

**PLANNING COMMISSION
WORK SESSION AGENDA
June 9, 2015 - 3:00 PM
Council Chambers - Rouss City Hall**

1. Review agenda for June 16, 2015 regular meeting **(Youmans)**
2. Committee reports
3. Status of projects pending Council approval **(Youmans)**
4. Announcements

**PLANNING COMMISSION
AGENDA
June 16, 2015 - 3:00 PM
Council Chambers - Rouss City Hall**

1. POINTS OF ORDER

- A. Roll Call
- B. Approval of Minutes
- C. Correspondence
- D. Citizen Comments
- E. Report of Frederick Co Planning Commission Liaison

2. PUBLIC HEARINGS – New Business

- A. **CUP-15-256** Request of Welby Lehman on behalf of Sacred Heart Academy for a Conditional Use Permit for a proposed structure exceeding an 8,000 square foot footprint, more than 85 feet from the public right of way, having roof pitches less than 6:12, and excessive wall spans exceeding more than otherwise permitted by right at 110 Keating Drive (Map Number 149-01--6) zoned Low Density Residential (LR) District with Corridor Enhancement (CE) District Overlay zoning. **(Mr. Crump)**
- B. **CUP-15-259** Request of Painter-Lewis, P.L.C. on behalf of Glass-Glen Burnie Foundation for a Conditional Use Permit for museums and art galleries operated in conjunction with buildings designated as Historic Landmarks to support phased expansion of the Museum of the Shenandoah Valley located at 801 Amherst Street (Map Number 171-1-21) zoned Education, Institution and Public Use (EIP) District with some Historic Winchester (HW) District Overlay and some Corridor Enhancement (CE) District Overlay zoning and at 901 Amherst Street (Map Number 191-1-8) mostly zoned Low Density Residential (LR) District and partly zoned EIP District with some CE District. **(Mr. Youmans)**

3. PUBLIC HEARINGS – Continued

4. NEW BUSINESS

- A. **TA-15-289** AN ORDINANCE AMENDING SECTION 8-2-19 OF THE WINCHESTER ZONING ORDINANCE PERTAINING TO GROUND FLOOR RESIDENTIAL CONVERSION OF EXISTING STRUCTURES. **(Mr. Grisdale)**
- B. **TA-15-322** AN ORDINANCE AMENDING ARTICLE 1 OF THE WINCHESTER ZONING ORDINANCE PERTAINING TO THE DEFINITIONS OF HOTEL, MOTEL, AND TRANSIENT. **(Mr. Grisdale)**
- C. Discussion regarding proposed Indian Alley/Cork Street safety improvements **(Mr. Eisenach)**

5. OLD BUSINESS

6. OTHER BUSINESS

- A. Administrative Approval(s) (Crump):
 - 1) Site Plan Report
 - (a) **SP-15-271** Minor Revision- 2232-2236 Papermill Rd- Whitacre Commercial Property
 - (b) **SP-15-286** Minor Revision-1690 S Pleasant Valley Rd- Starbucks
 - (c) **SP-15-330** New Site Plan- 710 Berryville Ave- Bear's Trading Post Addition

7. ADJOURN

PLANNING COMMISSION MINUTES

The Winchester Planning Commission held its regular meeting on Tuesday, May 19, 2015, at 3:00 p.m. in Council Chambers, 15 N. Cameron Street, Winchester, Virginia.

CALL TO ORDER: Chairman Slaughter called the meeting to order at 3:00pm
PRESENT: Chairman Slaughter, Vice-Chairman Loring Commissioner
Smith, Commissioner Tagnesi, Commissioner Fieo
ABSENT: Commissioner Smith, Commissioner Schickle
EX-OFICIO: City Manager Freeman
FREDERICK CO. LIAISON: Commissioner Kenney
STAFF: Timothy Youmans, Aaron Grisdale, Josh Crump, Erick
Moore, Carolyn Barrett
VISITORS: Jennifer Bell, Ron Mislowski, Josh Huff

APPROVAL OF MINUTES:

Chairman Slaughter called for corrections or additions to the minutes of April 21, 2015. Hearing none, he called for a motion. Commissioner Tagnesi moved to approve the minutes as submitted. Commissioner Loring seconded the motion. Voice vote was taken and the motion passed 5-0.

CORRESPONDENCE:

Mr. Youmans stated there was a revised agenda. There was the addition of item 4A, a text amendment pertaining to ground floor residential conversion of existing structures. Also under 6A, administrative authorizations for site plans, 1D the site plan discussed at the work session pertaining to the Meadow Branch Apartments. Staff suggests it might be appropriate for administrative approval. Attached to that are the minutes and revised staff reports for two public hearing items that are listed under 2A and 2B. Chairman Slaughter said they would wait until the next work session to discuss item 4A since Commissioners Smith and Loring weren't present at the previous work session.

CITIZEN COMMENTS:

None.

REPORT OF THE FREDERICK COUNTY PLANNING COMMISSION LIAISON:

There were two public hearings and two conditional use permits that were tied together. The first was a rezoning on Parks Mill Road corridor for Blue Ridge Soccer. Blackburn Property on Middle Road, which is part of the business friendly agenda, was a rezoning for a conditional use permit to allow for fast tracking the project.

