

AGENDA
JEFFERSON COUNTY COMMISSION SPECIAL SESSION AND
IMPACT FEE WORKSHOP
THURSDAY, SEPTEMBER 26, 2024
10:00 a.m.
County Commission Meeting Room
located at the Old Charles Town Library
200 E. Washington Street, Charles Town, WV

Virtual attendance (Zoom) log in information:

<https://us06web.zoom.us/j/87224330493?pwd=NbJgB1l2JbMjirAiWWoXbZQn4wB2c9.1>

Meeting ID: 872 2433 0493

Passcode: 145860

Call to Order

Pledge of Allegiance

Public Comment

Presentation

1. 10:00 am Impact Fee Study, overview of findings
2. Noon Jessica James, chief human resources officer
 1. Approval of hire- director- Jefferson County Development Authority
 2. Approval of hire - clerk of administration, finance, and human resources- County Commission

Adjourn



Draft Impact Fees

Jefferson County Commission

September 26, 2024

Bethesda, MD | 301.320.6900

[TischlerBise.com](https://www.TischlerBise.com)



Overview

- Impact Fee Basics
- Development Projections
- Proposed Impact Fees
 - County Administration
 - EMS
 - Law Enforcement
 - Parks and Recreation
 - School
- Fee Summary



Impact Fee Basics

- One-time payment for growth-related infrastructure, usually collected at the time building permits are issued
- Can't be used for operations, maintenance, or replacement
- Not a tax, more like a contractual arrangement to build infrastructure with three requirements:
 - Need (system improvements, not project-level improvements)
 - Benefit
 - Short range expenditures
 - Geographic service areas and/or benefit districts
 - Proportionate to demand

Impact Fee Methodologies

- Cost Recovery / Buy-In (Past)
 - Future development “buying in” to cost the community has already incurred to provide growth-related capacity
- Incremental Expansion (Present)
 - Formula-based approach using existing levels of service
 - Fee based on current cost to replicate existing levels of service (i.e. replacement cost)
- Plan-Based (Future)
 - Usually reflects an adopted CIP or master plan



Evaluate Need for Credits

- Site specific
 - Developer constructs a capital facility included in fee calculations
- Debt service
 - Avoid double payment due to existing or future bonds
- Dedicated revenues
 - Property tax, local option sales tax, gas tax

Countywide Development Projections

Residential projections are based on recent building permit data. Nonresidential projections from Metro Washington Council of Governments.

Used for County Administration, EMS, Parks and Recreation, and Schools

Jefferson County, WV	2024	2025	2026	2027	2028	2029	2034	10-Year Increase
	Base Year	1	2	3	4	5	10	
Population	61,728	62,932	64,136	65,340	66,544	67,748	73,768	12,040
Housing Units								
Single Family	22,196	22,631	23,066	23,501	23,935	24,370	26,544	4,348
Multi-Family	3,849	3,921	3,993	4,065	4,137	4,208	4,567	718
Total Housing Units	26,046	26,552	27,059	27,565	28,072	28,579	31,112	5,066
Employment								
Industrial	4,208	4,288	4,356	4,423	4,491	4,558	4,626	417
Commercial	7,425	7,566	7,685	7,804	7,923	8,042	8,161	736
Office & Institutional	15,669	15,967	16,218	16,469	16,721	16,972	17,223	1,554
Total Employment	27,302	27,821	28,259	28,697	29,134	29,572	30,010	2,708
Nonres. Floor Area								
Industrial	2,678,869	2,729,773	2,772,730	2,815,687	2,858,643	2,901,600	2,944,556	265,687
Commercial	3,494,705	3,561,112	3,617,150	3,673,189	3,729,228	3,785,267	3,841,305	346,601
Office & Institutional	4,813,460	4,904,926	4,982,111	5,059,297	5,136,482	5,213,667	5,290,853	477,393
Total Nonres. Floor Area	10,987,034	11,195,811	11,371,992	11,548,172	11,724,353	11,900,534	12,076,715	1,089,681

