annual increase from 2000 of 1.0% and consistent with the State growth rate. However, kindergarten through second grade experienced the greatest annual growth at 2.5% from 2000 to 2007. In contrast, school membership in GWRC (George Washington Regional Commission), consistent with their higher population growth, grew an average of 3.2% per year.

As Caroline's population and growth rate increase, school membership is also expected to accelerate and grow at an annual rate of 3.8% compared to annual growth rates of 2.0% and 0.9% in GWRC and the state. While data sources for school membership and general population may not perfectly correspond, the projections indicate that growth rates in school membership will create the need for more school facilities.

However, as demonstrated in the overall patterns for the County's school children, the growth patterns in school aged children by grade level is quite uneven across age categories, with the youngest aged group of children (5-9 years of age) growing rapidly, at greater than 3% per year, middle school aged children shrinking at a rate of -1.3% per year and the high school aged children growing almost as rapidly as the elementary aged children at greater than 2% per year. If these predictions come to fruition, there is likely to be a need in the next four years for increase in the elementary school system capacity by as many as 90 students. The High School is likely to need expansion by up to 130 students.

In 1999, the County evaluated their school age multiplier through a facilities study conducted by Moseley/McClintock. This study determined that each household generated an average of 0.492 school age children. Recent development trends indicate that the school children generator is likely to continue to decrease (to 0.359 by 2010), while the actual number of children in the education system is likely to grow by as many as 240 students. Longer term, the slow growth of the 10 – 14 year old children should relieve some of the pressure on the high school after 2010. Unfortunately, the pressure to expand capacity at the High School level will shift down to the need to expand the capacity at the middle school level, as the expected boom in the youngest school aged children (currently 5-9 years old) make their way through elementary and middle schools.

SCHOOL ADMINISTRATION

MISSION: The mission of Caroline County Public Schools is to provide a quality education which meets the needs of a diverse population and enables success in a changing world.



School Administration Building

SCHOOL ADMINISTRATION SITE CHARACTERISTICS

Location/Description	Square Feet & Acreage	Type of Construction	Parking	ADA Compliant	Area/District Covered	Supporting Activities
Two Story Building, Richmond Turnpike	6,500 Square Feet	Masonry with brick veneer	Shared parking with elementary & governor's schools & Farmer Park	No	Countywide	Governor's School

EVALUATION:

POSITIVES: Proximity to General government offices

NEGATIVES: The traffic generated by the elementary school, the administrative staff and visitors, and the Governors School, create an unsafe condition. Staff is spread out. Age/condition of building

EXPRESSED NEEDS: Additional space to consolidate personnel.

BOWLING GREEN ELEMENTARY

BOWLING GREEN ELEMENTARY SITE CHARACTERISTICS

Location/Description	Year Built/History	Square Feet & Acreage	Type of Construction	Parking	Supporting Activities
16261 Richmond Turnpike, Bowling Green, VA 22427	1959	40,000 square feet	Masonry with brick veneer	Shared parking with School Administration & Governor's School	Capacity for permanent building is 338 students

EVALUATION:

POSITIVES: The building is in relatively good condition and with system upgrades could be utilized for school purposes for another 20 years. The site is large enough to support an addition. Possible candidate for new School Administration.



NEGATIVES: Bus drop-off, parent pick-up, and parking arrangements. Lack of space. May be more costly to upgrade due to lack of improvements.

EXPRESSED NEEDS: To support a larger student enrollment, the following are needed: additional classrooms, accommodations for special education, an art room, a music room, a computer lab, a guidance area, a clinic area, an expanded administrative area, an expanded media center and an expanded kitchen area. The amount of addition is dependent upon the desired student enrollment.

BOWLING GREEN PRIMARY SCHOOL

BOWLING GREEN PRIMARY SITE CHARACTERISTICS

Location/Description	Year Built/History	Square Feet & Acreage	Type of Construction	Supporting Activities
17176 Richmond Turnpike, Bowling Green, VA 22427	1959, addition in 1991	50,000 square feet	Masonry with brick veneer	Capacity for permanent building is 450 students

EVALUATION:

POSITIVES: The building is in relatively good condition and deserving of continued use for another 20 years. The site is large enough to support an addition.

NEGATIVES: Expanding the building would not meet current design standards.

EXPRESSED NEEDS: To support a larger student enrollment, the following are needed: additional classrooms, accommodations for special education, an art room, a music room, a computer lab, a guidance area, a clinic area, an expanded administrative area, an expanded media center, an expanded kitchen area and a multi-purpose room. The amount of addition is dependent upon the desired student enrollment.



LEWIS AND CLARK ELEMENTARY SCHOOL



LEWIS & CLARK ELEMENTARY SITE CHARACTERISTICS

Location/ Description	Year Built/ History	Type of Construction	ADA Compliant	Area/District Covered	Supporting Activities
18101 Clark and York Boulevard, Ruther Glen, VA 22546	2008	Masonry with brick veneer	Yes	Western portion of Caroline	Capacity for permanent building is 950 students

EVALUATION:

POSITIVES: New state of the art facility.
NEGATIVES: Over capacity from opening day.
EXPRESSED NEEDS: None identified

MADISON ELEMENTARY SCHOOL

MADISON ELEMENTARY SITE CHARACTERISTICS

Location/ Description	Year Built/ History	Square Feet & Acreage	Type of Construction	ADA Compliant	Supporting Ac- tivities
9075 Chance Place	1961, addition in 1992. Converted to an elementary school in 2009	50,600 square feet	Masonry with brick veneer	Not fully	Capacity for permanent building is 370 students

EVALUATION:

POSITIVES: The building is in relatively good condition and could be utilized for another 20 years.
NEGATIVES: Proximity to Lewis and Clark Elementary/attendance zones.
EXPRESSED NEEDS: To support a larger student enrollment, the following are needed: additional classrooms, accommodations for special education, an art room, music room, computer lab, guidance area, clinic area, an expanded administrative area, expanded media center, expanded kitchen area and a multi-purpose room. The site is the smallest in the County, but is large enough to support an addition.



CAROLINE MIDDLE SCHOOL



CAROLINE MIDDLE SITE CHARACTERISTICS

Location/ Description	Year Built/ History	Square Feet & Acreage	Type of Construction	ADA Compliant	Area/District Covered	Supporting Activities
13325 Devils Three Jump Road, Milford, VA 22514	1992	145,000 square feet	Masonry with brick veneer	Yes	Countywide	Capacity for per- manent building is 1,200 students. Auditorium for community use after hours.

EVALUATION:

POSITIVES: The building is in good condition, although there have been problems with roof leaks in recent years, which have been corrected.

NEGATIVES:

EXPRESSED NEEDS: The physical education play fields are shared with an adjoining park site. Additional recreation fields to serve the middle school students are desirable.

CAROLINE HIGH SCHOOL

CAROLINE HIGH SITE CHARACTERISTICS

Location/ Description	Year Built/ History	Square Feet & Acreage	Type of Construction	ADA Compliant	Area/District Covered	Supporting Activities
19155 Rogers Clark Boulevard, Milford, VA 22514	Built in 1973 to replace sev- eral smaller high schools	160,000 square feet	Masonry with brick veneer	Yes	Countywide	Capacity for per- manent building is 1,350 students

EVALUATION:

POSITIVES: The building is in good condition, although in need of updating.

NEGATIVES: Lack of maintenance and upkeep. Difficult to expand the facility.

EXPRESSED NEEDS: There is a need to renovate the science laboratories and physical education areas. Additional space is needed for special education classrooms and computer labs. The gym currently seats 1,200 and the auditorium seats 500. Typically a high school gym is sized to seat the entire student body and high school auditoriums are sized to seat one third to one half of the student enrollment. Both of these spaces meet the size standards for educational purposes, but may not be adequate for community or regional events.



SCHOOL PLANNING PRIORITIES AND RECOMMENDATIONS

Short Term: The School Board and Board of Supervisors should analyze school population, population growth trends and patterns to evaluate future school needs. This analysis should be updated annually to ensure informed decisions on future school needs (1-2 years).

Evaluate the CIP funding to determine funds available for school projects (3-5 years).

Long Term: Prioritize future improvements based upon the analysis of school projections above.

GENERAL GOVERNMENT

Caroline County initiated its facilities planning in the mid 1990s with the redesign of Union High School to accommodate several County departments and community service agencies. The County developed a Facilities Plan in 2000 with the assistance of Moseley Architects and last revised it in November of 2006. Table 7.2 summarizes the findings of that study.

The expansion of County office space occurs in three phases. The first phase involves demolishing the Old Health Department, where the voter registration and extension office are located and replacing it with a new building at the Courthouse. This phase is completed.



The New County Administration Building

Phase II involves renovating the old Union Bank Shares building at 211 North Main Street for General Government use, which is presently under construction. The renovated building is a two story 18,250 square foot masonry structure with 12,800 square feet of office space. County Administration and Finance, Treasurer, Commissioner of Revenue, and Registrar will be relocated to their new offices by spring of 2009.