PUBLIC HEARINGS:

TA-15-177 AN ORDINANCE TO AMEND AND REENACT ARTICLES 1, 8, 9, 10, 11 OF THE WINCHESTER ZONING ORDINANCE PERTAINING TO HOME IMPROVEMENT DONATION CENTERS DEFINITIONS AND USES.

Mr. Grisdale reviewed the amendment. The intention is to create definition and use provision for home improvement donation centers. It is for centers that accept donations of building supplies, materials and appliances then resell them to the public. Presently, there is no use provision allowing for that type of operation. Staff recommended other districts to include where this use may be appropriate. There is a slight change to the ordinance as presented. It is the removal of some language in the use definition pertaining to limiting the use to charitable organizations. It is the type of use that is going to be regulated, not whether it is for profit or non-profit.

Chairman Slaughter Opened the Public Hearing

Chairman Slaughter Closed the Public Hearing

Chairman Slaughter asked if they allow the general hardware store or home improvement store, why is there a separate definition for this use? Mr. Grisdale said the use is slightly different than a general hardware store or retail operation. It is a two-way exchange of goods. Customers donate materials to the entity conducting the operation as well as the normal retail portion where they are purchasing from the store. This will allow for limited retail operations without opening the door to anything and everything in the retail use provisions. Chairman Slaughter asked if there was a particular district other than B-1 in mind. Mr. Grisdale said there was nothing specific. It was to include possible districts where it would be appropriate and would only be permitted with a CUP.

Commissioner Fieo motioned to forward TA-15-177 to City Council with a favorable recommendation because the amendment, as proposed, presents good planning practice by providing for expanded commercial opportunities consistent with the Council's Strategic Plan and the City's Comprehensive Plan. Commissioner Tagnesi seconded the motion. Voice vote was taken and the motion passed 5-0.

CUP-15-219 REQUEST OF THE CITY OF WINCHESTER FOR A CONDITIONAL USE PERMIT FOR AMPHITHEATER USE FOR THE TAYLOR PAVILION AT 119 NORTH LOUDOUN STREET (MAP NUMBER 173-01-F-26) ZONED B-1 (HW).

Mr. Crump reviewed the request for the Taylor Pavilion. Staff supports the CUP as part of the rehabilitation of the Taylor Hotel site.

Ms. Bell stated she wanted to reinforce how important she thinks the Taylor Pavilion is for theater use. It has the potential to bring the community out for different events and programming. The hours requested are more restrictive than the current noise ordinance for any kind of performances.

The commissioners asked questions about the noise ordinance and hours requested. Chairman Wolfe asked what the current noise ordinance is. Ms. Bell explained the hours and differences between what they are requesting and what is in place. There was discussion about different types of events, how late they can go, security and clean up.

Chairman Slaughter Opened the Public Hearing

Ron Mislowski spoke in support of the proposal.

Josh Huff of the Bright Box Theater expressed reservations about standardization and continuity between public and city sponsored events. He was also concerned about licensing and audio and decibel levels and compared them to what is allowed at his venue. He is also concerned about part of the pavilion being closed during events and blocking the pedestrian walkway to the Braddock Street garage. He also mentioned a lack of restroom facilities and asked what the City

Chairman Slaughter Closed the Public Hearing

Ms. Bell spoke in response to Mr. Huff's concerns. The Taylor Pavilion does not include the entire space. The public walkway would not be blocked off. The city also maintains three licenses for music in order for people to perform in that area. Any requests for use of the space come through her office. The city does have a decibel meter and does use it to monitor events. Any noise complaints typically come through the police non-emergency number and are dealt with appropriately. The Braddock Street garage has restroom facilities that are open during city events. Private events must find appropriate portable facilities. Ms. Bell's office, as booking agent, has the authority to stop events if any major issues occur.

Commissioner Tagnesi motioned to forward CU-15-219 to City Council recommending approval per Section 9-2-25 of the Zoning Ordinance because the proposal, as submitted, will not adversely affect the health, safety or welfare of persons residing or working in the neighborhood nor be detrimental to public welfare or injurious to property or improvements in the neighborhood. The approval is subject to:

- 1. Use to begin no earlier than 9:00am and end no later than 10:00pm Sunday through Wednesday and begin no earlier than 9:00am and end no later than midnight Thursday through Saturday and on New Year's Eve.*
- 2. All events are coordinated through the Downtown Manager or other City official designated by the City Manager.*

Commissioner Loring seconded the motion. Voice vote was taken and the motion passed 3-2.

OLD BUSINESS:

None.

OTHER BUSINESS:

Administrative Approval(s):

- 1) Site Plan Report
 - a. SP-15-199 New Site Plan – 2525 S. Pleasant Valley Rd. – MPG Retail
Voice vote was taken and the motion passed 5-0.
 - b. SP-15-205 Minor Revision – 2705 S. Pleasant Valley Rd. – Dixie Beverage
Voice vote was taken and the motion passed 5-0.
 - c. SP-15-220 Major Revision – 380 Millwood Ave. – Evergreen Rehab Center
Voice vote was taken and the motion passed 4-0. Chairman Slaughter recused himself.
 - d. New Site Plan – 220 Merrimans Lane/420 Meadow Branch Ave. – Meadow Branch/Ridgewood Orchard Apartments

Mr. Youmans gave a reminder for the Shenandoah Valley Regional Commission's annual dinner is on May 21, 2015 at Lord Fairfax Community College. All members are invited. The speaker will be talking about economic development from a tourism perspective. Commissioner Tagnesi said he and his wife would be attending.