Unincorp. County Development Projections

Projections from Metro Washington Council of Governments

Used for Law Enforcement

Unincorporated Jefferson County, WV	2024	2025	2026	2027	2028	2029	2034	10-Year Increase
	Base Year	1	2	3	4	5	10	
Population	30,201	30,841	31,480	32,120	32,759	33,399	36,596	6,395
Housing Units								
Single Family	10,860	11,116	11,373	11,629	11,886	12,143	13,426	2,566
Multi-Family	1,883	1,885	1,887	1,889	1,891	1,892	1,901	18
Total Housing Units	12,743	13,001	13,260	13,518	13,777	14,035	15,327	2,584
Employment								
Industrial	1,410	1,432	1,452	1,473	1,493	1,513	1,609	198
Commercial	2,488	2,527	2,562	2,598	2,634	2,670	2,838	350
Office & Institutional	5,251	5,332	5,408	5,483	5,559	5,635	5,990	739
Total Employment	9,149	9,291	9,423	9,555	9,686	9,818	10,436	1,287
Nonres. Floor Area (x1,000)								
Industrial	897,712	911,625	924,557	937,489	950,422	963,354	1,024,011	126,299
Commercial	1,171,105	1,189,256	1,206,126	1,222,997	1,239,867	1,256,738	1,335,868	164,763
Office & Institutional	1,613,031	1,638,031	1,661,268	1,684,505	1,707,741	1,730,978	1,839,969	226,937
Total Nonres. Floor Area	3,681,849	3,738,912	3,791,952	3,844,991	3,898,030	3,951,070	4,199,848	517,999

- Service Area
 - Countywide
- Fee Components
 - Court Facilities (cost recovery)
- 10-Year Demand
 - Court Facilities: \$154K of \$1.45 million total cost

Proposed County Administration Fee

Fee Component	Cost per Person	Cost per Job
Court Facilities	\$16.44	\$10.66
Impact Fee Report	\$0.86	\$0.64
Total	\$17.30	\$11.30

Residential Fees per Unit				
Development Type	Persons per Housing Unit ¹	Proposed Fees	Current Fees	Increase / Decrease
Single Family	2.48	\$43	\$57	(\$14)
Multi-Family	1.75	\$30	\$40	(\$10)

Nonresidential Fees per 1,000 Square Feet				
Development Type	Jobs per 1,000 Sq Ft ¹	Proposed Fees	Current Fees	Increase / Decrease
Light Industrial	1.57	\$18	\$0	\$18
Business Park	3.08	\$35	\$0	\$35
Manufacturing	1.89	\$21	\$0	\$21
Warehousing	0.34	\$4	\$0	\$4
Commercial/Shopping Center	2.12	\$24	\$0	\$24
Office/Institutional	3.26	\$37	\$0	\$37
Hotel (per room)	0.13	\$2	\$0	\$2
Nursing Home (per bed)	0.92	\$10	\$0	\$10

1. See Land Use Assumptions

- Service Area
 - Countywide
- Fee Components
 - EMS Vehicles and Equipment
 - EMS Space
- 10-Year Demand
 - EMS Vehicles and Equipment: 41 units, \$1.2 million
 - EMS Facilities: \$1.6 million of \$5.1 million cost

Proposed EMS Fee

Fee Component	Cost per Person	Cost per Job
EMS Facilities	\$117.37	\$29.51
EMS Vehicles and Equipment	\$86.98	\$20.11
Impact Fee Report	\$1.02	\$0.77
Total	\$205.37	\$50.38

Residential Fees per Unit				
Development Type	Persons per Housing Unit ¹	Proposed Fees	Current Fees	Increase / Decrease
Single Family	2.48	\$509	\$119	\$390
Multi-Family	1.75	\$359	\$86	\$273

Nonresidential Fees per 1,000 Square Feet				
Development Type	Jobs per 1,000 Sq Ft ¹	Proposed Fees	Current Fees	Increase / Decrease
Light Industrial	1.57	\$79	\$0	\$79
Business Park	3.08	\$155	\$0	\$155
Manufacturing	1.89	\$95	\$0	\$95
Warehousing	0.34	\$17	\$0	\$17
Commercial/Shopping Center	2.12	\$107	\$0	\$107
Office/Institutional	3.26	\$164	\$0	\$164
Hotel (per room)	0.13	\$7	\$0	\$7
Nursing Home (per bed)	0.92	\$47	\$0	\$47

1. See Land Use Assumptions



Law Enforcement

- Service Area
 - Unincorporated Jefferson County
- Fee Components
 - Sheriff Facilities (incremental)
 - Sheriff Vehicles (incremental)
- Plan is to construct a 34,000 sf Public Safety facility at a cost of \$10.2 million
 - Sheriff will occupy 20,000 sf (net increase of 4,000 sf over the current 16,000 sf) at a cost of \$5.1 million
- 10-Year Demand
 - Sheriff Facilities: 3,267 sq ft, \$833K of \$5.1 million
 - Sheriff Vehicles: 13 vehicles, \$977K

Proposed Law Enforcement Fee

Fee Component	Cost per Person	Cost per Trip
Sheriff Facilities	\$109.72	\$37.04
Sheriff Vehicles	\$128.71	\$43.45
Impact Fee Report	\$1.76	\$0.86
Total	\$240.19	\$81.35

Residential Fees per Unit				
Development Type	Persons per Housing Unit ¹	Proposed Fees	Current Fees	Increase / Decrease
Single Family	2.48	\$596	\$176	\$420
Multi-Family	1.75	\$420	\$129	\$291

Nonresidential Fees per 1,000 Square Feet				
Development Type	Avg Weekday Vehicle Trips ¹	Proposed Fees	Current Fees	Increase / Decrease
Light Industrial	2.44	\$198	\$75	\$123
Business Park	6.22	\$506	\$134	\$372
Manufacturing	2.38	\$193	\$40	\$153
Warehousing	0.86	\$70	\$38	\$32
Commercial/Shopping Center	12.21	\$994	\$304	\$690
Office/Institutional	5.42	\$441	\$118	\$323
Hotel (per room)	1.68	\$136	n/a	n/a
Nursing Home (per bed)	1.53	\$124	n/a	n/a

1. See Land Use Assumptions

Parks and Recreation

- Service Area
 - Countywide
- Fee Components
 - Park Land (incremental)
 - Park Improvements (incremental)
 - Park Facilities (incremental)
 - Park Vehicles and Equipment (incremental)
- 10-Year Demand
 - Park Land: 92 acres, \$964K
 - Park Improvements: 53 improvements, \$3.88 million
 - Park Facilities: 3,622 sq ft, \$743K
 - Park Vehicles and Equipment: 5 units, \$103K

Proposed Parks and Recreation Fee

Fee Component	Cost per Person	Cost per Job
Park Land	\$80.10	\$0.00
Park Improvements	\$322.91	\$0.00
Recreation Center Space	\$61.67	\$0.00
Park Vehicles and Equipment	\$8.51	\$0.00
Impact Fee Report	\$2.08	\$0.00
Total	\$475.28	\$0.00

Residential Fees per Unit				
Development Type	Persons per Housing Unit ¹	Proposed Fees	Current Fees	Increase / Decrease
Single Family	2.48	\$1,179	\$1,131	\$48
Multi-Family	1.75	\$832	\$810	\$22

Nonresidential Fees per 1,000 Square Feet				
Development Type	Jobs per 1,000 Sq Ft ¹	Proposed Fees	Current Fees	Increase / Decrease
Light Industrial	1.57	\$0	\$0	\$0
Business Park	3.08	\$0	\$0	\$0
Manufacturing	1.89	\$0	\$0	\$0
Warehousing	0.34	\$0	\$0	\$0
Commercial/Shopping Center	2.12	\$0	\$0	\$0
Office/Institutional	3.26	\$0	\$0	\$0
Hotel (per room)	0.13	\$0	\$0	\$0
Nursing Home (per bed)	0.92	\$0	\$0	\$0

1. See Land Use Assumptions



School

- Service Area
 - Countywide
- Fee Components
 - New High School (incremental)
 - No land purchases assumed over the next 10 years
- 10-Year Demand
 - School Facilities: \$30.3 million of \$75.4 million cost

Proposed School Fee

Fee Component	Elementary	Middle	High
School Facilities (Local Share)	\$40,419.91	\$55,860.84	\$53,806.49
Impact Fee Study	\$21.75	\$21.75	\$21.75
Series 2021 Credit	(\$2,727.15)	(\$2,727.15)	(\$2,727.15)
Total			\$51,101.09

Development Type	Students per Housing Unit			Proposed Fees	Current Fees	Increase / Decrease
	Elementary	Middle	High			
Single Family	0.165	0.091	0.133	\$6,786	\$1	\$6,785
Multi-Family	0.119	0.064	0.023	\$1,200	\$1	\$1,199

Fee Summary

Residential Fees per Unit						
Development Type	County Admin	EMS	Law Enforcement	Parks and Recreation	School	Total
Single Family	\$43	\$509	\$596	\$1,179	\$5,779	\$8,105
Multi-Family	\$30	\$359	\$420	\$832	\$1,022	\$2,664

Nonresidential Fees per 1,000 Square Feet						
Development Type	County Admin	EMS	Law Enforcement	Parks and Recreation	School	Total
Light Industrial	\$18	\$79	\$198	\$0	\$0	\$295
Business Park	\$35	\$155	\$506	\$0	\$0	\$696
Manufacturing	\$21	\$95	\$193	\$0	\$0	\$310
Warehousing	\$4	\$17	\$70	\$0	\$0	\$90
Commercial/Shopping Center	\$24	\$107	\$994	\$0	\$0	\$1,125
Office/Institutional	\$37	\$164	\$441	\$0	\$0	\$642
Hotel (per room)	\$2	\$7	\$136	\$0	\$0	\$144
Nursing Home (per bed)	\$10	\$47	\$124	\$0	\$0	\$181

Difference from Current Fees

Residential Fees per Unit						
Development Type	County Admin	EMS	Law Enforcement	Parks and Recreation	School	Total
Single Family	\$43	\$390	\$539	\$698	\$5,778	\$7,447
Multi-Family	\$30	\$273	\$380	\$478	\$1,021	\$2,183

Nonresidential Fees per 1,000 Square Feet						
Development Type	County Admin	EMS	Law Enforcement	Parks and Recreation	School	Total
Industrial	\$18	\$79	\$198	\$0	\$0	\$295
Business Park	\$35	\$155	\$506	\$0	\$0	\$696
Manufacturing	\$21	\$95	\$193	\$0	\$0	\$310
Warehousing	\$4	\$17	\$70	\$0	\$0	\$90
Commercial	\$24	\$107	\$994	\$0	\$0	\$1,125
Office & Institutional	\$37	\$164	\$441	\$0	\$0	\$642
Hotel (per room)	\$2	\$7	\$136	\$0	\$0	\$144
Nursing Home (per bed)	\$10	\$47	\$124	\$0	\$0	\$181

AGENDA REQUEST FORM
www.jeffersoncountywv.org



Name: **Jessica James, CHRO/assistant deputy administrator**

Department or Organization: **Jefferson County Commission**

Estimation of amount of time needed for appointment: **10 minutes**

Date Requested – 1st Choice: **September 26, 2024**

If a specific date is needed, please provide reason for specific date:

Date Requested – 2nd Choice:

Subject (*Wording to be placed on agenda*):

- 1. Approval of Hire – executive director, Jefferson County Development Authority**
- 2. Approval of Hire – clerk of administration, finance, and human resources, Jefferson County Commission**

Please provide the County Commission with a description of your request or presentation, including any background information:

1. On June 6, 2024, this body approved the solicitation announcement of the executive director position for the Jefferson County Development Authority. Staff conducted initial interviews on August 23 and August 30, and on September 17, four candidates were selected for second interviews before the full JCDA board. Staff and the JCDA have selected a candidate for the role of executive director of the Jefferson County Development Authority and we are seeking approval of their hire.
2. On August 1, 2024, this body approved the upgrade of the position of administrative assistant to clerk of administration, finance, and human resources to a Grade V, along with the solicitation announcement. Staff conducted interviews for the position on September 16 and 17. A candidate has been selected, and we're seeking approve of their hire.

Is this a funding request? Y/N - NO – no funding requested or necessary

If so, how much? \$

Provide exact financial impact/request:

Recommended motion (*Please type out the wording of the motion that you would like the Commission to approve*):

- I move to approve the hire of Krista Hoffman for the position of executive director of the Jefferson County Development Authority as a full-time, 80-hour employee at a Grade VIII with a starting salary of \$80,197, effective Monday, October 21, 2024.***
- I move to approve the hire of Lynn Dillow for the position of clerk of administration, finance, and human resources for the County Commission administration office as a full-time, 80-hour employee at a Grade V with a starting salary of \$59,000, effective Monday, October 14, 2024.***

Attach supporting documents for request, or request may be denied.

If not attached, explain:

Is equipment needed? Projector Y/N Internet/Wi Fi Y/N Telephone for conference call Y/N

Contact information: [Jessica James](#)

Email address: jjames@jeffersoncountywv.org

Phone Number: 304-728-3282

<u>FOR COMMISSION STAFF USE ONLY – FINANCIAL IMPACT/RECOMMENDATION</u>
--

not applicable



July 18, 2024

Jefferson County Development Authority
1948 Wiltshire Road
Kearneysville, WV 25430

Dear Hiring Manager,

I am reaching out to express my interest in the Executive Director role at the Jefferson County Development Authority. With a deep-rooted connection to Jefferson County and a robust background in economic development and community leadership, I am excited about the opportunity to make a meaningful impact in the community.

As a former business owner in Jefferson County, I have experienced firsthand the unique challenges and opportunities the local businesses face. This experience has given me a deep appreciation for Jefferson County's economic landscape and a knack for navigating its intricacies.

During my time with the Jefferson County Development Authority, I had the chance to collaborate closely with stakeholders across the Economic Development community. These connections have given me valuable insights into what drives the local economy and how we can best support it.

As outlined in my resume, my current and previous roles have equipped me with strategic planning skills, resource management experience, and a knack for bringing people together—skills I am eager to apply to drive impactful initiatives here in Jefferson County.

I am excited to bring my blend of local insight, leadership experience, and positive energy to the Jefferson County Development Authority. I look forward to discussing how my background aligns with the needs of the organization.

Sincerely,





Leadership | Communication | Collaboration

I have twenty years of experience as the owner and manager of a small business, and I have extensive experience with county government/non-profit agencies. The knowledge and leadership skills I have developed over the years are of immeasurable value to any business.

AREAS of EXPERTISE

- Customer Service and Relationship Management
- Event Planning
- Written and Verbal Communication
- Budget Management and Compliance
- Calendar Management and Scheduling

PROFESSIONAL EXPERIENCE

Berkeley Springs – Morgan County Chamber of Commerce - Berkeley Springs, WV 

Executive Director

I promote and strengthen Morgan County communities by building success through a healthy economy and a strong business sector.

- Responsible for the day-to-day operations of the Chamber of Commerce.
- Develop a set of basic Chamber objectives and continually monitor and direct the Chamber's progress toward attaining those objectives through strategic planning.
- Plan, organize and promote a range of services and events for members.
- Act as liaison to business, government and community constituents.
- Coordinate and implement the many activities of the Chamber of Commerce through various committees and supervise the work of the staff in the pursuit of meeting the Chambers's goals and objectives.
- Connect members to resources through monthly membership meetings and programs.
- Enhance programs and activities to attract new members and improve existing member benefits.
- Plan and execute all member networking opportunities including grand openings, ribbon cuttings, and mixers.
- Produce all board approved events including the annual Apple Butter Festival and create/execute new events.
- Plan and organize committee and board meetings, and coordinate plans and agenda for these meetings.
- Build and maintain strong relationships and communications with the Board of Directors and provide necessary leadership to garner full engagement of board members.
- Ensure that the Chamber by-laws are properly kept up to date and implemented.
- Anticipate emerging and long-term planning needs of the Chamber.
- Formulate the Chamber's budget along with the Board of Directors.
- Maintain the Chamber website, membership roster and membership directory.

Berkeley County Development Authority (BCDA) - Martinsburg, WV [REDACTED]

Associate Executive Director

I assisted and supported the Executive Director of the BCDA to promote economic development in Berkeley County, WV.

- Responsible for the operations of the Development Authority in the absence of the Executive Director
- Fostered relationships with prospective and existing businesses.
- Responded to telephone calls, emails, and office visits from the public and prospective and existing businesses.
- Represented the BCDA at meetings and events.
- Evaluated and completed performance management reports on subordinates.
- Wrote and advertised request for proposals (RFP) for various professional services as needed.
- Managed relationships with Legal Counsel, Marketing Firm, Accounting Services, Banking Services and Property Management for the Development Authority.
- Assist and provide support with new and existing projects and answer requests for information (RFIs).
- Assisted and provided support for annual audits.
- Continued to communicate and foster working relationships with elected officials, the West Virginia Development Office, Martinsburg-Berkeley County Chamber of Commerce, City of Martinsburg, Berkeley County Council, Jefferson County Development Authority, Morgan County Development Authority, Berkeley County Schools, James Rumsey Technical Institute, and Blue Ridge Community College.
- Developed and coordinated the Build-Up Berkeley business pitch competition program and event night.

Jefferson County Development Authority (JCDA) – Kearneysville, WV, [REDACTED]

Program Manager

I assisted the Executive Director of the JCDA. I created and maintained a business retention and expansion (BRE) program and fostered entrepreneurship in Jefferson County.

- Established and marketed the BRE program, arranged and attended visits and conducted the appropriate follow up.
- Worked faithfully with state and local partners.
- Created and maintained relationships with local schools.
- Prepared and updated print and electronic marketing materials distributed to business prospects.
- Developed and coordinated the Jump Start Jefferson business pitch competition event.
- Created programs to introduce entrepreneurs and small businesses to county and state resources.
- Established a monthly blog for the JCDA website and social media showcasing Jefferson County small businesses.
- Planned, directed, and coordinated logistics for public events, such as ribbon cuttings, ground breakings and job fairs.
- Planned and implemented the Eastern Panhandle Entrepreneurs Forum.

Burch Wood Products, Inc. – Summit Point, WV [REDACTED]

President and Operations Manager

As President of a small manufacturing business, I served as the primary decision-maker and oversaw all facets of daily operations, including strategic planning, financial management, and personnel supervision. My role focused on driving growth, ensuring operational efficiency, and maintaining high standards of product quality and customer satisfaction.

- Managed the daily operations of a Jefferson County manufacturing business.
- Supervised a team of ten employees.
- Prepared payroll and maintained payroll records, accounts receivable and accounts payable.
- Hired new employees and managed employee benefits and employee evaluations.
- Maintained Occupational Safety and Health Administration (OSHA) written programs.
- Facilitated health and safety training.
- Developed and maintained relationships with clients and suppliers.
- Promoted and marketed the products and services of Burch Wood Products, Inc.

EDUCATION

Blue Ridge Community and Technical College, Martinsburg, WV

Applied Technology, AAS [REDACTED]

Leadership Berkeley Class of 2024

International Economic Development Council (IEDC)

Certificate – Economic Development Marketing & Attraction Course, August [REDACTED]

International Economic Development Council (IEDC)

Certificate - Entrepreneurial & Small Business Development Strategies Course, February [REDACTED]

Business Retention & Expansion International (BREI)

Certified Business Retention & Expansion Coordinator, September [REDACTED]

UNC School of Government

Certificate - Basic Economic Development Course, August [REDACTED]

PROFESSIONAL SKILLS

- Working knowledge of Microsoft Office Suite
- Working knowledge of HubSpot
- Technical Writing
- Ability to adapt to new business processes and procedures.
- Collaboration

VOLUNTEER EXPERIENCE

- Salvation Army – Bell Ringer December 2023
- Meals on Wheels - April 2020 - January 2021

AWARDS AND HONORS

[REDACTED]

PROFESSIONAL MEMBERSHIPS

- Rotary Club of Martinsburg – November 2023
- Berkeley County Chamber of Commerce, March 2023
- Jefferson County Chamber of Commerce, February 2021 – February 2023