Upon the relocation of the Administrative offices, existing facilities in courthouse square will be modified and upgraded for an expansion of the Sheriff's Department, Circuit Court Clerk and other needs.

Future expansions include the possible construction of a public safety building, public utilities/works and Parks and Recreation at the Poorhouse Tract off of Devil Three Jump Road. Funding and design have not been determined at this time.

TABLE 7.2: SPACE REQUIREMENTS SUMMARY

	Current		2010		2015		2025	
	P	SF	P	SF	P	SF	P	SF
GENERAL GOVERNMENT								
Commissioner of the Revenue	10	3,718	19	4,906	22	5,612	33	6,921
County Administrator	3	2,098	5	2,278	8	2,738	8	2,803
County Attorney					2	317	2	343
Finance	5	1,242	7	1,726	10	2,135	13	2,504
Planning & Community Develop.	21	4,701	27	5,563	30	6,102	33	6,404
Public Works Administration	6	1,996	7	2,562	10	2,943	12	3,283
Treasurer	7	1,743	8	1,827	8	1,990	9	2,074
Utilities Administration	6	2,123	9	2,630	13	3,211	16	3,342
Voter Registrar	2	1,175	3	1,407	3	1,602	3	2,005
TOTAL PERSONNEL / NSF	60	18,795	85	22,898	106	26,650	129	29,678
GROSS SQ FT REQUIRED AT 75% EFFICIENCY		25,061		30,531		35,533		39,570
PUBLIC SAFETY								
Fire & Rescue Administration/EOC	9	5,854	21	6,551	31	6,998	40	7,333
Fire & Rescue E-911	9	1,706	9	1,719	14	2,603	17	2,928
Magistrate	3	666	3	666	4	666	5	666
Sheriff	56	11,930	78	14,671	95	16,277	126	18,403
TOTAL PERSONNEL / NSF	77	20,156	111	23,606	144	26,544	188	29,330
GROSS SQ FT REQUIRED AT 75% EFFICIENCY		26,874		31,474		35,392		39,106
PUBLIC WORKS OPERATIONS, UTILITIES, OPERATIONS, & SCHOOL MAINTENANCE								
TOTAL PERSONNEL / NSF	27	N/A	40	N/A	62	N/A	84	N/A
GROSS SQ FT REQUIRED		33,356		33,852		34,450		34,834
GRAND TOTAL PERSONNEL	168		241		320		409	
GRAND TOTAL GROSS SF		85,291		95,857		105,375		113,511
P = Personnel SF = Square Feet								

Meeting the space needs identified in the Facility Study is a priority with the General government facilities. The following is a breakdown of each Department.

COUNTY ADMINISTRATION

COUNTY ADMINISTRATION SITE CHARACTERISTICS

Location/Description	Year Built/History	Square Feet & Acreage	Type of Construction	Parking	ADA Compliant	Area/District Covered	Supporting Activities
115 Ennis Street	1950	2,120 square feet	Masonry with brick veneer	Shared parking with courthouse complex & other offices	Yes	Countywide	One conference room for staff and small group meetings

EVALUATION:

POSITIVES: Convenient location

NEGATIVES: Shared parking with courts is difficult when courts are in session. Condition of structure, lack of space, poor design for functions and responsibilities.

EXPRESSED NEEDS: Additional space designed to meet department needs

DEPARTMENT OF ECONOMIC DEVELOPMENT AND TOURISM/CAROLINE COUNTY VISITOR CENTER

MISSION: The Caroline County Department of Economic Development operates to attract, retain and facilitate the expansion of business and industry in the County, resulting in a stable, diverse economy and an improved quality of life for the citizens of the County. The Department serves as the primary local contact for information about the County. Specifically, the Department's goal is to provide an expanded tax base and employment opportunities for the citizens of Caroline.

DEPARTMENT OF ECONOMIC DEVELOPMENT AND TOURISM SITE CHARACTERISTICS

Location/Description	Year Built/History	Type of Construction	ADA Compliant	Area/District Covered	Supporting Activities
27324 Rogers Clark Boulevard	In 2008 the building was constructed on property donated by Union Bankshares Corporation and funded by TEA-21 and cash proffers	Masonry with brick veneer	Yes	Countywide. Serves as the gateway to the Northern neck of Virginia and Southern Maryland	Can host events for up to 120 people

EVALUATION:

POSITIVES: New facility with plenty of space, whale display, location/proximity to Interstate 95

NEGATIVES: None identified

EXPRESSED NEEDS: None Identified

PLANNING /PUBLIC WORKS ANNEX

The Annex houses the Department of Planning and Community Development, Building Inspections, Department of Public Utilities and the Department of Public Works.

PLANNING/PUBLIC WORKS ANNEX SITE CHARACTERISTICS

Location/ Description	Year Built/ History	Square Feet & Acreage	Type of Construction	Parking	ADA Compliant	Area/District Covered	Supporting Activities
233 West Broadus Ave- nue, Bowling Green, VA 22427	Originally a private school, the County purchased the building in 1985 and the current department have occupied it since 1999	6,000 square feet on 12.88 acres of land	Masonry with brick veneer	33 parking spaces with 2 handicap spaces	Yes	Countywide * see individual notes	One conference room for staff and small group meetings

PLANNING AND COMMUNITY DEVELOPMENT/BUILDING INSPECTIONS

MISSION: The Planning Department serves as the technical staff to the Board of Supervisors, Board of Zoning Appeals, and the Planning Commission and assists these bodies in establishing and implementing development policies for the County. Staff also provides policy information to these bodies, and the public.

The Inspections Department mission is to *ensure safety to life and property from hazards incident to building design, construction, use, repair, removal or demolition. It also ensures that all new construction complies with nationally recognized and state mandated codes and standards. This is accomplished through the efficient review of plans and specifications and by prompt, fair, and accurate inspections of all aspects of construction.*

SERVICE AREA: Countywide, including assistance to the towns of Bowling Green and Port Royal as requested or by service agreement.

PUBLIC UTILITIES ADMINISTRATION

MISSION: To establish a self sustaining enterprise system that is accountable to all of the share holders to include Customers, Board of Supervisors, Regulatory agencies, General Public and the Environment.

SERVICE AREA: Countywide, excluding the incorporated towns of Bowling Green and Port Royal

PUBLIC WORKS ADMINISTRATION

MISSION: To enhance the quality of life in Caroline County and protect this environment through the provision of cost effective services.

SERVICE AREA: Countywide, excluding the incorporated towns of Bowling Green and Port Royal

EVALUATION:

POSITIVES: Annex is conveniently located to the public and other administrative offices in town. Three departments that work closely together are housed in the same facility.

NEGATIVES: Separation from other County offices, design/layout of building is not conducive to use by three separate departments. One small meeting room that can accommodate six people. Larger groups must utilize other facilities off site. Uneven heating and cooling throughout the building.

EXPRESSED NEEDS: As responsibilities of the departments continue to grow, space will become an issue for all three departments utilizing the facility. Additional meeting space is desirable. HVAC duct system needs to be redesigned.

PUBLIC UTILITIES/PUBLIC WORKS OPERATIONS

PUBLIC UTILITIES/PUBLIC WORKS OPERATIONS SITE CHARACTERISTICS

Location/Description	Year Built/History	Square Feet & Acreage	Type of Construction	Parking	ADA Compliant	Area/District Covered	Supporting Activities
17502 Richmond Turnpike, Milford, VA 22514	1991, built as contractor storage space	3,300 square feet on 1.95 acres	Steel Frame	Gravel lot with 10 spaces	No	Countywide	N/A

EVALUATION:

POSITIVES: Space is adequate for storage of equipment for the foreseeable future.

NEGATIVES: Location for utilities personnel is removed from most of the utility service area that they must maintain. Space is rented and is only available as long as the owner is willing to lease to the County.

EXPRESSED NEEDS: Additional indoor equipment storage area.

SOLID WASTE

SOLID WASTE SITE CHARACTERISTICS

Location/Description	Year Built/History	Square Feet & Acreage	Type of Construction	Parking	ADA Compliant	Area/District Covered	Supporting Activities
There are six convenience sites strategically located around the County	Varied	Varied, dependent upon site	N/A	N/A	No	Countywide	N/A

EVALUATION:

POSITIVES: Most of County residents are

NEGATIVES: Access is limited at some sites

EXPRESSED NEEDS: Carmel Church site, expanding the Ladysmith site, new/expanded Cedon site with improved access.

VOTER REGISTRATION

VOTER REGISTRATION SITE CHARACTERISTICS

Location/Description	Year Built/History	Square Feet & Acreage	Type of Construction	Parking	ADA Compliant	Area/District Covered	Supporting Activities
109 County Street	Old Sheriff's Office	1,000 square feet	Masonry	Shared parking	Yes	Countywide	N/A

EVALUATION:

POSITIVES: Proximity to other offices.

NEGATIVES: Size and layout are not conducive to current functions.

EXPRESSED NEEDS: New/better designed office space.

COMMISSIONER OF REVENUE

FUNCTION

The Commissioner of the Revenue holds office as an agent for the state, as well as the local government, and is the assessing officer on the local level for those taxes prescribed by the state law and local ordinance. As such, the office serves as a bridge between the local level of government and the state legislature.

MISSION: To provide the Caroline County Citizens quality service in meeting their tax responsibilities by applying Virginia and Caroline County Tax Laws with integrity and fairness.

COMMISSIONER OF REVENUE SITE CHARACTERISTICS

Location/Description	Year Built/History	Square Feet & Acreage	Type of Construction	Parking	ADA Compliant	Area/District Covered	Supporting Activities
121 North Main Street, in Court House Square	Built in 1936 for County office space	2,328 square feet on 2.5 acres	Masonry with brick veneer	Five spaces - two handi-capped and three for office use	Sidewalks and entrances are compliant	Countywide	Speaking events, as requested. Active Chamber of Commerce member

EVALUATION:

POSITIVES: Location of office in the Town of Bowling Green and familiar to citizens. It is located near other County offices.

NEGATIVES: Building was never built for the equipment needed in today's environment and the structure needs several costly repairs. For example, equipment and lighting need to be updated. Building does not have storage space. Citizens complain that the Commissioner and Treasurer are not in the same facility. There are no confidential areas to discuss, in private, sensitive tax issues with citizens and there is no waiting area for visitors. The building lacks security.

EXPRESSED NEEDS: The needs are currently being addressed by the County. The County future plans include more office space, meeting rooms and a building adequately wired for electronic equipment. Further, the County plan includes improved workstations for employees with proper computer desks and work areas and will include proper lighting and storage. The County plan includes an office building that will accommodate several County offices under one roof with better security. The current plan will address most of the issues. Second vehicle may need to be added due to new events park locating in the County.

TREASURER’S OFFICE

FUNCTION

The Treasurer is responsible for collecting and accounting for all revenues that are paid to the County, in accordance with State and local laws.

MISSION: To provide accurate, efficient, fair and courteous service to the taxpayers by observing standard office procedures in accordance with the Code of Virginia and the Code of Caroline County and to record, report, and invest revenues in an accurate and expeditious manner.

COUNTY ADMINISTRATION SITE CHARACTERISTICS

Location/Description	Year Built/History	Square Feet & Acreage	Type of Construction	Parking	ADA Compliant	Area/District Covered	Supporting Activities
119 Ennis Street in Court House Square	Used by Treasurer’s Office since 1998	1,575 square feet	Masonry with brick veneer	Five spaces - two handi-capped and three for office use	Sidewalks and entrances are compliant	Countywide	Speaking events, as requested and support of local civic organizations

EVALUATION:

POSITIVES: Office is located in the Town of Bowling Green near other County offices.

NEGATIVES: Building was not designed for the current number of employees or the functions of the office. Building lacks storage space. Citizens complain that the Commissioner and Treasurer are not in the same facility. There are no meeting rooms to discuss issues of confidence. The building lacks security.

EXPRESSED NEEDS: Office needs are being addressed through the construction of new office space at the old Union Bankshares building on North Main Street. Facilities are expected to be completed in mid 2009.

GENERAL GOVERNMENT PLANNING PRIORITIES AND RECOMMENDATIONS

SHORT TERM: Most of the office space needs for general government will be addressed with the relocation of the County Administration to 211 North Main Street, and other moves that follow.

LONG TERM: Re-examine the facilities plan to ensure growth projections are met and space needs are addressed accordingly.

PARKS AND RECREATION

Caroline County is blessed with abundant natural heritage, diverse ecosystems and a variety of outdoor recreational opportunities. Recreation and leisure activities play vital roles in personal development, cultural advancement, and social and emotional stability. Recreational opportunities contribute to quality of life by providing social, cultural and community development opportunities.

Active and passive recreational opportunities are provided by the Parks and Recreation Department, which currently operates four public park areas and numerous programs. The Pettigrew Wildlife Management Area off of Tidewater Trail (Route 17) provides passive recreation and hunting opportunities. Numerous neighborhood parks and recreational facilities are owned and maintained by the community property owners associations in which they are located.

PARK PLANNING STANDARDS

Since 1965, the Virginia Department of Conservation and Recreation (DCR) has produced the Virginia Outdoors Plan. The purpose of that plan is to establish a state vision for outdoor areas, trends, economic issues and strategies for regions. This document is comprehensive in evaluating Virginia's outdoors and parks.

The current edition of the Virginia Outdoors Plan, adopted in 2007, recommends as a guideline, 10 acres of local park sites per 1,000 population. This figure represents the minimum acreage and should be exceeded when possible. Table 7.3 assesses of current and future acreage needs based on the 2007 Open Space Plan guidelines.

TABLE 7.3: RECOMMENDED PARK AND OPEN SPACE ACREAGE

Year	Population	Recommended Park Acreage	Current Acreage*	Deficit (Surplus)
2008	27,838	278.38	968	689.62
2010	29,201	292.01	968	675.99
2020	36,058	360.58	968	607.42
2030	43,662	436.62	968	531.38

*Includes school fields, private open space areas and public parks

Due to the large expanse of land in the Pettigrew Wildlife Management Area, the County exceeds the gross land area standards contained in Table 7.3. However, Pettigrew offers opportunities that do not appeal to all segments of the population. The 2007 Outdoors Plan notes that there are many factors that determine "adequate park lands" and one formula is not appropriate for all situations.

Urban and rural needs are different, which in turn, affects the park and recreational needs of the citizens. For example, in more urban areas, such as the County's growth areas, several small neighborhood parks may be more appropriate than one rural park. Conversely, in rural areas, neighborhood park activities should be combined with a larger community park. Since Caroline contains both denser growth areas and rural areas, a mixture of park types that cater to different populations is appropriate.

As a recreational planning guide, this document identifies several types of parks that are appropriate for the County. The following park types, described in the 2007 Virginia Outdoors Plan, are suited for Caroline County.

NEIGHBORHOOD PLAYGROUND

The primary function of the neighborhood playground is to provide safe play areas for pre-school and school age children, especially in high density areas where backyard playgrounds may be unavailable. These facilities may also be designed to serve limited adult needs.

CHARACTERISTICS: These facilities are defined by intensive use and easy accessibility. Facilities should be designed to meet the needs of local residents. When serving children, these parks should be designed for active play, while those designed for adults should also include opportunities for passive recreation. Maintenance of playground equipment is critical and should be considered in the planning stage. These areas are not normally designed for organized activities.

SIZE: ¼ acre and larger

LOCATION: Neighborhood Parks are generally found in the growth areas.

SERVICE AREA: Approximately 1/4 of a mile or a five minute walk.

ASSESSMENT: Neighborhood parks are generally found in larger subdivisions within the growth areas and at elementary schools. These facilities should be provided as part of the development of new communities, with ownership and maintenance through the community property owners association. Where County owned and maintained, such facilities should be provided with joint use sites (schools) or as part of a larger recreation complex.

NEIGHBORHOOD PARK

The primary function is to provide limited recreation opportunities for the entire family within easy walking distance. Facilities should be provided for all age groups.

CHARACTERISTICS: Intensive use and easy access are characteristics of this classification. Ideally, the site should have level to gently rolling areas to accommodate intensive use facilities, with shaded areas for passive recreation.

SIZE: 5-20 acres (plan for 3 acres/1,000 population)

LOCATION: These parks should be located near a school or the center of a neighborhood, away from railroads, major streets and other hazardous areas. Rural communities may want to consider including neighborhood park functions in larger community parks that can better serve the needs of a widely dispersed local population.

SERVICE AREA: Five to fifteen minute walking distances or under one mile driving distance.

ASSESSMENT: In Caroline County, Neighborhood Parks are generally found in the growth areas and at elementary schools. Many Neighborhood Parks are established as part of a subdivision.

COMMUNITY PARK

Community parks should support active recreational activities with intensive use, while still containing a fair amount of open space.

CHARACTERISTICS: The sites vary from relatively flat open space to moderately sloping wooded areas. Such a park should be adaptable to a wide variety of recreational activities. Access is gained by automobile, bicycles or walking.

SIZE: 20-50 acres (plan for 3 acres/1,000 population)

LOCATION: When possible, a community park should be located near the center of the community with good access and service by a public transportation system. In a rural setting, this park category may take the place of the neighborhood park. It can better serve a widely dispersed population than two or three smaller sites. Community parks, along with neighborhood parks, usually meet most of the close to home recreational needs of the locality.

SERVICE AREA: Approximately 15 minute driving time.

ASSESSMENT: Community parks are usually established in growth areas.

COUNTY DISTRICT PARK

The district park should serve the recreational needs of large portions of the local population. It should contain a wide variety of intensively developed areas for day-use recreation, while providing ample open space with generous buffers between activity areas.

CHARACTERISTICS: The site can vary from flat open space to moderately or steeply sloping topography. It should be capable of supporting a wide variety of activities with ample buffers and natural areas. A stream, lake or tidal waterfront is very desirable. The District Park needs to be accessible by automobile, as well as pedestrians and bicyclists.

LOCATION: When possible, the district park should be located near the center of the service area. It should be on or near a major street that provides good access to the facility. In urban and suburban areas, easy access to mass transit is highly desirable.

SIZE: 50 to 150 acres (plan for 4 acres/ 1,000 population)

SERVICE AREA: Five to fifteen mile service radius or 15-25 minutes driving time.

ASSESSMENT: This park can be established in either the rural areas or near growth area boundaries. This type of park makes an excellent buffer to establish the exterior growth area boundary and to minimize sprawl.

FACILITY STANDARDS

The Open Space Plan provides facility standards for various types of activities based on population levels. A summary of selected activities is provided below in Table 7.4. These standards are a good baseline for park facilities that may be proposed with a rezoning application, as well as a baseline for comparing where the County currently exists in providing recreational activities.

TABLE 7.4: PARK AND RECREATIONAL FACILITIES STANDARDS

Activity & Type of Facility	Recommended Units per Population	Current Facilities Provided	2010 Recommended Units	2020 Recommended Units	2030 Recommended Units
Football	1/10,000	1	3	4	4
Soccer	1/5,000	0	6	7	9
Baseball	1/6,000	1	5	6	7
Softball	1/3,000	3	10	12	15
Basketball	1/5,000	4	6	18	9
Tennis	1/2,000	4	15	18	22

EXISTING CONDITIONS

The Parks and Recreation Department operates the Caroline County Regional Park adjacent to the Caroline County High School. Two smaller community parks, Farmer Park in Bowling Green and Lowe-Massie Park in Dawn, are operated by the Department through joint use agreements. An informal agreement allows the use of the old Ladysmith Elementary School for recreational use. The following facilities are available for recreational use.

Basketball Courts	4 (Caroline Regional Park, Farmer Park, Lowe-Massie Park, Ladysmith)
Tennis Courts	4 (Caroline Regional Park)
Volleyball Courts	1 (Caroline Regional Park)
Baseball Field	4 (Caroline Regional Park, Lowe Massie Park) - 1 Regulation, 3 softball/little league
Multi-purpose	3 (Caroline Regional Park, Farmer Park Ladysmith Park)
Exercise/Walking Trail	3 (Farmer Park, Ladysmith, Lowe-Massie Park)
Playground/Tot lot	3 (Caroline Regional Park, Farmer Park, Lowe-Massie Park)
Picnic Shelter	3 (Caroline Regional Park, Farmer Park, Lowe-Massie Park)
Indoor Gymnasium	1 (Community Services Center)

Use agreements allows the Parks and Recreation Department to extend recreational opportunities throughout the County at lower costs. Some of these agreements are informal or verbal agreements. Consideration should also be given to strengthening and formalizing the joint use agreements to compliment the neighborhood/community park system.

In 2009, the Parks and Recreation Department offered eight organized athletic leagues for children and adults, as well as over 100 programs. Over 4,000 residents took advantage of the programs offered.

A brief description of each of the Parks and Recreation facilities follows.

PARKS AND RECREATION ADMINISTRATIVE OFFICES

MISSION: To enhance the physical and mental well being of all citizens of Caroline County.

PARKS AND RECREATION ADMINISTRATIVE OFFICE SITE CHARACTERISTICS

Location/Description	Year Built/History	Square Feet & Acreage	Type of Construction	Parking	ADA Compliant	Area/District Covered	Supporting Activities
17202 Richmond Turnpike, Bowling Green, VA 22427	Converted to office space in 1998	380 square foot office	Masonry with brick veneer	Parking shared by Community Services Center	Yes	Countywide	Gymnasium, auditorium, meeting rooms

EVALUATION:

POSITIVE ATTRIBUTES: Near Gym

NEGATIVE ATTRIBUTES:

EXPRESSED NEEDS: Storage

CAROLINE RECREATION PARK



Skateboard Park at Caroline Community Park

CAROLINE RECREATION PARK SITE CHARACTERISTICS

Location/ Description	Year Built/ History	Type of Construction	Parking	ADA Compliant	Area/ District Covered	Supporting Activities
19127 County Park Drive, Milford, VA 22514	1998	N/A	150 paved and gravel spaces	No	Countywide	Youth & adult sporting events (soccer, softball, baseball, basketball, skateboarding, foot- ball, tennis, picnics

EVALUATION:

POSITIVE ATTRIBUTES: Good location, accommodates league games, family activities, new skateboard park.

NEGATIVE ATTRIBUTES: No walking trails, equipment and fields need improvement.

EXPRESSED NEEDS: New restroom facilities, additional playground equipment, seating (bleachers), additional fields to expand programs, fitness/passive trail

LOWE MASSIE PARK:

LOWE MASSIE PARK SITE CHARACTERISTICS

Location/Description	Year Built/History	Square Feet & Acreage	Type of Construction	Parking	ADA Compliant	Area/District Covered	Supporting Activities
Behind the Dawn Progressive Center	2000	Approximately 5 acres	N/A	50 unmarked spaces	Yes	Reedy Church/Southern Caroline County	Outdoor sports, playground, picnics

EVALUATION:

POSITIVE ATTRIBUTES: Access-convenient to serve district needs, well utilized

NEGATIVE ATTRIBUTES: Poor water drainage, maintenance

EXPRESSED NEEDS: Additional playground equipment, fencing, volleyball court, removal of obstacles in ball field and restrooms

ROBERT FARMER PARK

ROBERT FARMER PARK SITE CHARACTERISTICS

Location/Description	Year Built/History	Type of Construction	Parking	ADA Compliant	Area/District Covered	Supporting Activities
Behind Bowling Green Elementary School	Dedicated in April 2002	N/A	75 spaces	No parking is required for the facility	Central Caroline - Bowling Green & Milford	Outdoor sports, playground, picnics



EVALUATION:

POSITIVE ATTRIBUTES: Quality of facility

NEGATIVE ATTRIBUTES: Shared facility with school limits hours of operation, lack of visibility, under utilized

EXPRESSED NEEDS: Additional equipment, fencing, upgrade basketball court and restrooms

PARK PLANNING PRIORITIES AND RECOMMENDATIONS

Short Term:

- Complete development of the Ladysmith Neighborhood Park (3-5 years).
- Complete Phase 1 of the Caroline Regional Park Master Plan, seen in Map 7.2 (3-5 years).
- Complete the non-motorized boat access and recreation area on land donated for that purpose at the Meadow Events Park (4-5 years).

Long Term:

- Complete Phase 2 of the Caroline Regional Park Master Plan (7-10 years).
- Complete Phases 3 and 4 of the Caroline Regional Park Master Plan, including Parks and Recreation Office (10-12 years).
- Reconstruct existing community/neighborhood parks to provide amenities comparable to newer facilities (7-10 years).
- Construct a Carmel Church Community Park (10 years).



Map 7.2



PRELIMINARY MASTER PLAN CAROLINE COUNTY PARK

PUBLIC UTILITIES

To implement the County's Economic Development and Land Use Plans requires a well designed public utility system. Such a system must have the proper line sizes, adequate supply, sufficient storage, and pressure to meet the fire flow and general usage that will be required.

Based upon recommendations from previous plans, the Caroline Master Water Supply Plan and Wastewater Plan were adopted in June of 2002 by the County Board of Supervisors. These documents outline, in much detail, the location of utility plants and lines, areas that need upgrading and areas that are adequately served.

Compared to private well or septic systems, a public water and sewer supply provides a readily available and more reliable utility source that can service larger demands without the need for septic field areas or well set-backs. Provisions of well marked and established water lines and fire hydrants also promotes fire protection since residents and businesses can be assured that good, adequate and reliable water supplies are located nearby and easily accessible to firefighters. When a community can access public sewer or water, higher density housing can be provided, which reduces sprawl. Larger and more desirable businesses and employers can typically be attracted as well. As a result, the location and the availability of utilities are identified as a growth management tool in the County.

Availability of public utilities is also needed to meet the density requirements for the Urban Development Areas provisions of the Virginia Code. As a growth management tool, public water and sewer are available only in the Primary Growth area limits. Public extensions are not permitted in the rural areas. Map 7.3 identifies the location of the wastewater treatment and collection system, while Map 7.4 identifies the location of the County's water systems.

WASTEWATER TREATMENT



Upper Polecat Wastewater Treatment Plant

LOCATION/DESCRIPTION: The County Upper Polecat Creek Facility Regional Wastewater Treatment Plant is located on Coleman's Mill Road near the eastern boundary of the Carmel Church Planning area. The plant serves the western portion of the County, namely Ladysmith and Carmel Church, via two major interceptors.

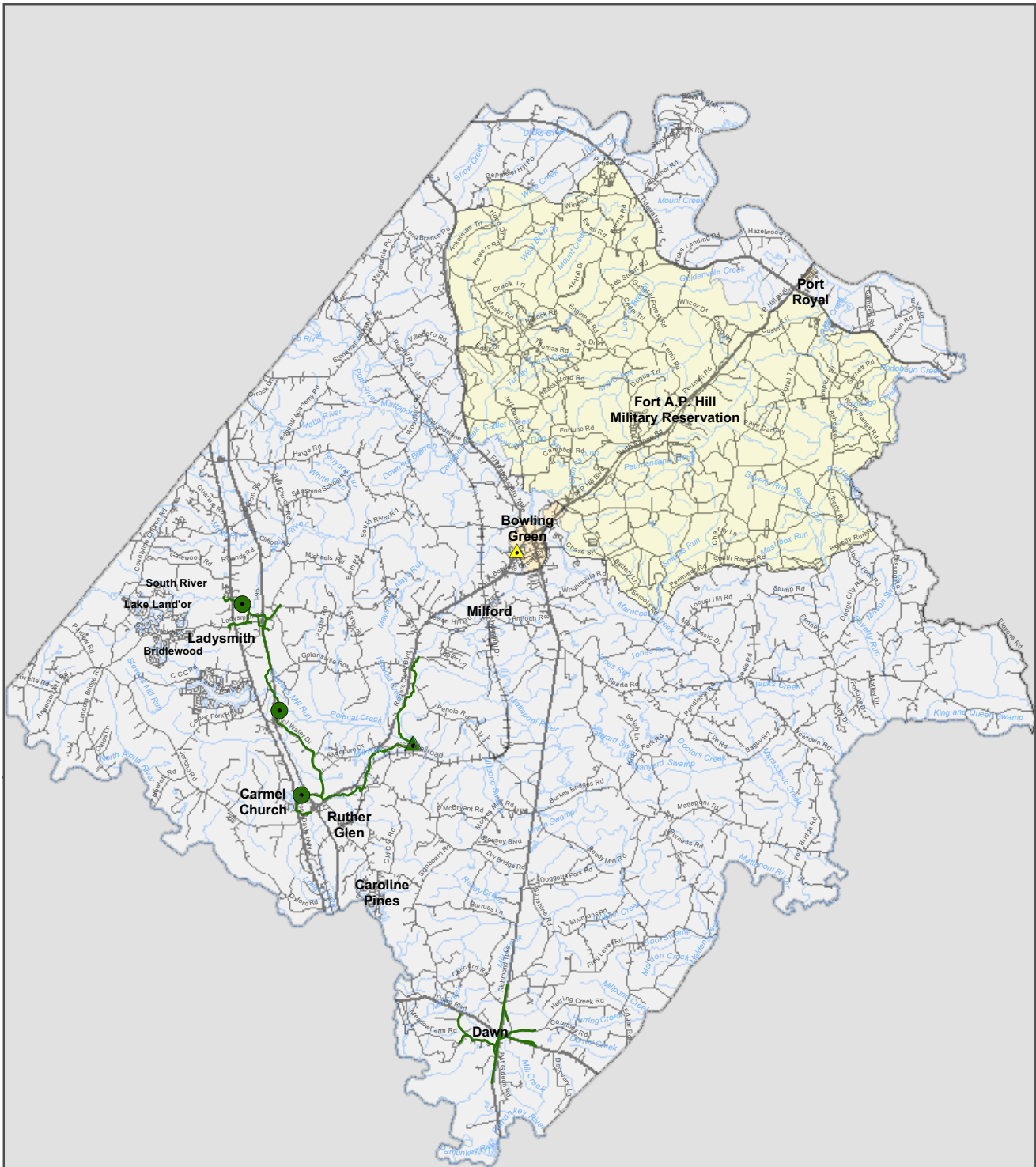
The plant was originally constructed in 1989 and upgraded in 1995 with an additional sludge digestion tank. It was upgraded again in 2002, with the addition of septage receiving facilities, solids handling and tertiary filtration. The plant discharges into Polecat Creek, which is located in the York River watershed of the Chesapeake Bay.

PERSONNEL: The Caroline Plant is rated for Class II reliability and requires operation by persons with Class II Certification. This facility must be staffed eight hours per day/seven days per week. The wastewater treatment plant has five full time employees with three having a Class II or better license.

EVALUATION:

CONDITION: The waste water treatment plant is current in its staffing licenses and permits. The facility is generally in good condition.

POSITIVES: The County has established clear growth boundaries for public utility extensions and connections. The Board of Supervisors has committed to an expansion of the facility to 1.5 million gallons per day of treatment capacity.



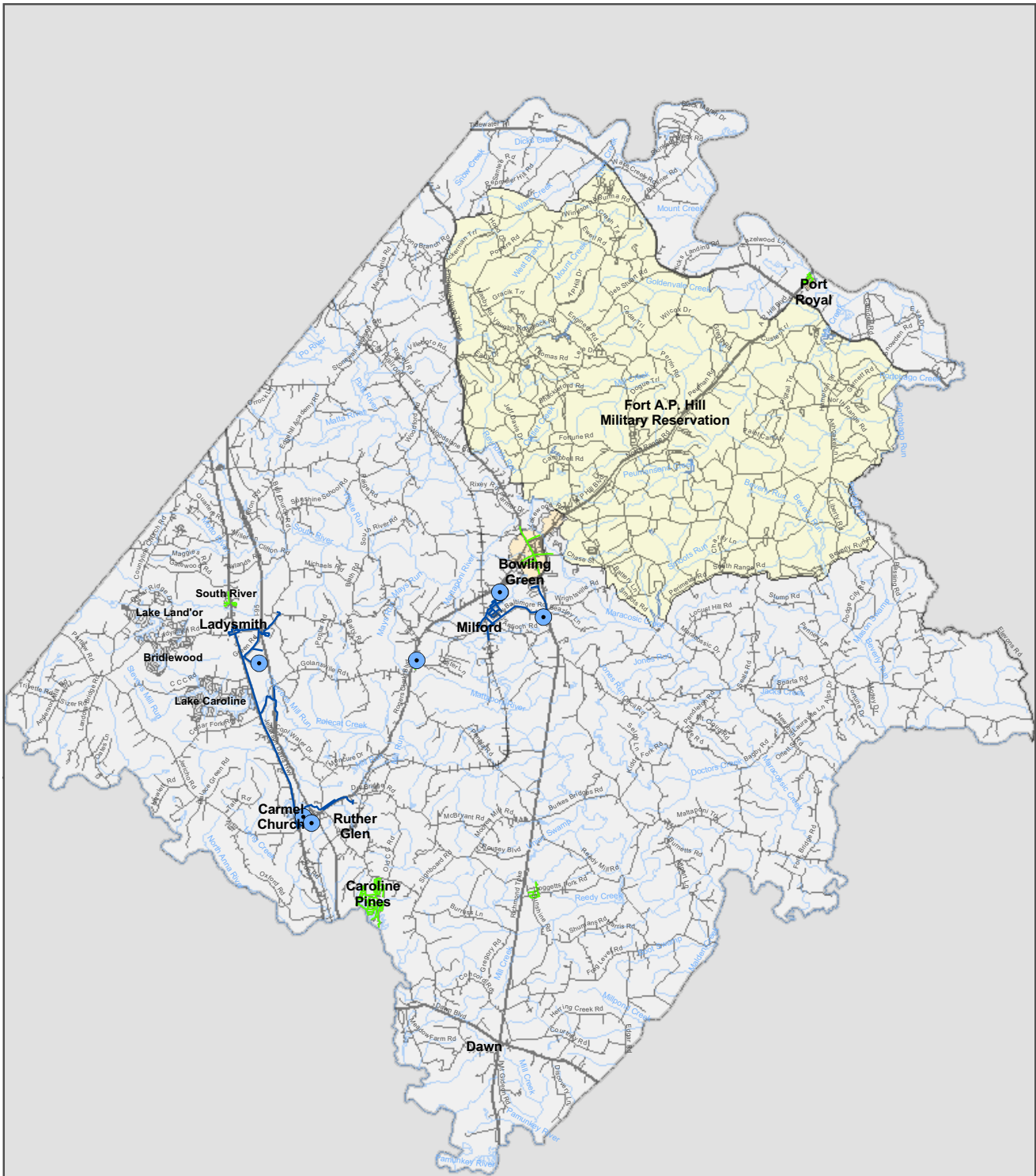
0 1.5 3 6 Miles
1 inch equals 3 miles

- ▲ CAROLINE COUNTY REGIONAL WWT
- PUMP STATIONS
- CAROLINE COUNTY MAINTAINED WASTEWATER LINES
- ▲ TOWN OF BOWLING GREEN WWT



Map 7.3





Map legend and scale information:

- CAROLINE COUNTY ELEVATED WATER TANKS
- CAROLINE COUNTY MAINTAINED WATER LINES
- NON-COUNTY MAINTAINED WATER LINES

Scale: 0 1.5 3 6 Miles
1 inch equals 3 miles



Map 7.4



NEGATIVES: The Virginia Department of Environmental Quality has established nutrient limits for the York River basin. The Polecat Creek facility has been granted a nutrient waste allocation of 6.0 mg/l (Milligrams per liter) total nitrogen and 0.7 mg/l total phosphorus at the current WWTP design flow of 0.5 mgd, resulting in an annual waste load allocation of 9,137 pounds of nitrogen and 1,066 pounds of phosphorus. Using the best available technology, the current nutrient allocation will support a wastewater treatment plant capacity of 0.857 mgd. Therefore, a plant expansion will require an increase in the nutrient waste load allocation or the pursuit of other discharge alternatives. These additional standards will significantly increase the cost of the plant expansion.

EXPRESSED NEEDS: A Preliminary Engineering Report prepared by Arcadis supports a phased approach to expanding the Polecat Creek plant. Phase I allows the plant to operate at a maximum flow of 0.75 mgd until the plant expansion to 3.0 mgd is operational. This phase is described as “Improvements to Existing WWTP”. Phase II, addresses the improvements required for the proposed biological nutrient removal upgrade and expansion to the 3.0 mgd.

The Board of Supervisors directed staff and Arcadis to review a third option, which is an expansion to 1.5 mgd. The Board is currently evaluating whether to construct a 1.5 or 3.0 mgd expansion and the appropriate time to undertake construction.

WASTEWATER PLANNING PRIORITIES AND RECOMMENDATIONS

SHORT TERM:

- Complete Phase I improvements of the wastewater treatment plant (2-3 years).
- Develop and implement a reuse plan for wastewater effluent, including a funding strategy (3-5 years).
- Continue Phase II evaluation for the Dawn wastewater system and seek full funding for the project from federal/state sources.

LONG TERM:

- Complete future phases of the wastewater plant expansion (>5 years).
- Construct a 1.5 mgd public wastewater system to serve the Haymount project (5 -10 years).

WATER SUPPLY

LOCATION/DESCRIPTION: Caroline County owns and operates two water distribution systems, the Caroline Utility System and the Milford Sanitary District. The Caroline Utility System has two separate operating units. The Carmel Church–Ladysmith system serves the western portion of the County along Route 1 between the Route 207 and 639 interchanges with I-95. The system primarily serves commercial and industrial development, but has experienced an increase in residential connections this decade. The system is served by five wells producing 475 gallons per minute, 684,000 gallons per day. Three storage tanks provide 900,000 gallons of storage capacity and fire flow.

A second system is located near the intersection of Rogers-Clark Boulevard (Route 207) and Devils Three Jump Road (Route 676). It serves the Caroline Middle School, Caroline High School, vehicle maintenance facility, Animal Shelter and Caroline Regional Park. Two deep wells totaling 100 gallons per minute provide source, while a 200,000 gallon elevated storage tank provides storage capacity and fire flow.

Finally, the Milford Sanitary District, which is independent of the County system, but is operated and maintained by County personnel. The system serves the Milford community, including the Milford Industrial Park. Two deep wells totaling about 135 gallons per minute provide source, while a 100,000 gallon elevated storage tank provides capacity and limited fire flow capabilities.

EVALUATION:

CONDITION: The present system currently provides an adequate supply of water to the County for about a two day period. The most immediate issue is the need to ensure an adequate water supply to serve existing and growing demands on the Caroline County Utility System. Ongoing issues with the Caroline Water Company (Lake Caroline) and Caroline Pines water system, coupled with additional demand generated by new development require a proactive program to identify and develop new potable water sources.

The County has completed a groundwater resources study to determine the location and quality of groundwater resources, as well as to develop a phased distribution system to serve the primary growth area. The study indicates that significant infrastructure improvements will be necessary over the next 10 - 20 years to address future needs.

Beyond the ten year planning period, two additional expansions of the system are contemplated. The Milford extension of the system should be completed to provide service to areas currently served by the Milford Sanitary District. This will upgrade service to the Milford Industrial Park and residential areas. It also provides service to other areas not connected to the Bowling Green system, while supplementing the Bowling Green system if needed.

The County also has an abundant supply of surface water resources available. The Rappahannock, Mattaponi, and Pamunkey Rivers are all potential water supply sources. However, surface impoundments, or water withdrawal facilities, are both expensive and time consuming to construct. Such facilities are more likely to be long-term water supply sources for the County.

POSITIVES: Current supply is generally adequate and water quality is acceptable.

NEGATIVES: Lack of excess capacity/source, lack of capacity for economic development recruitment, securing a long term sustainable water supply source.

EXPRESSED NEEDS: Additional water wells in the Carmel Church/Ladysmith area, long term supply through water withdrawal from the Rappahannock River, regional water supply development, other surface water options such as abandoned quarry sites.

WATER SUPPLY PLANNING PRIORITIES AND RECOMMENDATIONS

SHORT TERM:

- Identify and drill additional deep wells to implement the recommendations of the interim Water Supply Action Plan adopted by the Board. (<1 year)
- Review and update the water supply master plan. (1-3 years)
- Continue evaluating surface water supply options and identify a long term plan of action. The permitting process is both expensive and time consuming and the County must be careful not to let other localities monopolize surface water resources at the expense of Caroline County.
- Evaluate regional water supply option to the benefit of several localities. Hanover County has been working on the Crump Creek Reservoir for several years. Spotsylvania has been attempting to work with other GWRC localities to meet its long-term supply needs.

LONG TERM:

- Construct a 1.5 mgd public water system to serve the Haymount project. (5 -10 years)
- Connect the County Park/school complex and the Carmel Church system to provide additional water source/storage for the entire system.
- Connect the Milford system and the Carmel Church system to provide additional water source/storage for the entire system.

PUBLIC SAFETY

Public Safety includes Emergency Services (fire departments, rescue squads, and the Department of Fire and Rescue) and Law Enforcement (Sheriff's Department, State Police, and Corrections). Such services are essential for the protection of property, as well as the health and well being of County citizens. A strong and efficient public safety program may also serve as an economic development tool when it comes to attracting new business and industry.

FIRE AND EMERGENCY MEDICAL SERVICES

As with most rural jurisdictions, Caroline County relies heavily on volunteers to provide fire and emergency medical services. The volunteer system developed over many years with the establishment of departments based on the interests and perceived needs of citizens in specific areas. In 2007, there were 260 volunteers in Caroline County; however, the latest Annual Report noted this total represents a 3.3% decrease from 2006 and a 10% decrease from 2004. Thus, as with most jurisdictions, the County finds that it must augment the volunteers with career personnel, especially in emergency medical services.

Nine volunteer fire and emergency medical services agencies, together with the Department of Fire and Rescue, provide coverage with a combined fleet of 61 emergency vehicles. In 2007, there were 2,135 fire and 4,030 EMS calls for service in Caroline with an average response time of 12 minutes and 9 seconds for EMS and 12 minutes and 11 seconds for fire. As can be expected, most of the calls for service originated in the growth areas.

The County utilizes mutual aid agreements with Essex, Hanover, King George, King and Queen, and Spotsylvania Counties, and Fort A.P. Hill to augment County departments if the need arises. The County relied heavily on these agreements for EMS services to provide twenty-four hour EMS coverage in 2008.

COUNTY ASSISTANCE

The County financially supports the operations of each department to reduce the amount of time the volunteers must spend fundraising. The County has assisted the volunteers with vehicle and equipment purchases through the Capital Improvement Program (CIP) since 1993. Since 1998, the County has paid the full purchase price of all new fire and EMS vehicles, subject to standardized purchasing and vehicle replacement policies. The County also provides other incentives to assist in attracting and retaining volunteers.

EVALUATION STANDARDS

The Insurance Services Organization (ISO) establishes recommended service levels for fire protection. The standards for a fire department are a 3 - 4 mile response area for suburban areas and up to ten miles in rural areas. Recognizing the rural nature and applying the 10 mile response area around existing stations, the majority of the County's population and businesses appear to be adequately covered by existing facilities.

In evaluating the land use plan and the growth areas, a four-mile response limit is utilized. If development occurs in the Carmel Church and Route 17 areas, then service within those areas will not meet established guidelines.

Rescue squads have no published standards by which to evaluate appropriate levels of service. The most referenced standard for pre-hospital care is set forth by the American Heart Association for heart attack victims. This standard states that if a victim of cardiac arrest does not receive CPR within eight minutes of the onset of cardiac arrest, the chances for survival diminish rapidly.

In a rural county the size of Caroline, it is impossible to achieve an eight minute response time for all medical emergencies. It may be more appropriate to utilize the same level of service standards established for fire departments. Utilizing a ten-minute response time indicates that most of the County's businesses and population appear to be adequately covered, provided in-house crews are available to respond immediately upon

dispatch. Many volunteer stations are not staffed twenty-four hours a day, thereby increasing response times and reducing the effective service area.

EXISTING FACILITIES

The volunteer fire and EMS system presently operates four fire departments (Bowling Green, Frog Level, Ladysmith, Sparta), three rescue squads (Bowling Green, Frog Level, Ladysmith) and two combined departments (Port Royal and Upper Caroline). The general location of the facilities is shown on Map 7.1. The administrative headquarters for the Department of Fire and Rescue is located in the Community Services Center. A brief description of each facility follows.

DEPARTMENT OF FIRE AND RESCUE ADMINISTRATION

The Department of Fire and Rescue supports the volunteers by providing technical and clerical support for training, budgeting and other similar assistance. The department also provides career personnel for Advanced Life Support EMS coverage. Utilizing volunteer apparatus, the department staffs three stations (Frog Level, Bowling Green and Ladysmith) twenty-four (24) hours a day, including holidays.

MISSION: To provide the citizens of our County and those who may pass through with the most proficient delivery of fire protection, emergency medical and disaster related services that can be accomplished by prudently using all resources available to us with special focus on the most valuable resource, "Our People".

DEPARTMENT OF FIRE & RESCUE ADMINISTRATION SITE CHARACTERISTICS

Location/Description	Year Built/History	Square Feet & Acreage	Type of Construction	Parking	ADA Compliant	Area/District Covered	Supporting Activities
17202 Richmond Turnpike, Milford, VA 22514	Formerly Union High School, served at a middle school until 1992. Converted to the current office spaces in 1999	F&R encompasses 5,854 square feet	Masonry	Shared parking - 7 dedicated to the Department of Fire & Rescue	Yes	Countywide	Meeting rooms available

EVALUATION:



Main Entrance to the Department of Fire & Rescue

POSITIVES: Ingress/egress directly to outside. Generated backup power in close proximity to EOC allows for better continuity during emergencies.

NEGATIVES: No greeting/reception area. Lack of useful office and storage space. Inadequate IT services, lack of dedicated conference/meeting space. Lack of private meeting space. Level of security.

EXPRESSED NEEDS: More office space, more storage space for training equipment, logistics, storage of County owned apparatus, see negatives above.

BOWLING GREEN FIRE DEPARTMENT/RESCUE SQUAD

BOWLING GREEN FIRE DEPARTMENT/RESCUE SQUAD SITE CHARACTERISTICS

Location/Description	Year Built/History	Square Feet & Acreage	Type of Construction	Parking	ADA Compliant	Area/District Covered	Supporting Activities
130 Court-house Lane, Bowling Green, Va 22427	1979	9,850 square feet on just under one acre	Masonry	Parking shared with other County offices	No	Countywide with an emphasis on central Caroline	Small meeting room for departmental meetings

EVALUATION:

POSITIVES: Location in the Town of Bowling Green, parking

NEGATIVES: Accessibility to Main Street/traffic,
EXPRESSED NEEDS:



FROG LEVEL RESCUE SQUAD

FROG LEVEL RESCUE SQUAD SITE CHARACTERISTICS

Location/Description	Year Built/History	Square Feet & Acreage	Type of Construction	Parking	ADA Compliant	Area/District Covered	Supporting Activities
29415 Richmond Turnpike, Ruther Glen, VA 22546	Late 1970s	3,522 square feet	Masonry	5 marked spaces, undefined number of unmarked spaces	No	Countywide with an emphasis on southern Caroline	Two meeting rooms



EVALUATION:

POSITIVES: Plenty of space

NEGATIVES: Building needs some roof repairs and painting

EXPRESSED NEEDS: Supply room and remove old bays and replace with new on the north side.

FROG LEVEL FIRE DEPARTMENT

FROG LEVEL FIRE DEPARTMENT SITE CHARACTERISTICS

Location/ Description	Year Built/ History	Square Feet & Acreage	Type of Construction	Parking	ADA Compliant	Area/District Covered	Supporting Activities
30240 Richmond Turnpike, Ruther Glen, VA 225461	1971	7,008 square feet on 5.28 acres	Masonry	20-30 spaces	No	Countywide with an emphasis on southern Caroline	Meeting room available

EVALUATION:

POSITIVES: Location and access to area.

NEGATIVES:

EXPRESSED NEEDS:



LADYSMITH FIRE DEPARTMENT

FUNCTION: Fire prevention, fire protection, emergency medical services, vehicle extrication, HAZMAT response, dive team, and some other technical rescue services.

MISSION: To protect life, property, and the environment by providing exceptional emergency service through public education and response by members trained and equipped to ensure their safety as our most important asset.

LADYSMITH FIRE DEPARTMENT SITE CHARACTERISTICS

Location/ Description	Year Built/ History	Square Feet & Acreage	Type of Construction	Parking	ADA Compliant	Area/District Covered
17401 Jefferson Davis Highway, Ruther Glen, VA 22546	1986	9,800 square feet on 3.54 acres	Metal	30 striped parking spaces, two handicapped spaces	First floor, yes. There is no handi-capped access to the second floor	Countywide with an emphasis on western Caroline

EVALUATION:

The building is now 23 years old and the population of the response district continues to grow rapidly as the district contains a primary growth area of the County.



POSITIVES: The building and land are debt free. The fire station is located close to two major subdivisions (Ladysmith Village and Pendleton). The Volunteers are committed to provide the needed services of their district. The apparatus is in great condition and well maintained.

NEGATIVES: The Building needs some improvements and an expansion is essential to provide the needed services. The fire station has an extended response time to the Belmont subdivision. With the con-

tinued growth in the primary growth area, the all-volunteer department may not be able to keep up with the growing number of calls in the future.

EXPRESSED NEEDS: To add an additional two bay width of the existing building to provide additional space for training members, a PPE storage in a protected area from the contaminants of the units in the bay areas, expand current sleeping quarter to provide space for ten bunks, private showers for female members, a fitness room to keep members adequately fit to perform duties, additional office space for the fire chief and treasure, a conference room for officers and members, an additional bay for adequate housing of the ladder truck.

LADYSMITH RESCUE SQUAD

LADYSMITH RESCUE SQUAD SITE CHARACTERISTICS

Location/Description	Year Built/History	Square Feet & Acreage	Type of Construction	Parking	ADA Compliant	Area/District Covered	Supporting Activities
18827 Jefferson Davis Highway, Ruther Glen, VA 22546	1956 with additions in 1971 and 1986	2,400 - 2,800 square feet	Masonry	100 spaces	No	Countywide with an emphasis on western Caroline	Meeting room available

EVALUATION:

POSITIVES: Location

NEGATIVES: Antiquated and not ADA compliant

EXPRESSED NEEDS: None

PORT ROYAL FIRE DEPARTMENT

PORT ROYAL FIRE DEPARTMENT SITE CHARACTERISTICS

Location/ Description	Year Built/ History	Square Feet & Acreage	Type of Construction	Parking	ADA Compliant	Area/District Covered	Supporting Activities
435 King Street, Port Royal	1956	5,584 square feet on less than one acre	Masonry	Unmarked, on street parking	No	Countywide with an emphasis on Port Royal and Route 17 corridor	Meeting room and kitchen

EVALUATION:

POSITIVES: N/A
NEGATIVES: N/A
EXPRESSED NEEDS: N/A



SPARTA FIRE DEPARTMENT

SPARTA FIRE DEPARTMENT SITE CHARACTERISTICS

Location/ Description	Year Built/ History	Square Feet & Acreage	Type of Construction	Parking	ADA Compliant	Area/District Covered	Supporting Activities
23280 Sparta Road, Milford, VA 22514	Built in 1962 with addition in 1980	3,300 square feet	Masonry and wood	20 unmarked spaces	No	Countywide with an emphasis on eastern Caroline	Five community meeting rooms

EVALUATION:

POSITIVES: None.
NEGATIVES: Entire facility is in a floodplain, building is too small for operations, no meeting area, vehicles are moved out of bay areas to hold meetings.
EXPRESSED NEEDS: New Building.



UPPER CAROLINE FIRE DEPARTMENT

UPPER CAROLINE FIRE DEPARTMENT SITE CHARACTERISTICS

Location/ Description	Year Built/ History	Square Feet & Acreage	Type of Construction	Parking	ADA Compliant	Area/District Covered	Supporting Activities
Stonewall Jackson Road	1985	5,400 square feet on 4.7 acres	Steel Frame	Gravel lot with unmarked spaces	No	Countywide with emphasis on northern Caroline	Large meet- ing room for community meetings

EVALUATION:

POSITIVES: Excellent location

NEGATIVES: None Identified

EXPRESSED NEEDS: None Identified



FIRE & EMERGENCY MEDICAL SERVICES PLANNING PRIORITIES AND RECOMMENDATIONS

Approved developments and anticipated development trends suggest two additional stations will be needed within the planning period. Carmel Church, with its commercial and industrial developments, will require a station if significant economic and residential development occurs as planned.

A second station will be required along Route 17 if Haymount develops as proposed, the station has been proffered by the developer.

Short Term:

- Update the Master Facilities Plan and Space Needs Study to include an analysis of existing volunteer facilities and the need to improve or replace those facilities. (5 years)
- Based upon previous analysis, assist Sparta Volunteer Fire Department in efforts to relocate their existing station, due to its location in a 100 year floodplain and condition of the building. (3-5 years)
- Construct the Carmel Church Fire Station on land proffered for that use. Evaluate the potential of constructing space for Fire and Rescue Administration as part of the project, to minimize costs and address space needs. (3 years)

Long Term:

- Construct the Haymount Fire and Rescue station (proffered) to improve service along the Route 17 corridor (10-20 years).

SHERIFF'S OFFICE

MISSION: "The Caroline County Sheriff's Office is committed to providing the highest level of public safety and protection to all citizens within this County. We will assist and aid any law enforcement agency in areas of mutual interest, and we will assist all emergency service agencies to protect the lives and property of our citizens and visitors.

The Sheriff's Office will progressively strive to do its very best in crime prevention, school resource and community involvement. The Sheriff's Office is committed to impartially enforce the laws of the United States, the Commonwealth of Virginia and the ordinances of Caroline County for the safety and welfare of our community.

The Sheriff's Office will continue to educate and train employees to handle all calls of service by treating the citizens with the utmost respect regardless of race, sex, creed, or religion. This Sheriff's Office will maintain integrity and professionalism both on and off duty."

SHERIFF'S OFFICE SITE CHARACTERISTICS

Location/ Description	Year Built/ History	Square Feet & Acreage	Type of Construction	Parking	ADA Compliant	Area/District Covered	Supporting Activities
118 Court- house Lane, Bowling Green, VA 22427	1956	2,700 square feet	Masonry	Assigned park- ing for the Sheriff and shared parking with the Court- house Com- plex	Yes	Countywide	Neighborhood Watch, Citi- zen Advi- sory Team, DARE, and more

EVALUATION:

POSITIVES: Overall, the building is in excellent condition.

NEGATIVES: The building is very small to accommodate one of the largest departments.

EXPRESSED NEEDS: The Sheriff's Office needs space to meet current staffing needs and future growth. There is a need to bring all divisions under one roof instead of multiple locations. Parking is another issue due to the shared parking with the Courts Complex.



CORRECTIONAL FACILITIES

Caroline County does not own or operate its own correctional facilities, having closed its outdated jail in 1998. The Pamunkey Regional Jail opened its doors in October of that same year, with Caroline County having 64 of 318 available beds for its use. Hanover County and the Town of Ashland share the operation of the facility.

Caroline County is also a member of the Peumansend Creek Regional Jail Authority and has 16 of 336 beds in the jail for its use. The jail, established in the mid 90s, was established to address the needs of low risk, post-sentencing inmates for five Northern Virginia localities. Not being able to find an acceptable site in northern Virginia, the localities requested assistance from the U.S. Government, which identified Fort A.P. Hill as a solution.

COURTS AND COURT SERVICES

COURTS AND COURT SERVICES SITE CHARACTERISTICS

Location/ Description	Year Built/ History	Square Feet & Acreage	Type of Construction	Parking	ADA Compliant	Area/District Covered	Supporting Activities
In the Town of Bowling Green	Historic Court-house designed by Thomas Jefferson. Annex constructed in 2003	22,474 square foot Annex. 77,075 square foot Circuit Court	Masonry	Shared parking with other buildings in Courthouse Complex	Yes	Countywide	Court rooms

EVALUATION:

POSITIVES: Court facilities are located close together for ease of security, most facilities have new or renovated space.

NEGATIVES: Clerk of Circuit Court needs additional space

EXPRESSED NEEDS: Security doors, additional space

MAGISTRATE’S OFFICE

MAGISTRATE’S OFFICE SITE CHARACTERISTICS

Location/ Description	Year Built/ History	Square Feet & Acreage	Type of Construction	Parking	ADA Compliant	Area/District Covered	Supporting Activities
Small office to the rear of Voter Registration	Unknown	252 square feet	Masonry with brick veneer	Shared with Courthouse Complex	No	Countywide	Office open on Tuesdays, Thursdays and Saturdays only

EVALUATION:

POSITIVES: N/A

NEGATIVES: Lack of space/ADA

EXPRESSED NEEDS: Additional space that meets code

RECOMMENDATIONS:

Short Term: With the relocation of County Administration to their new offices, additional space is available for the Circuit Court and Magistrate to meet their needs.

Long Term: Monitor population growth for impacts to court services. Expansions to address future needs should be programmed and prioritized with other community facility needs through the CIP.

COMMUNITY SERVICES

Most of the Community Services agencies can be found at the Caroline County Community Services Center located at 17202 Richmond Turnpike. Originally constructed as a high school in 1949, the structure was renovated into offices in 1998. The structure contains 73,585 square feet in two masonry buildings. The main building has 2 ½ stories and houses the Bowling Green Library Branch, Literacy Council, Parks and Recreation, Department of Fire and Rescue, a gymnasium, auditorium and public meeting rooms located on the first floor.

More importantly for community services, the structure contains Social Services and the County Extension Office on the second floor of the main building. The basement area in the southern building end contains the Lloyd Boxley Senior Citizens Center of the Rappahannock Area Agency on Aging. Finally, the Health Department is located to the rear of the main building in a 9,346 single story addition.

SOCIAL SERVICES

MISSION: We provide Services to Promote Self-Reliance and Personal Responsibility to the Citizens of Caroline County

SERVICE AREA: Countywide

SUPPORTING ACTIVITIES; The Eligibility Unit receives and processes initial applications for assistance and provides initial screening and assessments for other service needs by families. It also has the responsibility of maintaining on-going benefits cases and conducting program reviews.

The Services Unit provides or arranges employment related services to help make families as self-sufficient as possible. Services are also provided for families and members who may be considered “at-risk” of abuse, neglect or exploitation.

Administration provides administrative services throughout the agency, including budget, fiscal and accounting activities, customer services, and personnel.

HEALTH DEPARTMENT

The Caroline County Health Department provides a variety of health and other services to Caroline County residents.

SERVICE AREA: Countywide

SUPPORTING ACTIVITIES: The department offers services in environmental health, emergency preparedness, family health, youth services, drinking water and epidemiology.

RAPPAHANNOCK AREA AGENCY ON AGING-LLOYD BOXLEY SENIOR CITIZEN CENTER

The Rappahannock Area Agency on Aging, Inc. (RAAA) is a private non-profit corporation established in 1976 to administer programs under the Older Americans Act and Federal Administration on Aging, serving the needs and acting on behalf of persons aged sixty and older in Caroline County. RAAA is supported by federal, state, and local funding.

SERVICE AREA: Countywide

SUPPORTING ACTIVITIES: The agency is responsible for developing services and programs that are responsive to the needs of the elderly. Services include, but are not limited to, congregate and home delivered meals, transportation, information and referral services, telephone reassurance, homemaker, legal, senior training/employment, emergency home repair and weatherization. Services are available to eligible citizens aged 60 or older, with the exception of the training/employment, emergency home repair and weatherization programs. The training/employment program is available to income eligible citizens aged 55 or older.

VIRGINIA TECH EXTENSION OFFICE

VIRGINIA TECH EXTENSION OFFICE SITE CHARACTERISTICS

Location/ Description	Year Built/ History	Square Feet & Acreage	Type of Construction	Parking	ADA Compliant	Area/District Covered	Supporting Activities
Community Services Cen- ter	Renovated in the late 1990s for Extension Of- fices	768 square feet	Masonry	Shared with Community Services Cen- ter	Yes	Countywide	Education programs in agriculture and natural resources, family and consumer sciences, 4- H Develop- ment and Community Viability

EVALUATION:

POSITIVES: N/A

NEGATIVES: Lack of space

EXPRESSED NEEDS: Additional space to support programs

GOALS, OBJECTIVES AND STRATEGIES

GOAL: ESTABLISH EFFECTIVE AND EFFICIENT COMMUNITY FACILITIES AND SERVICE DELIVERY SYSTEMS TO SERVE THE EXISTING AND ANTICIPATED NEEDS OF FUTURE DEVELOPMENT.

OBJECTIVE 7.1 - LOCATE FACILITIES TO PROVIDE EFFICIENT SERVICE TO THE GREATEST NUMBER OF EXISTING RESIDENCES AND BUSINESSES, WHILE TAKING INTO ACCOUNT FUTURE DEVELOPMENT NEEDS.

Action Strategy 7.1.1: Encourage the development of community facilities within the growth areas as identified in the Land Use Plan and the Future Land Use Map.

Action Strategy 7.1.2: Utilize the review process set forth in Section 15.2-2232 of the Code of Virginia for the development of public facilities to ensure that such facilities are in accordance with the adopted Comprehensive Plan.

Action Strategy 7.1.3: Utilize the Capital Improvements Program and Public Facility Standards to prioritize and program the development of public facilities.

OBJECTIVE 7.2 - DEVELOP A MASTER COMMUNITY FACILITIES PLAN TO ASSESS THE COUNTY'S CURRENT AND FUTURE PUBLIC SERVICE NEEDS AND PROVIDES A PLAN FOR ADDRESSING THE NEEDS IN AN EFFICIENT AND COST EFFECTIVE MANNER.

Action Strategy 7.2.1: Establish public facility standards to use in determining needs associated with the existing population, as well as anticipated development, to insure the adequate provisions of services.

Action Strategy 7.2.2: Apply accepted zoning, land use, and public facility criteria in evaluating potential sites for public facilities.

Action Strategy 7.2.3: Encourage the joint use of public facilities by County departments and agencies to maximize utilization of such facilities.

Action Strategy 7.2.4: Encourage the development of joint facilities in conjunction with surrounding jurisdictions.