Chairman Slaughter reminded the members that starting in July, they will be meeting on the first and third Tuesdays of the month.

ADJOURNMENT:

With no further business before the Commission, the meeting adjourned at 4:02pm.

CUP-15-256 Request of Welby Lehman on behalf of Sacred Heart Academy for a Conditional Use Permit for a proposed structure exceeding an 8,000 square foot footprint, more than 85 feet from the public right of way, having roof pitches less than 6:12, and excessive wall spans exceeding more than otherwise permitted by right at 110 Keating Drive (Map Number 149-01--6) zoned Low Density Residential (LR) District with Corridor Enhancement (CE) District Overlay zoning.

REQUEST DESCRIPTION

The applicant is requesting a Conditional Use Permit (CUP) for the expansion of Sacred Heart Academy (SHA) with a gymnasium addition to the north of the existing school. The proposed gym is within the Amherst Street Corridor Enhancement Zoning Overlay District and is deviating from standards for building design set in article 14.2-6 of the Zoning Ordinance.

AREA DESCRIPTION

The subject property is zoned LR and has CE overlay zoning on the west and north portions of the overall site which are most visible from Amherst Street and Meadow Branch Avenue (both the existing and proposed portions). The CE District runs along the back (east) side of the school building and along the front (north) elevation and part of the east and west elevations of the church building.

The Sacred Heart property is connects to Amherst Street via Keating Drive (a private street). To the west of Keating Drive is the vacant parcel zoned LR. To the east of Keating is the Gateway Medical Center, which is zoned Residential Office, RO-1. Also to the east of the property is the Frederick County School Board office that is zoned LR and contains some athletic fields.



To the west and the south rear-facing portion of the property is proposed extension of Meadow Branch Avenue, as well as the Ridgewood Orchard Limited Partnership property, which contains portions of conditionally zoned Highway Commercial (B-2) District and Medium Density Residential (MR) with Planned Unit Development (PUD) overlay. The MR portion to the south is slated to be a 170-unit apartment complex while the B-2 portion is intended for a limited array of commercial uses.

STAFF COMMENTS

The CUP relates to four aspects of the SHA gym addition. The first one pertains to proposed building footprint, the second one pertains to roof pitch, the third the setback from the public right of way and fourth the building's façade and excessive wall spans. In 2007, SHA requested a similar CUP for an addition of their private school (which was completed in 2008), seeking approval for a building footprint in excess of 8,000 sq. ft. and roof pitches less than otherwise permitted by right. In the applicant's letter (see attached) to the Planning Director dated May 4, 2015, Mr. Randy Seitz of Blue Ridge Architects, architect for the owner (SHA and the Catholic Diocese of Arlington), outlined their intent to use the same architectural elements and exterior palette of materials for the gym that would be compatible with what was outlined in the 2007 CUP which was built in 2008.

Building Footprint & Setback from Right of Way

The proposed gymnasium addition, with an 11,500 sq. ft. footprint, exceeds the 8,000 "by-right" threshold by 3,500 sq. ft. and is setback farther than 85 feet from the public right of way. The size & scope of the gym addition does not dwarf the other buildings associated with school nor church on the site. Also, the proposed addition to the school is over 500 feet away from Amherst Street Corridor. Since the school building is situated a great distance away from any residences in the area it does not seem out of context and would not have as much impact as it would on the arrival experience as if it were up close to Amherst Street.

Roof Pitch

The submitted architectural elevations depict a standing seam metal pitched roof on the gym addition that will match in style and materials with the existing standing seam metal roof at the school. The proposed pitches on the longer portions of the main roof (running north-south) visible from the west are 3:12 & 2:12 which is a flatter pitch than the 6:12 roof pitch permitted without a CUP in the Amherst Street CE District. By having a lower pitched roof it allows for better views of the existing academy and church, which would otherwise be obstructed or viewed as being towered over if the roof structure had more of a 6:12 pitch.

Building Façade

In article 14.2-6.4e of the Corridor Enhancement Zoning Overlay District, excessive spans of solid walls or glass elevations is typically try to be avoided with the building's façade and the ordinance encourage a ratio 1:1 or 1:2 of transparent to opaque building treatment such as windows or breaks in the façade of the building. Since the proposed use is a gym, long monotonous façades are appropriate for this particular use and the elevations do show the use false window treatments in the form of a translucent daylighting system which closer meets the proper ratios of transparent to opaque building treatment.

Staff received an email comment (see attached) from JJ Smith, partner of the Ridgewood Orchard Limited Partnership and adjoining property owner, indicating he fully supports this CUP request for SHA. With the architectural elements matching the existing buildings on the site and the size of the addition being in proportion to the existing school buildings, City staff has no concerns for this proposed addition and supports this CUP request in support of the school's educational mission.

RECOMMENDATION

For a conditional use permit to be approved, a finding must be made that the proposal as submitted or modified will not adversely affect the health, safety or welfare of persons residing or working in the neighborhood nor be detrimental to public welfare or injurious to property or improvements in the neighborhood.

Staff recommends the following favorable motion:

MOVE, that the Commission forward **CU-15-256** to City Council recommending approval per Sections 14.2-6.10(a)(b)(e)& (f) of the Zoning Ordinance because the proposal, as submitted, will not adversely affect the health, safety or welfare of persons residing or working in the neighborhood nor be detrimental to public welfare or injurious to property or improvements in the neighborhood. The approval is subject to:

1. General conformity with submitted building elevations and floor plans; and,
2. Staff review and approval of a related site plan.



Conditional Use Application

May 4, 2015

Timothy Youmans, Planning Director, City of Winchester
Rouss City Hall
15 North Cameron Street Suite 318
Winchester, VA 22601

re: Sacred Heart Academy Renovation and Gymnasium Addition

Mr. Youmans:

Sacred Heart Academy (SHA) and the Catholic Diocese of Arlington are planning a gymnasium addition to the existing school at 110 Keating Drive in Winchester. The planned addition is located in the Amherst Street Corridor Enhancement District. The addition is 11,500 square feet.

The project will comply with the provisions of the corridor enhancement, Article 14.2, except for the areas that are included in this Conditional Use Application. The architecture and exterior palette of materials of the addition will be compatible with the previous addition to the school, which was completed in 2008.

Please see floor plan, elevations, and renderings attached to this letter. A preliminary site plan is also included.

Thank you for your consideration. Please contact Welby Lehman with any questions or concerns.

Sincerely,

A handwritten signature in blue ink that reads "Randy Seitz".

Randy Seitz, AIA
Architect/ President, Blue Ridge Architects

c: Welby Lehman, Blue Ridge Architects

Timothy Youmans

From: Timothy Youmans
Sent: Monday, June 01, 2015 8:16 AM
To: 'Smith, JJ'
Subject: RE: CUP-15-256

FILE COPY

JJ

Thank you for your input on this case. We will note your support for this request.

Tim

Timothy A. Youmans
Planning Director

City of Winchester
15 N. Cameron Street
Winchester, VA 22601
Phone: (540) 667-1815 ext. 1415
Email: timothy.youmans@winchesterva.gov



www.winchesterva.gov/planning

From: Smith, JJ [<mailto:JJSmith@valleyproteins.com>]
Sent: Sunday, May 31, 2015 5:00 PM
To: zzPL-PLNGDEPT
Subject: CUP-15-256

I am responding to your letter regarding the Conditional Use Permit for the addition to Sacred Heart Academy.

I serve as manager of Eagle 1976, LLC which is the general partner of Ridgewood Orchard Limited Partnership and an adjoining property owner to the Sacred Heart Church Academy. I am also a resident at 549 Merrimans Lane which is located very close to this project.

I fully support the Academy's request for this Conditional Use Permit.

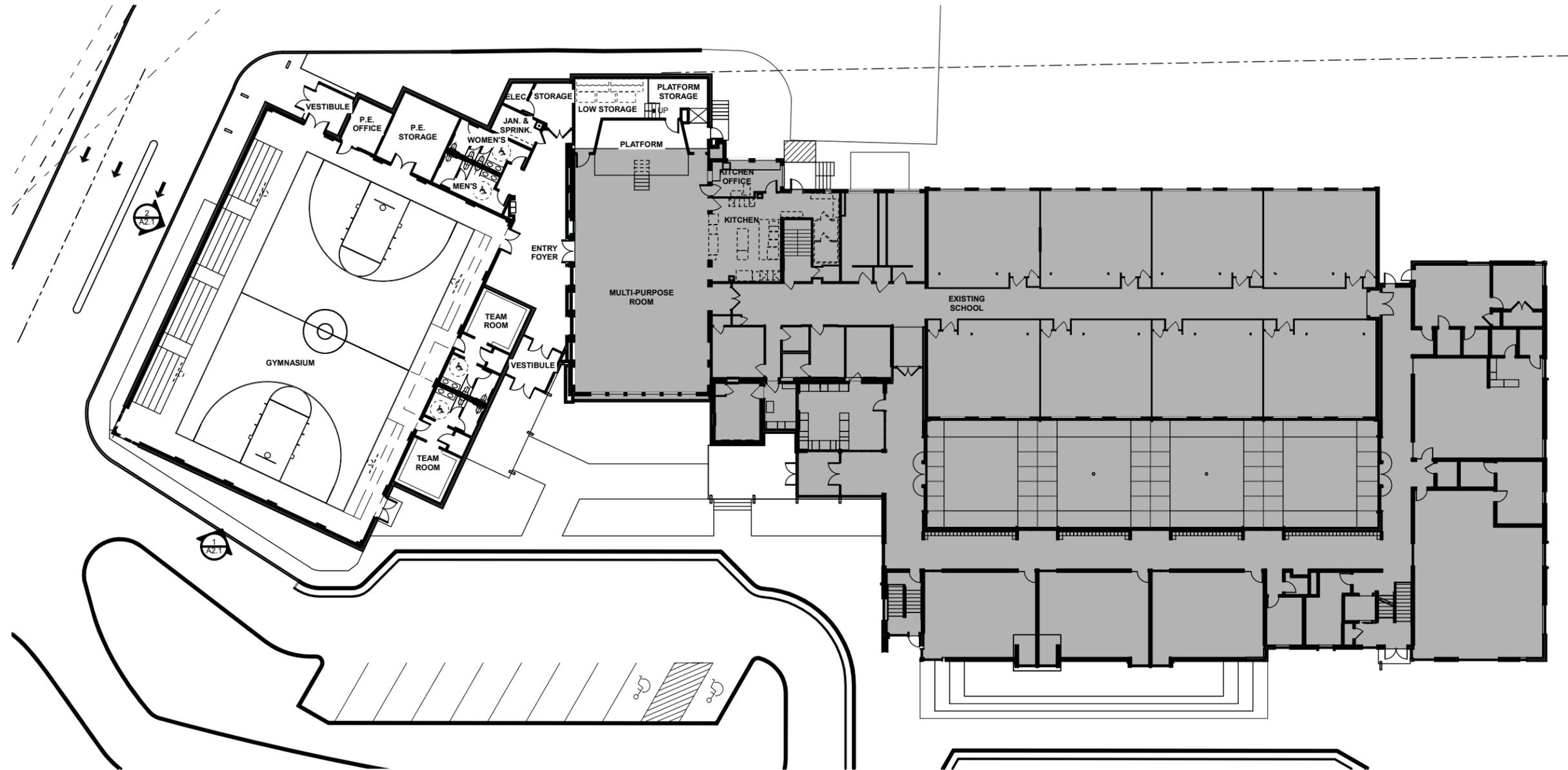
You may contact me at this e-mail address if you have any questions in this regard.

Gerald F. Smith, Jr.

The information transmitted herewith is confidential, proprietary information for use only by the addressee to whom it was supplied. This information is not to be disclosed to any person or entity not employed by the addressee company, and requiring the information to perform their job without the express written consent of Valley Proteins, Inc.

MAIN LEVEL FLOOR PLAN

PROJECT NO.: 01-14-085



110 KEATING DRIVE
WINCHESTER VA 22601

NTS



values in architecture

05/04/2015 0 1

SACRED HEART ACADEMY - GYM ADDITION

FF

NORTH ELEVATION

PROJECT NO.: 01-14-085



110 KEATING DRIVE
WINCHESTER VA 22601

NTS



values in architecture

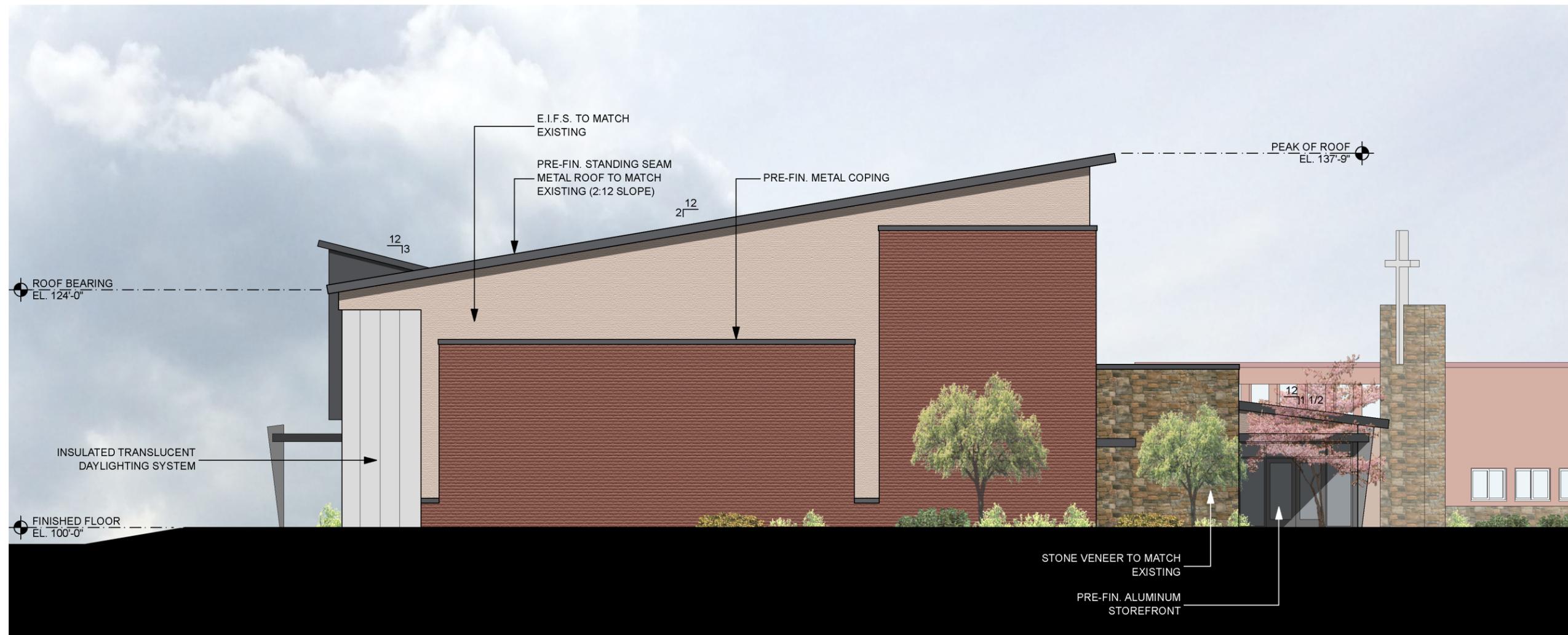
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SACRED HEART ACADEMY - GYM ADDITION

FG

WEST ELEVATION

PROJECT NO.: 01-14-085



110 KEATING DRIVE
WINCHESTER VA 22601

NTS



values in architecture

05/04/2015 0 3

SACRED HEART ACADEMY - GYM ADDITION



110 KEATING DRIVE
WINCHESTER VA 22601

NTS



values in architecture

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SACRED HEART ACADEMY - GYM ADDITION



110 KEATING DRIVE
WINCHESTER VA 22601

NTS



values in architecture

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SACRED HEART ACADEMY - GYM ADDITION

CUP-15-259 Request of Painter-Lewis, P.L.C. on behalf of Glass-Glen Burnie Foundation for a Conditional Use Permit for museums and art galleries operated in conjunction with buildings designated as Historic Landmarks to support phased expansion of the Museum of the Shenandoah Valley located at 801 Amherst Street (Map Number 171-1-21) zoned Education, Institution and Public Use (EIP) District with some Historic Winchester (HW) District Overlay and some Corridor Enhancement (CE) District Overlay zoning and at 901 Amherst Street (Map Number 191-1-8) mostly zoned Low Density Residential (LR) District and partly zoned EIP District with some CE District Overlay zoning.

REQUEST DESCRIPTION

The request is to permit additional phased construction of the private museum facility known as the Museum of the Shenandoah Valley (MSV) on the Glass-Glen Burnie Foundation (G-GBF) property. Major elements of the proposal include a 24,369 square foot Arts and Education (A&E) building proposed as a freestanding structure just to the north of a paved courtyard on the north side of the existing MSV museum structure, a 21,171 square foot Amphitheater building including a west-facing stage with an outdoor spectator area that could hold up to 3,000 persons in between the proposed A&E building and the existing historic gardens, an adaptive reuse of the existing concrete silo into an observation tower, a garden center/maintenance compound, public walking trails throughout the property, and a new entry road on Amherst Street aligning with Wood Avenue at the western edge of the G-GBF property. The new entry area would include structures including a security building just beyond a circular entry feature near the James Wood Middle School's eastern bus access point. Additional parking spaces are proposed along with a revamped circulation plan that deemphasizes the existing Amherst Street entrance

The request is described in a letter dated May 4, 2015 from Timothy G. Painter, P.E. at Painter-Lewis, who is the applicant for G-GBF. The letter also references the related Minor Subdivision which will consolidate three of the four large tracts of land comprising the Glen Burnie estate. The fourth tract, which is the southernmost field adjoining the rear of the residential lots along the north side of Seldon Drive, is proposed to remain separate and not a part of the CUP request even though some trail improvement is depicted across the part connecting to Jefferson Street.

AREA DESCRIPTION

The site is situated along the south side of Amherst Street and, as noted above, will be comprised of two separately platted parcels owned by the Glass-Glen Burnie Foundation. The proposed 195-acre consolidated parcel will result in multiple zoning designations applying to a single parcel of land. This includes a large band of land adjoining Amherst Street ranging in depth from 1,300-1,600 deep which is



zoned Education, Institution and Public Use, EIP. This area contains all of the existing Phase 1 historic home museum and gardens as well as the MSV structure. The majority of the G-GBF property is zoned Low Density Residential, LR extending from the properties fronting on Tennyson Ave to the east to the Ridgewood and Moffett properties to the west. Most of this area is in agricultural use or is wooded.

There are two distinct areas of overlay zoning that comprise a band along Amherst Street ranging in depth from 620-820 feet in depth. The eastern 1,200+/- -foot long portion of this band of overlay zoning is the local Historic Winchester, HW district. The western 1,200+/- -foot long portion of this band is the Amherst Street Corridor Enhancement (CE) District Overlay. With the exception of the circa 2005 MSV structure, most of the existing development is situated within the portion of the site overlaid with HW zoning. The MSV building and the proposed A&E building, Amphitheater, and Silo is within the portion of the site that is zoned EIP, but not also within either the HW or CE district overlay areas. The new western entry point would be situated within the portion of the site zoned EIP with CE overlay zoning. Most of the proposed Garden Center would be in the EIP-zoned portion of the site with two of the buildings being in the LR-zoned portion of the site.

Land across Amherst Street is zoned RO-1 and contains a mix of offices and single-family residences. Land to the west along Amherst Street is zoned RO-1 and contains the James Wood Middle School. The rear portion of the County School land is zoned LR. Land to the west, behind the James Wood School include the Ridgewood Orchard property which was recently rezoned Conditional MR(PUD) to support 170 apartments as well as the vacant MR-zoned Moffett Estate property.

Land to the east is zoned MR and contains single-family residences along Roszel Rd. Land to the northeast along Amherst Street is zoned B-1 and contains commercial buildings. The B-1 zoned land and RO-1 zoned properties fronting along Amherst to a point midway along the Glen Burnie frontage are also within the Historic Winchester, HW District. Land to the south includes the separately platted vacant G-GBF property zoned LR and the LR-zoned Handley Board of Trustees property housing the current JKES. Land to the southeast includes EIP-zoned land comprising the rear of single-family lots fronting along the west side of Tennyson Avenue. A vacant Byrd Estate property to the east is zoned LR.

COMMENTS FROM THE PLANNING DEPARTMENT

The Conditional Use Permit originally approved by City Council in 1997 (CU-97-01) for the original historic home museum included conditions which pertain to further development. Among the conditions was the entry drive curbing was deferred and that the remaining Amherst Street sidewalk be deferred during Phase 1A.

A second CUP request was approved on August 14, 2001 to permit the phased construction of a 60,420 square-foot private MSV museum facility on the central portion of the Glass-Glen Burnie property. The proposal included 50,501 square feet of museum space, 6,470 square feet of office space and 3,449 square feet of reception space. A total of 180 additional parking spaces were approved with that proposal. Council approved the Conditional Use Permit request for up to a 62,000 square foot private museum without conditions. In conjunction with the site plan, the Commission also granted waivers of the following site plan standards:

- Continuous curbing along the entry drive
- Screening to less intensive adjacent zoning districts
- Asphalt or concrete surfacing of drives and parking lots

Regarding the current request, the proposed A&E Building is situated approximately 800 feet back from Amherst Street in behind the historic gardens and circa 1970 barn. The architectural plans depict some form of roofed connection from a central entry point to the A&E Building and a parking lot concept perspective drawing depicts what persons arriving at the central entry would see when walking from the enlarged parking lot.

The proposal does not clearly indicate which new features would be built in each of several future phases, but the applicant wishes to show everything that is ultimately proposed for the site. Because there is no sequence of phasing, it is difficult to evaluate the project phasing, especially with regard to how long the existing Amherst Street entry point would continue to be the sole access point. The plans depict that entry point remaining even after the new major entry point is created to the west opposite of the Wood Avenue median crossing on Amherst Street.

TRAFFIC IMPACTS

The submitted plans do not include a traffic analysis. A trip generation table included with the Phase 1 approved CUP indicated a total of 176 passenger vehicle trips per day (54,912 cars per 312-day year) and 1.87 bus trips per day (583 buses per 312-day year). An analysis of peak day (Glen Burnie Day) traffic indicated a total of 1,040 car trips and 12 bus trips during that day. These trips were concentrated primarily in a four-hour period beginning around Noon on a Sunday in July and were projected to result in 4.4 vehicles entering or exiting the site every minute. Half of the vehicles would be making a left either into or out of the site. The applicant should update this analysis to account for the new access provisions and the expanded uses, particularly the Amphitheater which could result in extensive vehicle turn movements before and after shows. No improvements to Amherst Street are proposed as part of the materials filed to date. The Wood Avenue intersection is not currently signalized and is not scheduled for signalization by the City at this time.

OTHER IMPACTS

There should be only infrequent negative impacts on adjacent residences and businesses caused by the expansion of uses at this location, although there will be some noise during outdoor concerts that will likely impact residents along Roszel Road to the east of the Amphitheater. The proposed amphitheater is situated approximately 400 feet away from the adjoining boundary of some of the MR-zoned Roszel Road lots and the stage is facing to the west away from the neighborhood. Crowd noise, however, would be directed toward the adjoining residential area and there is a chance that amplified music could bounce off of the existing museum and/or proposed A&E building back toward the residential area.

A 4-bay loading dock is depicted at the rear of the Amphitheater structure and the applicant should provide better information as to how any truck or celebrity bus impacts such as noise, odor, fumes, vibration, caused by idling are mitigated. The applicant should also ensure that there will not be back-up generators or equipment associated with the concession stands that would impact the adjoining residential area.

Hours and days of operation for the amphitheater are not addressed in the application, but should be. The 2001 traffic analysis indicated that the hours of operations would be 10AM to 4PM Tuesday through Saturday and Noon until 4PM on Sundays.

Walking trails are proposed along much of the periphery of the site as well as an extensive network of trails on the interior of the site. A trail connection is proposed to connect to the western terminus of Jefferson Street and a second trail is depicted connecting to a portion of the current JKES property up near Harper Drive and is annotated as the 'Handley Connection Trail' on the plans. During hours that MSV is open, these trails will provide a desirable enhancement to the Green Circle Trail.

SITE PLAN ISSUES

Other than a recent site plan for a part of the Garden Center/Maintenance area, no engineered site plan has been submitted. There are a number of smaller issues that pertain more to the site plan approval than to the Conditional Use Permit approval that will need to be reviewed before the additional phases of construction could commence. The plans would need to clearly indicate the type and location of lighting proposed, especially if evening venues are proposed for the amphitheater. The Zoning Ordinance requires a minimum foot-candle amount of illumination in the parking areas and drives.

Unless further waivers are granted, the development is subject to screening requirements along the entire boundary adjacent to the LR and MR Districts. This requirement seems excessive given the considerable distance that the proposed buildings are situated away from residences in these adjacent districts and the topography which buffers the development as viewed from the east. The applicant should also clarify whether waivers of curbing along the entry drive and surfacing treatment in the parking lots is still being requested. Waivers had been granted in the past based upon a finding that such improvements were inconsistent with the historical context of the rural farm setting being presented and based upon the satisfactory condition of the grass shoulders maintained during the Phase 1 operation.

RECOMMENDATION

For a conditional use permit to be approved, a finding must be made that the proposal as submitted or modified will not adversely affect the health, safety or welfare of persons residing or working in the neighborhood nor be detrimental to public welfare or injurious to property or improvements in the neighborhood. The project is well designed and should be a positive contribution to the Winchester tourism economy with only infrequent negative noise impacts on adjacent residences and traffic impacts on Amherst Street.

Staff feels that the applicant should update the traffic impact analysis from 2001 and clarify the measures proposed to mitigate noise impacts from the adjoining residential areas. The CUP request should provide clearer information with regard to the sequence of future development even if the actual timing of any particular phase remains unknown at this time. In particular, the timing of the western entry should be identified relative to the construction of the amphitheater and A&E building which are likely to add significantly to the volume of traffic entering and exiting the site along Amherst Street.

If the requested additional information is not available prior to the public hearing, then staff recommends tabling the request. A motion to table could read:
MOVE, that the Commission table **CUP-15-259** until the July 21st meeting to allow the applicant sufficient time to provide additional information addressing potential impacts.

Or

If the Commission is satisfied with the proposal as presented, or modified, then a motion to forward the request with a favorable motion could read:
MOVE, that the Commission forward **CU-15-259** to City Council recommending approval per Sections 3-2-3 and 16.1-2-2 of the Zoning Ordinance because the proposal, as submitted, will not adversely affect the health, safety or welfare of persons residing or working in the neighborhood nor be detrimental to public welfare or injurious to property or improvements in the neighborhood. The approval is subject to:

1. Use of the Amphitheater to begin no earlier than 9 AM and end no later than 10 PM Sunday through Thursday and begin no earlier than 9 AM and end no later than 11:59PM Friday and Saturday.
2. The operator of the Amphitheater to provide traffic control at the Amherst Street entrances and exits during peak arrival times and exit times for any shows expected to draw more than 500 persons.

Or

If the Commission is not satisfied with the proposal as presented, then a motion to forward the request with an unfavorable motion could read:
MOVE, that the Commission forward **CU-15-259** to City Council recommending disapproval per Sections 3-2-3 and 16.1-2-2 of the Zoning Ordinance because the proposal, as submitted, is likely to adversely affect the health, safety or welfare of persons residing or working in the neighborhood nor be detrimental to public welfare or injurious to property or improvements in the neighborhood due to noise and/or traffic impacts associated with the amphitheater use.

PAINTER-LEWIS, P.L.C.

CONSULTING ENGINEERS

817 Cedar Creek Grade, Suite 120
Winchester, Virginia 22601

Tel.: (540) 662-5792
Fax.: (540) 662-5793

May 4, 2015

Mr. Timothy Youmans, Planning Director
City of Winchester, Virginia
15 N. Cameron Street
Rouss City Hall
Winchester, Virginia 22601

Re: Conditional Use Permit Application
Museum of the Shenandoah Valley
901 Amherst Street
Winchester, Virginia

Dear Sir:

The Museum of the Shenandoah Valley (Museum) requests that the City of Winchester consider the extension of the current Conditional Use Permit (CUP) to encompass the entire parcel, as reflected by the consolidation plat currently under your consideration. The current CUP covers a portion of the Glass-Glen Burnie Foundation in the area where the existing buildings are located. This request shall extend the coverage for the entire parcel. This is proposed to permit the Museum to expand its operation and facilities in a phased, planned growth, as indicated with the accompanying documentation and master plan.

The Museum is proposing this phased expansion to become a true community partner and to better serve Winchester and the local area. The proposal consists of a new, main entrance across from Wood Avenue, main access and service drives to better control traffic on site, a new environmentally friendly parking area, expansions to the museum facility, enhanced gardens and grounds, renovation of the existing silo structure, public walking trails and connections to the surrounding schools, and a future amphitheater facility.

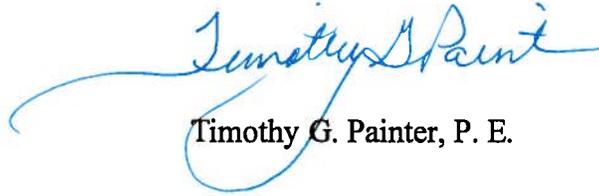
We believe that this will allow the Museum to better serve the community. Additionally, the concepts of the proposed master plan will merely enhance the services that the Museum provides; and in no way will this CUP adversely effect the adjacent neighbors or the local community. This proposal corresponds to and is in conformance with the comprehensive plan and will allow the Museum to continue its mission of service to this community.

Mr. Timothy Youmans, Planning Director
City of Winchester, Virginia

May 4, 2015
Conditional Use Permit Application

Thank you for your attention to and consideration of the matter. If you would have any questions or would require further information please do not hesitate to contact me.

Sincerely,



Timothy G. Painter, P. E.

Enclosures:

The MSV Phase II sequencing is as follows:

Phase II a: 12 months

1. New entrance across from Wood Avenue, sign, Kiosks, & gate house, and parking area.
2. New service roadway and improved and expanded main parking area.
3. Storm water management and water quality measures for the full development.
4. Service utility extensions.

Phase II b: 12 Months

1. Installation of the primary trail system.
2. Gardens & Greens Office Facility.
3. Renovation of the existing Silo and construction of the additions.

Phase II c: 10 Months

1. