

# AGENDA

## Joint Meeting of The City of Frederick Board of Aldermen and the Frederick County Council

October 28, 2015 at 7:00 pm

\*City Hall

101 N. Court Street

Board Room

*City Elected Officials:*

Kelly Russell, President Pro-Tem  
Joshua Bokee, Alderman  
Philip Dacey, Alderman  
Donna Kuzemchak, Alderwoman  
Michael O'Connor, Alderman

*County Elected Officials:*

Bud Otis, Council President  
MC Keegan-Ayer, Council Vice President  
Tony Chmelik, Council Treasurer  
Kirby Delauter, Councilman  
Jerry Donald, Councilman  
Jessica Fitzwater, Councilwoman  
Billy Shreve, Councilman

*Staff:*

Ragen Cherney, Frederick County  
Joyce Grossnickle, Frederick County  
Patti Morrow, Frederick County  
Lauren O'Malley, The City of Frederick

\*Meetings location will alternate between City Hall and Winchester Hall.

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### I. CALL TO ORDER – President Pro Tem Kelly Russell

### II. PLEDGE OF ALLEGIANCE

### III. APPROVAL OF MINUTES

- Approval of the May 27, 2015 Joint Meeting minutes

### IV. GENERAL CITIZEN COMMENTS

## **V. DISCUSSION OF FUTURE MEETINGS**

- Adopt date of next meeting – January/February 2016

## **VI. STAFF PRESENTATIONS**

- Joint Sewer Study Update – *Zack Kershner, Director of Public Works, City of Frederick and Mike Marschner, Special Projects Manager, Frederick County*
- Mentoring Program Update - *Eric Phillips, Curriculum Specialist and Heather Quill, School Counselor, Frederick County Public Schools*
- Discussion of the Affordable Housing Council’s Mission, Membership, and Timeline for a Comprehensive Housing Study – *Ryan Trout, Affordable Housing Council, Chair and Jenny Short, Housing Director, Frederick County*

## **VII. ELECTED OFFICIALS GENERAL COMMENTS**

Elected Officials have opportunity to make general comments.

## **VIII. GENERAL CITIZEN COMMENTS**

This is an opportunity for citizens to address the Board of Aldermen and County Council regarding items that may or may not appear on the Agenda. Please note speakers should first give their name and address. You are reminded that these proceedings are broadcast on live TV and you should speak clearly and directly into the microphone. All comments are limited to a total of three minutes per individual or five minutes per group. If you wish to ask a question and want a response, that will become a part of the three or five minute limit.

## **IX. ADJOURNMENT**

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A complete and final agenda will be available for review prior to the meeting at the Reception Desks in City Hall and Winchester Hall. The meeting will be broadcast live on either the City or County Government Cable Channel – City Channel 99 or County Channel 19, depending on the meeting venue. For information regarding the agenda, minutes, or joint public meetings of the Board of Aldermen and County Council, please contact the Legislative Assistant at 301-600-1184. Individuals requiring special accommodations are requested to call 5 days prior to the meeting to make arrangements.

There will be two opportunities for citizens to provide general comments as noted on the Agenda. Additionally, citizens will be given the opportunity after each agenda item to provide comments. Comments are limited to (5) minutes per person and (10) minutes per group.

Neither The City of Frederick Government nor the Frederick County Government discriminate on the basis of race, color, national origin, sex, sexual orientation, religion, age, disability, marital status, veteran status or any other legally protected group in employment or in the provision of services.

**DRAFT**

**COUNTY COUNCIL OF FREDERICK COUNTY AND  
THE CITY OF FREDERICK MEETING MINUTES FOR WEDNESDAY, MAY 27, 2015**

County Council Members M.C. Keegan-Ayer, Vice-President; Tony Chmelik, Treasurer; Kirby Delauter, Jerry Donald, Jessica Fitzwater, and Billy Shreve were present for the meeting.

The City of Frederick Aldermen Kelly Russell, President Pro Tem; Josh Bokee, Phil Dacey, Donna Kuzemchak, and Michael O'Connor were present for the meeting.

Council Member Keegan-Ayer called the meeting to order at 7:05 p.m. in the first floor hearing room, Winchester Hall, 12 East Church Street, Frederick, Maryland.

The meeting began with the recitation of the Pledge of Allegiance.

The elected officials were introduced.

It was noted future meetings would be held on Wednesday, August 26 at 7:00 p.m. at Winchester Hall and Wednesday, October 28 at 7:00 p.m. at City Hall.

A discussion of the proposed hotel conference center took place.

Potential topics for future meetings were discussed. Council Member Keegan-Ayer requested future agenda items should be forwarded to Council President Otis or President Pro Tem Russell prior to the meeting. Topics suggested for discussion were:

- Frederick Municipal Airport;
- The City involvement regarding educational needs;
- Tax differential formula;
- The portion of Frederick City served by county sewer;
- Frederick Community Action Agency;
- Recycling (future plans and direction);
- Combined procurement; and
- E-management opportunities

The elected officials provided comments.

Public comments were heard from:

- Rolan Clark
- Jessie Pippie

The meeting adjourned at 8:14 p.m.

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M.C. Keegan-Ayer, Vice President  
County Council





# FREDERICK COUNTY GOVERNMENT

## OFFICE OF THE COUNTY EXECUTIVE

*Douglas D. Browning, Chief Administrative Officer*

VI. a  
Jan H. Gardner  
*County Executive*

To: Frederick County Council & Mayor and Alderman of the City of Frederick

From: Michael G. Marschner, Special Projects Manager  
Zack Kershner, Director of Public Works (City of Frederick)

Date: October 15, 2015

Re: **Briefing and Update on County/City Sewer Agreement and Allied Sewer System Construction Projects**

### Issue:

Review and consideration of the Central Frederick Sewer Service Area Agreement (CFSSAA) between Frederick County and the City of Frederick.

### Background:

In June 2014, the County and the City entered into a new sewer service area agreement, which was in part based on the findings of a comprehensive sewershed study completed in 2013.<sup>1</sup> The study, which was funded equally by the County, City and the development community, focused on the County and City sewer system infrastructure that serves the Central Frederick Sewer Service Area (CFSSA). The CFSSA is detailed in Attachment 1 of this report.

The June 2014 agreement replaces earlier sewer agreements between the County and City establishing a single and complete agreement and understanding regarding various design, construction, operation, and funding for the sewage conveyance and treatment infrastructure needed to for the CFSSA. Important elements of the agreement included:

- Provision of an additional 1.36 million gallons per day (MGD), average daily flow wastewater treatment capacity for the City of Frederick in the County's Ballenger-McKinney Wastewater Treatment Plant (B-MWWTP).
  - Ability to secure an additional 0.51 MGD of capacity, when the B-MWWTP is expanded from its current 15 MGD to 18 MGD, providing the City with a total of 1.870 MGD of average daily flow capacity in the County treatment facility.
  - Allocation of sewer capacity for areas of the City served by County sewer will come from the County capacity in the B-MWWTP not the City's reserved capacity.

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<sup>1</sup> Prepared by WR&A.

- Identification of specific (major) sewer infrastructure improvements needed to ensure adequate sewer interceptor capacity for the City and County sewage collection systems, including:
  - The construction of a parallel sewer interceptor under Gas House Pike at the City's WWTP.
  - Construction of new preliminary treatment and sewage pumping facilities at the County/City Monocacy Interceptor Interconnection, which provides the following benefits:
    - The separation of (County/City) flows at this point on the sewer system greatly simplifies the control of flow from the County's Monocacy Sewer system to the Ballenger-McKinney WWTP.
    - Diverting flows at this point on the system resolves a future capacity problem in the City's Monocacy Interceptor Sewer, which would have limited the amount of flow discharged from County's Monocacy Collection system.
    - The new pump station will also eliminate the need for the City to construct a new equalization basin for their Monocacy WTP to address flows associated with their Monocacy WTP filter backwash wastewater discharge to the sewer.
    - The City is providing the site for the new facility on their Monocacy WTP property at no cost to the County.
    - Relocating the pumping facilities from the Gas House Pike WWTP to the the new location at the interceptor interconnection frees up space at WWTP, which already has space constraints due to flood plain proximity.
    - The pumping and preliminary treatment facilities may be constructed in phases based on available downstream conveyance and treatment capacity in the County's Monocacy Pressure Sewer Interceptor and the Ballenger-McKinney WWTP.
  
- Commitment to Study possible County/City Sewerage and Water Supply System Consolidation in the CFSSA.

### **Status of Projects**

#### ***Expansion of the County's B-MWWTP providing the City with an additional 1.36 million gallons per day (MGD) of wastewater treatment capacity***

The B-MWWTP Enhance Nutrient Removal (ENR) Upgrade and Capacity Expansion to 15 MGD was completed in the fall of 2014. With the execution of the CFSSAA the City has 1.36 MGD of wastewater treatment capacity available for its use for the portion of the City that is not served by Frederick County sewer.

***Construction of a parallel sewer interceptor under Gas House Pike at the City's Gas House Pike WWTP.***

This project was completed by the City in the Spring of 2015 at a cost of \$550,000. The new sewer will be placed in to operation when the completion of the last phase of the Monocacy Boulevard project estimated to be at the end of 2017.

***Construction of new preliminary treatment and sewage pumping facilities at the County/City Monocacy Interceptor Interconnection.***

The design of the County's new preliminary treatment and sewage pumping facilities at the County/City Monocacy Interceptor Interconnection and its allied force main is 60% complete. Final design and construction documents are scheduled to be completed by June 30, 2015, with construction contract bidding occurring soon thereafter. The current estimated costs of the project is \$16.2 million for the preliminary treatment and pumping facilities and \$6.1 million for the force main that will run from facility to the City's Gas House Pike WWTP.

***Commitment to Study possible County/City Sewerage and Water Supply System Consolidation in the CFSSA.***

The agreement includes a provision that requires the County and the City to fund a study that will evaluate the cost effectiveness and appropriateness of consolidating a portion, or all of, the sewage and/or water supply systems that provide service within the Central Frederick Sewer Service Area. County and City staff are working on a scope of services for this study. The County will likely (initially) use a Statement of Qualification process first to obtain a list of the qualified consultants that perform this work. Subsequently, an RFP for the study is expected sometime in 2016 and we anticipate the study being completed in FY 2017.

The study is required to be initiated within two (2) years and the cost to be split between the County and City.

**Future Projects**

The sewer study identified future wastewater infrastructure improvements that will be needed that to serve the CFSSA. By extension the sewer agreement anticipates these improvements and has identified flow-based triggers that identify when certain improvements must be in place. These future improvements include but are not limited to:

- Partial parallel conveyance system for the County's Monocacy Pressure Sewer System
- Expansion of the B-MWWTP from 15 to 18 MGD

The sewer agreement also includes other provisions that address other aspects of the system operation, including:

### *Emergency Operating Conditions*

Section 22 covers the coordination and response during unforeseen or emergency conditions that may arise on or in the sewage conveyance systems or at the WWTP. It recognizes the need to eliminate or minimize impacts to public health and the environment during such conditions, and requires the County and City to fully cooperate when acute weather conditions, infrastructure failure or malfunction, or abrupt changes in regulatory or legal requirements impact the City's and/or the County's ability to operate their respective sewage collection and treatment system in compliance with State and Federal water pollution control laws and regulations.

### *Allocation of Wastewater System Capacity*

This Section addresses the legal requirements related to the allocation of sewer system capacity, with specific recognition of the requirements of Maryland Environment Article 9-512. The City will be allowed to make its allocations in accordance with the methodologies outlined in the City's Water and Sewer Allocation Ordinance as long as they are compliant with State and Federal law and do not result in the over allocation of the City or County sewage collection system or treatment facilities.

This Section also makes it clear which entity allocates capacity to specific portions of the sewer service area and what (prospective) unit flow per equivalent dwelling unit will be used by each jurisdiction. These prospective flow value allocations will be reconciled based on actual flow.

### *Cost of Sewer System Availability And Treatment Of Flow*

Section 25 in the Agreement deals with the fees that the County will charge the City for wastewater conveyance and treatment. The formula basically follows the same methodology used in the water supply agreement between the County and City, including both a ready to serve (availability charge) and a commodity charge for the amount of City wastewater actually treated by the County at the B-MWWTP.

A provision that allows the delay of the imposition of ready to serve (RTS) fees is included in this section that requires the County to begin invoicing the City for the RTS component of the charges once the City's GHPWWTP reaches its design average daily flow capacity of 8 MGD and/or the loading limits in its discharge permit, or on July 1, 2019, whichever event occurs first. Should the GHPWWTP begin intermittently diverting flow to the County's FCMPSI before July 1, 2019 or before the GHPWWTP flow exceeds 8 MGD the County shall assess the monthly RTS component of the charges (and associated Commodity fees) only during those months when flow from the GHPWWTP was diverted to the County's MPSI. This RTS delay provision shall end, and will no longer be in effect, once the GHPWWTP flow exceeds 8 MGD or on July 1, 2019, whichever event occurs first.

### *Tracking and Reporting Allocation and Usage*

Section 27 addresses the tracking and reporting of sewer system allocation and usage so that allocations made on the prospective flow basis are reconciled on regular basis, at least every six months. This section also clarifies that the County shall continue to administer the Water and Sewerage Plan (W&S Plan). The City and property owners therein shall continue to submit proposed W&S Plan amendments to the County for consideration, in accordance with the procedures of the W&S Plan amendment process.

### *Control of Collection System Infiltration And Inflow*

Section 29 provides special emphasis is placed on the control of infiltration and inflow. The control of excessive infiltration and inflow on the County and City wastewater collection systems is necessary to ensure that conveyance and treatment capacity is adequate for the service areas. The Agreement requires the County and City to maintain on-going infiltration and inflow programs to detect and reduce excessive amounts of infiltration and inflow in their respective sanitary sewer collection systems.

To ensure that the each jurisdiction's program is minimizing infiltration and inflow and that effort is fully coordinated between the jurisdictions, representatives of the DUSWM and City Public Works staff is required to meet on a semi-annual basis to review, evaluate, and coordinate each jurisdiction's efforts to minimize collection system infiltration and inflow. On an annual basis the County and City are required to jointly publish a report that quantifies the extent of collection system capacity that is being lost to infiltration and inflow.<sup>2</sup> The report shall also detail what action each jurisdiction has taken, in the previous year, to reduce the infiltration and inflow levels on the collection systems, identify additional areas of the collection systems that require repairs, and make recommendations in the City and County Capital Improvement Program when these system repairs should be funded for construction.<sup>3</sup>

### *Term of Agreement*

The agreement is expected to be long term, providing an ongoing relationship between the County and the City with respect to the provision of sewage collection and treatment to properties in the Central Frederick Sewer Service Area. Its initial term will be 20 years with the ability to extend the agreement in five year increments.

A provision has been included that requires periodic review the Agreement to verify that its requirements and terms are adequate to ensure compliance with any new or emerging regulatory requirements related to the planning and management of wastewater collection and

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<sup>2</sup> Note the first joint report shall be published within 18 months of the full execution of this Agreement and each year thereafter in the month of the first report's anniversary.

<sup>3</sup> This report should be presented to each jurisdiction's elected officials each year in time to allow the incorporation of any necessary I&I control projects in each jurisdictions Capital Improvement Program.

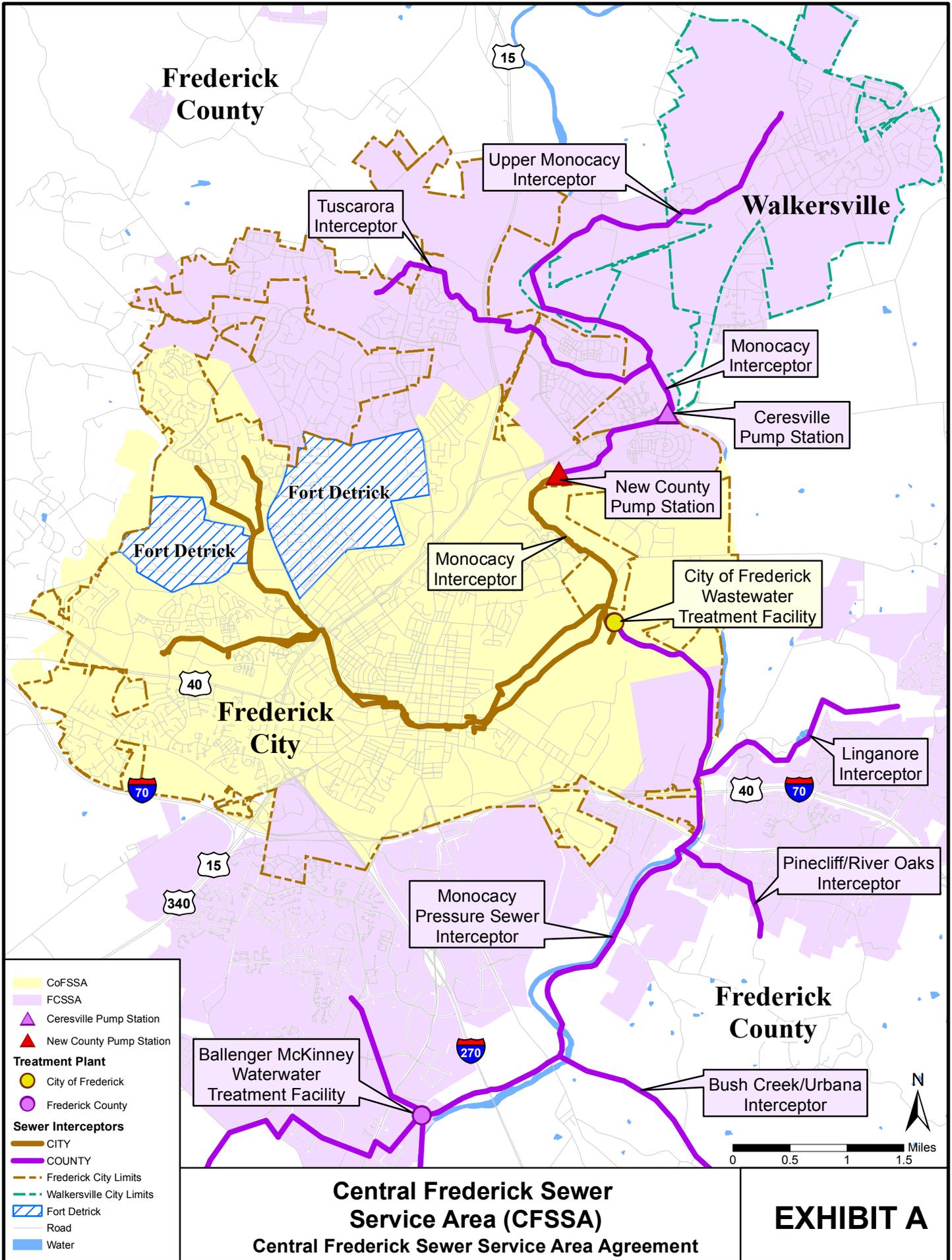
treatment facilities. Such reviews shall be every five years from the anniversary date of the full execution of this Agreement, or more frequently if necessary.

### **Conclusion**

This new sewer agreement between the County and the City, which superseded all of the earlier sewer use agreements (cited in the Agreement), was developed cooperatively between the City Public works staff and the County's DUSWM. It was built on the information provided in the Monocacy Sewershed Wastewater Utility Study that was jointly funded by the County, City and the Development Community.

The agreement clarifies and simplifies the allocation of wastewater capacity for the Central Frederick Sewer Service Area. It establishes additional wastewater treatment capacity for the City, with the ability, if necessary, to provide the City with some additional capacity when a future expansion of the Ballenger-McKinney WWTP is considered.

Overall this Agreement and the infrastructure projects referenced (or required) under this Agreement will ensure that the Central Frederick Sewer Service Area will have adequate wastewater conveyance and treatment capacity for the next several decades.



**Frederick  
County**

**Walkersville**

**Fort Detrick**

**Frederick  
City**

**Frederick  
County**

- CoFSSA
- FCSSA
- Ceresville Pump Station
- New County Pump Station
- Treatment Plant**
- City of Frederick
- Frederick County
- Sewer Interceptors**
- CITY
- COUNTY
- Frederick City Limits
- Walkersville City Limits
- Fort Detrick
- Road
- Water

**Ballenger McKinney  
Waterwater  
Treatment Facility**

**Bush Creek/Urbana  
Interceptor**

**Central Frederick Sewer  
Service Area (CFSSA)**

**Central Frederick Sewer Service Area Agreement**

**EXHIBIT A**



# Frederick County Mentors

## Building a Stronger Community



# Why Mentor?

**Simply put, mentoring is just extra support and encouragement. It is a helping hand or a listening ear...someone to challenge you to be your best and to believe in you as you work to achieve your goals.** (Mentoring Partnership)

**Mentors teach young people how to relate well to all kinds of people and help them strengthen communication skills.**

(Mentor, National Mentoring Partnership)

**Students who meet regularly with their mentors are 52% less likely than their peers to skip a day of school and 37% less likely to skip a class.**

(Public/Private Ventures study of Big Brothers Big Sisters)

**Youth who meet regularly with their mentors are 46% less likely than their peers to start using illegal drugs and 27% less likely to start drinking.**

(Public/Private Ventures study of Big Brothers Big Sisters).

**58% of mentored students improve their grades.**

(Career Beginnings)

**“At its most basic level, mentoring helps because it guarantees a young person that there is someone who cares about them. A child is not alone in dealing with day-to-day challenges.”**

**(Mentor, National Mentoring Partnership, 2015)**

# Our Hope

To solidify the partnership between FCPS and Frederick County agencies in a concentrated effort to support the development of our young citizens.

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To support the academic growth and prompt positive behaviors of students enrolled in Frederick County Public Schools.

# FCPS Goals

**Involved families and community members are essential in helping schools deliver on the promise of public education as we reach, challenge and prepare every child for success. Here are the goals we strive to achieve together:**

- 1. FCPS will equip each and every student to be an empowered learner and an engaged citizen to achieve a positive impact in the local and global community.**
- 
- 
- 4. FCPS will nurture relationships with families and the entire community, sharing responsibility for student success and demonstrating pride in all aspects of our school system.**

# The Plan

## Students:

- Students at following schools:
  - Parkway & Waverley Elem.
  - Crestwood & Gov. T.J. Midd.
  - Gov. T.J. & Frederick High
- Students identified by staff and given parent/guardian permission
- The program is not limited to students at pilot schools and will grow over time.

# The Plan

## Mentors:

- Following Frederick County Agencies:
  - Fire and Rescue
  - Frederick City Police Department
  - Frederick County Government
  - Frederick County Sheriff's Department
- Volunteers from each agency
- Additional agencies and county organizations added over time

# The Plan

Start Small

Pilot program during 2015/16 school year

# Role of Mentor

Mentors can:

- Select age group
- Have lunch with mentee
- Spend recess time with mentee
- Read with mentee during class
- Frequency and duration of time determined by mentor and mentee
- Correspond with mentee via email...

*Time with mentee will be during the school day. Other examples of how to mentor will be provided.*

# Mentor Support

- Volunteers will be provided with training
- School-based support provided after initial training

# Why Mentor?

“Having a Mentor in my life  
not only helped me believe in myself,  
it also enabled me with the ability to succeed.”

Daryl C. Silva

# Working Together

## Questions

## AFFORDABLE HOUSING COUNCIL

Meeting Date: First Tuesday of each month at 2:30 p.m. at the Bernard Brown Community Center, 629 North Market Street, Frederick, Maryland. The June and December meetings are held in the first floor hearing room of Winchester Hall, 12 East Church Street, Frederick, Maryland.

Established: Formation of Council approved during City/County Meeting on May 20, 1993. First members appointed during City/County Meeting on October 14, 1993.

No. of Members: 13

Quorum: Bylaws state a majority of the members then in office, plus one if an even number, shall constitute a quorum.

Length of Term: Two years; staggered terms

Procedure for Appointment:

The County Executive appoints the members with confirmation by the County Council.

Purpose:

To support existing affordable housing providers in their programs; act as a representative for affordable housing in both existing and new regulations and programs in Frederick County, City of Frederick, and municipal government; encourage, assist or create new affordable housing programs and/or support groups; and present the affordable housing message and current conditions and future needs to the community. Also administers its deferred loan program, which is funded by Frederick County government to support the increase of affordable housing, both rental and homeownership, in the county.

### Council Members

### Term Expiration

### Member Since

#### Officers

**Mr. Ryan P. Trout**  
209 East 6<sup>th</sup> Street  
Frederick, MD 21701  
301-712-6582  
trout.ryan@gmail.com  
(Nonprofit rep.)  
**(Chair)**

6/30/2015

3/30/2010

**AFFORDABLE HOUSING COUNCIL**

**Mr. Bruce H. Zavos, AIA, President**      6/30/2017      9/4/2014  
Zavos Architecture & Design  
323 West Patrick Street  
Frederick, MD 21701  
301-698-0020  
301-695-4963  
bzavos@zavosarchitecture.com  
(Private Industry rep.)  
**(Vice Chair)**

**Lawrence W. Johnson, Jr., RLA, AICP**      6/30/2017      6/2/2009  
7214 Dogwood Lane  
Middletown, MD 21769  
301-371-6467  
lwjohnson9@comcast.net  
(At-large rep.)  
**(Secretary)**

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**Mr. R. Troy Linton**      6/30/2015      12/20/2011  
Investment Advisor  
PNC Wealth Management  
10 South Market Street  
P.O. Box 460  
Frederick, MD 21705-9976  
301-698-7021  
troy.linton@pnc.com  
(Private Industry rep.)

**VACANCY**      6/30/2015  
(Patrick Hogan's term)  
(At-large rep.)

**Ms. Katherine Nash**      6/30/2016      9/4/2014  
GRSi  
5235 Westview Drive, Ste. 101  
Frederick, MD 21703  
240-236-0800 x245  
301-524-9142  
katiejonash@gmail.com  
(Private Industry rep.)



**AFFORDABLE HOUSING COUNCIL**

The Honorable Donna Kuzemchak  
The City of Frederick  
City Hall  
101 North Court Street  
Frederick, MD 21701  
301-600-1382  
dkuzemchak@cityoffrederick.com  
(Elected Official rep. and Nonvoting Member)

The Honorable Debby Burgoyne  
Town of Burkittsville  
P.O. Box 485  
Burkittsville, MD 21718  
301-834-6780  
mayorburgoyne@gmail.com  
(Elected Official rep. and Nonvoting Member)

# FREDERICK COUNTY AFFORDABLE HOUSING COUNCIL BYLAWS

## ARTICLE I - NAME AND PRINCIPAL CONTACT

- A. Name: The name of the organization shall be the Frederick County Affordable Housing Council (hereafter referred to as “Council”).
- B. Principal Contact: The Council’s principal contact person shall be the Director of the Department of Housing and Community Development (hereafter referred to as “DHCD”).

## ARTICLE II - PURPOSES

The Council was created in the early 1990’s to be the advocate for affordable housing in Frederick County (hereinafter referred to as “County”) and Frederick City (hereinafter referred to as “City”). The purpose of the Council has evolved to support the growth of the affordable housing stock throughout Frederick County, including all municipalities.

- A. Advocacy may be accomplished by the following means:
1. Provide advice to both the elected officials and the professional staff regarding any matters relating to the creation and maintenance of affordable housing. Such advice may include but not necessarily be limited to:
    - a. Recommendations for the expenditure of funds dedicated to either the enhancement of existing affordable housing programs or the creation of new programs;
    - b. Recommendations regarding either the modification or creation of laws or regulations relating to the enhancement of existing affordable housing or the creation of new affordable housing.
    - c. Recommendations regarding steps that elected officials may take to obtain funds from either the state of Maryland and/or from the federal government to enhance affordable housing.
  2. Coordinate with and provide information and/or assistance to both governmental and not-for-profit entities whose purpose is to enhance the provision of needed affordable housing or provide assistance to individuals in need of affordable housing.
  3. Coordinate with for profit housing developers and builders to encourage the inclusion of affordable housing in their mix of building units.

4. Serve as a resource of knowledge of affordable housing programs.
- B. Support the increase in funding for affordable housing, which may be accomplished by advocating for funds and a dedicated revenue source from governmental, foundational or private sources.

### ARTICLE III - MEMBERSHIP

A. Membership: The Council shall consist of 13 appointed, voting members. The Council shall include representatives from the four segments of the community listed below. The number indicates the minimum number of representatives from each segment.

1. Housing consumers - two (2) members, preferably to include one person who has participated in a City or County housing program.
2. Private industry - four (4) members, one of whom shall be a rental property manager or owner participating in a rental assistance program.
3. Nonprofit organizations - three (3) members.
4. At-large – four (4) members.

B. Nonvoting Liaisons: A County Council Member, a City Alderman, and a Municipal representative may serve as nonvoting liaisons. The Frederick County Director of Housing and Community Development will serve as the staff liaison. Participating City and County staff may attend in a nonvoting capacity.

C. Powers: The Council shall by majority vote, supervise and direct the business and affairs of the Council, except as otherwise expressly provided by law or these bylaws.

D. Qualifications: The members of the Council shall be residents of Frederick County and registered voters. The Council may recommend candidates to the County Executive for appointment.

E. Member Guidelines:

1. Council members are expected to participate on at least one committee;
2. Council members must attend at least two thirds of all meetings per year, which includes regularly scheduled Council meetings and committee meetings;
3. Every member is expected to read the bylaws;

4. Individual members, excluding the Chair, may not speak on behalf of the Council without prior Council approval;

5. If a Council member fails to meet any one of the expectations in a calendar year, the Chair of the Council shall encourage the Council member to resign. If the member does not resign, the Council may, by majority vote, recommend to the County Executive to remove the Council member from the Council.

F. Vacancies: Vacancies shall be filled by the following process:

1. The County Executive is notified of the vacancy;

2. The Office of the County Executive advertises for applicants and receives applications;

3. The Council reviews the applications and recommends candidates to the Office of the County Executive; and

4. The County Executive appoints members to the Council, subject to confirmation by the County Council.

G. Term of Office: Each Council member shall serve for a term of two years and may be reappointed for two subsequent two- (2) year terms. Members appointed to fill an unexpired term shall serve for the remainder of that term and shall be eligible for appointment for three (3) consecutive two- (2) year terms. A Council member whose term has expired may serve until a replacement is appointed.

H. Resignation: Any Council member may resign at any time by giving written notice to the Chair of the Council and to the Chief Administrative Officer. Such resignation shall take effect at the time specified therein, or, if no time is specified, at the time of acceptance thereof as determined by the Chair of the Council and recorded in the minutes.

I. Removal: Any Council member may be removed from such office, with or without cause, by the County Executive.

#### ARTICLE IV - MEETINGS

A. Regular and Annual Meeting: Regular meetings of the Council shall be held at such time, day, and place as designated by the Council. Frequency of meetings may be changed by a majority vote of the Council. The Council shall designate an annual meeting, at which time officers will be elected. Officers/members will remain in effect until the annual meeting or until a successor is appointed. Prior to the annual meeting,

the Council shall designate a specific month whereby officers will be nominated and the strategic plan revisited with any revisions to take place at the annual meeting.

B. Meeting Location: Regular meetings are held on the second Tuesday of each month at 2:30 PM at a location designated by the Council. Meetings are open to the general public.

C. Public Comment: Public comment shall be allowed at all meetings. An individual may speak for up to three (3) minutes on any item listed on the agenda. The Chair may extend an individual's speaking time in his/her discretion.

D. Special Meetings: Special meetings of the Council may be called at the direction of the Chair or by a majority of the Council members; to be held at such time, day, and place as shall be designated in the notice of the meeting.

1. Notice of the time, day, and place of any special meeting of the Council shall be given to all members at least five (5) business days prior to the meeting.

2. The purpose for which a special meeting is called shall be stated in the notice. Unless otherwise indicated in the notice, only the business specified in the special meeting notice may be transacted at the special meeting.

E. Quorum: A majority of the Council members then in office, plus one if an even number, shall constitute a quorum for the transaction of business at any meeting of the Council. The affirmative vote of the majority of Council members present at any meeting at which a quorum is present shall be the act of the Council. Each Council member shall have one vote. Voting by proxy shall not be permitted.

F. Agendas and Order of Business:

1. Agendas for each Council meeting shall be developed by the Chair and the Director of Housing and Community Development or other delegated staff member. Agendas for all regular meetings shall be made available to the public and other Council members at least forty-eight (48) hours before the meeting's scheduled starting time.

2. The order of business at regular meetings shall be as follows. The order of business may be suspended by a vote of two-thirds of the members present.

- a. Roll Call
- b. Approval of Minutes of Previous Meetings
- c. Approval of Agenda
- d. Public Comment
- e. Regular Business

- f. New Business
- g. Adjournment.

G. Conflicts of Interest:

1. In the event any Council member has a conflict of interest that might properly limit such Council member's fair and impartial participation in Council deliberations or decisions, such Council member shall inform the Board as to the circumstances of such conflict, and refrain from participating in the discussion or decision in the matter giving rise to the conflict. "Conflict of interest," as referred to herein, shall include but shall not be limited to, any transaction by or with the County, City or Council in which a Council member individually, or an entity with which the member is affiliated has a direct or indirect interest, or any transaction in which a Council member is unable to exercise impartial judgment or otherwise act in the best interests of the Council.

2. Council members are subject to the provisions of the Frederick County Ethics Ordinance.

H. Voting Procedures: Except for the election of officers, voting shall be by voice and a show of hands. If the vote is not unanimous, a roll call vote shall be taken and recorded in the minutes.

I. General Decorum:

1. The Presiding Officer shall preserve decorum and decide all points of order, subject to appeal to the entire council.

2. Council members shall observe proper order and decorum during Committee meetings, and shall not, by conversation or other action, delay or interrupt the proceedings or refuse to obey the orders of the Presiding Officer. Committee Members shall, when addressing staff or members of the public, confine themselves to questions or issues then under discussion, shall not engage in personal attacks, shall not impugn the motives of any speaker, and shall at all times, when in session or otherwise, conduct themselves in an appropriate and dignified manner.

3. Any person who makes insulting, impertinent, slanderous or unauthorized remarks, or who becomes boisterous while addressing the Committee or attending a Committee meeting or hearing shall be removed from the room if the Presiding Officer so declares. In case the Presiding Officer should fail to act, any Committee Member may obtain the floor and move to require enforcement of this rule; upon affirmative vote of the majority of the Committee present, the person shall be removed as if the Presiding Officer so directed.

## ARTICLE V - OFFICERS

- A. Officers: The officers of the Council shall minimally consist of a Chair, a Vice Chair, and a Secretary. The Council shall have such other assistant officers as the Council may deem necessary and such officers shall have the authority prescribed by the Board. One person shall not hold two offices.
- B. Election of Officers: The officers of the Council shall be elected by the members at the annual meeting of the Council, except that the Vice Chair shall become the Chair, after the Chair's term expires.
- C. Term of Office: The officers of the Council shall be installed at the annual meeting at which they are elected and, shall hold office for one (1) year until the next annual meeting, with one renewal of one (1) year, or until their respective successors shall have been duly elected. The Secretary may serve more than one year.
- D. Resignation: Any officer may resign their office at any time by giving written notice to the Chair of the Council. Such resignation shall take effect at the time specified in the notice, or if no time is specified, then immediately.
- E. Removal: Any officer may be removed from their office, with or without cause, by a majority vote of the Council members at any regular meeting, or at a special meeting of the Council called expressly for that purpose.
- F. Vacancies: A vacancy in any office shall be filled by a majority vote of the Executive Committee of the Council for the unexpired term.
- G. Duties:
1. Chair: The Chair shall preside over all meetings and act as the Chief Executive of the Council. He or she may sign instruments, which the Council has authorized to be executed, and shall perform all duties incident to the office of Chair as may be prescribed by the Council.
  2. Vice Chair: The Vice Chair shall assume the duties of the Chair, if necessary. The Vice Chair shall also serve as the chairperson of the Nominating Committee.
  3. Secretary: The Secretary shall keep the minutes of the meetings of the Council; see that all notices are duly given in accordance with the provisions of these bylaws; and in general perform all duties incident to the office of Secretary and such other duties as may be assigned by the Council.

## ARTICLE VI - COMMITTEES

- A. There shall be at least two permanent committees:
1. The Executive Committee shall be composed of Council officers, the immediate past Chair and one (1) member selected by the Chair and approved by a majority vote of the full Council. The immediate past Chair will not be a committee member if he or she is no longer a member of the Council. The Executive Committee shall communicate regularly to establish agendas for Council meetings and to carry out other actions authorized by the Council.
  2. The Nominating Committee shall be composed of at least three (3) but no more than five (5) members selected by the Chair and approved by a majority vote of the full Council. The Nominating Committee shall nominate the Chair, Vice Chair, and Secretary on an annual basis, receive and review applications and recommend individuals to the Council to fill vacancies.
- B. Additional permanent and/or ad-hoc committees may be created based on a majority vote of the full Council. Creation of any additional permanent committee shall be reflected by an amendment to these bylaws to establish the name, membership, and purpose of such committee.
- C. Committee Procedures:
1. A quorum shall consist of one-half of the number of committee members plus one, where the committee has an even number of members.
  2. Proxy votes for specific issues shall be allowed if provided to the committee Chair prior to the meeting in which the vote shall occur.
  3. Each committee may adopt rules for its meetings not inconsistent with these bylaws or with any rules adopted by the Council.
  4. The Chair of the Council may fill vacancies on committees.

## ARTICLE VII - BYLAWS

These bylaws may be adopted and amended by the affirmative vote of a majority of voting Council members and approval of the County Executive. The bylaws or amendments thereto shall be submitted to the Council members in writing at a meeting prior to the meeting at which the vote on the approval of the bylaws or amendment is taken. Approval by the County Executive is necessary before an amendment may take effect.

## ARTICLE VIII - MISCELLANEOUS PROVISIONS

- A. Fiscal Year: The fiscal year of the Council shall be July 1 to June 30.
- B. Notice: Whenever under the provisions of these bylaws notice is required to be given to a Council, officer, or committee member, such notice shall be given in writing by first-class mail or overnight delivery service with postage prepaid to such person at his or her address as it appears on the records of the Council. Such notice shall be deemed to have been given when deposited in the mail or the delivery service. Notice may also be given by facsimile, electronic mail, or hand delivery, and will be deemed given when received.

# AFFORDABLE HOUSING COUNCIL STRATEGIC ACTION PLAN

**Mission Statement:** to advocate for the preservation and expansion of safe, decent, and affordable housing opportunities in Frederick County, Maryland

*Short Term = 6 to 12 months*

*Mid Term = 1 to 2 years*

*Long Term = 3 to 5 years*

Strategic Plan Goal	Action Steps/Time Frame
<p><b>Goal #1: Foster Opportunities for Affordable Housing Growth</b></p> <p><b>Objective #1:</b> Collaborate with government entities to encourage inclusion of affordable housing options in land use and development.</p> <p><b>Objective #2:</b> Examine current laws and regulations to identify barriers to affordable housing and provide recommendations.</p>	<p><b>Short Term</b></p> <ol style="list-style-type: none"> <li>1. Contact county and municipal housing, planning, and community development staff to introduce AHC members and establish a relationship.</li> <li>2. Work with staff to examine regulations and explore best practices from around the state, county and internationally.</li> </ol> <p><b>Mid Term</b></p> <ol style="list-style-type: none"> <li>1. Identify specific regulations with input from staff that act as an impediment to affordable development.</li> <li>2. Draft recommendations with input from staff on regulation or law changes.</li> <li>3. Advocate for specific changes through contact with elected officials and civic and community groups.</li> </ol> <p><b>Long Term</b></p> <p>Review effectiveness of the altered laws and regulations, the methods used to achieve the aforementioned changes, and the AHC as a whole.</p>
<p><b>Goal #2: Build Partnerships and Engage Stakeholders</b></p> <p><b>Objective #1:</b> Participate with public and private planning entities, community groups, and other agencies that are involved in housing services, housing counseling and education, and economic support opportunities.</p> <p><b>Objective #2:</b> Collaborate with the business community to identify commercial properties with potential for affordable residential components for development and rehabilitation of affordable housing.</p>	<p><b>Short Term</b></p> <ol style="list-style-type: none"> <li>1. Identify Council members to attend meetings of housing related entities and groups such as East Frederick Rising, Golden Mile Alliance, Frederick Coalition for the Homeless, Commission on Aging, Chamber, Business Development Board, United Way, Downtown Frederick Partnership, etc. to advocate for and learn of potential affordable housing opportunities.</li> <li>2. Conduct assessment of developers' needs/ideas relative to increasing affordable housing options.</li> <li>3. Conduct assessment of potential projects.</li> </ol> <p><b>Mid Term</b></p> <ol style="list-style-type: none"> <li>1. Conduct an assessment of local resources and needs for affordable housing, also utilizing information from others that have been developed.</li> <li>2. Identify and provide advocacy for the highest level needs as determined by the needs assessment, focusing on creative partnerships with entities that can leverage land/sites.</li> <li>3. Review effectiveness of AHC's efforts.</li> </ol> <p><b>Long Term</b></p> <ol style="list-style-type: none"> <li>1. From the assessment, identify developers and community/government entities to work together with the AHC to meet objective #2, focusing on a limited number of properties/areas.</li> <li>2. Review effectiveness of AHC's efforts.</li> </ol>
<p><b>Goal #3: Build Community Acceptance and Support</b></p> <p><b>Objective #1:</b> Enhance and provide opportunities for education and outreach</p>	<p><b>Short Term</b></p> <ol style="list-style-type: none"> <li>1. Research community benefits of affordable housing and compile statistics to support those benefits.</li> <li>2. Research best practices for counteracting negative stereotypes often associated with affordable housing.</li> <li>3. Identify and form relationships with civic, business, and neighborhood groups as well as social service providers operating in the affordable housing arena.</li> <li>4. Develop a community-oriented, Frederick-specific presentation.</li> <li>5. Determine most appropriate audiences and begin to make public presentations.</li> </ol>

## AFFORDABLE HOUSING COUNCIL STRATEGIC ACTION PLAN

<p><b>Objective #2:</b> Engage with civic, business, and neighborhood groups to promote the communitywide benefits of affordable housing.</p>	<p><b>Mid Term/Long Term</b></p> <ol style="list-style-type: none"> <li>1. Continue researching community benefits of and compiling statistics for affordable housing.</li> <li>2. Continuing making public presentations.</li> <li>3. Continue collaborating with civic, business, neighborhood groups, and relevant social service providers.</li> <li>4. Publicize wider grassroots support for affordable housing in the community.</li> </ol>
<p><b>Goal #4: Promote Economically Viable and Livable Communities</b></p> <p><b>Objective #1:</b> Advocate for planning policies that support mixed use development that includes diverse housing stock, multi-modal transportation networks, energy conservation and efficiency, open spaces, and similar principles.</p> <p><b>Objective #2:</b> Identify, encourage, and advocate for projects that foster community development.</p>	<p><b>Short Term</b></p> <ol style="list-style-type: none"> <li>1. Attend meetings of Planning Commissions to advocate for planning policies that support and entice mixed use mixed income affordable housing development.</li> <li>2. Attend meetings of East Frederick Rising, the Golden Mile Alliance, and other similar groups to promote the ideas of having a diverse housing stock, multi-modal transportation networks, energy conservation and efficiency, open spaces, and similar spaces of mixed use mixed income development with walkable access to transportation hubs and community amenities.</li> <li>3. Research potential sites, such as dilapidated downtown buildings.</li> <li>4. Discuss potential sites with housing groups and other potential partners such as Downtown Frederick Partnership and Hood College.</li> </ol> <p><b>Mid Term/Long Term</b></p> <ol style="list-style-type: none"> <li>1. Continue advocacy and outreach to potential new partners, especially commercial, faith based and government entities for land or sites.</li> <li>2. Continue to research best practices and incorporate into the AHC Strategic Plan.</li> <li>3. Review and update AHC Strategic Plan at the annual meeting of the AHC.</li> </ol>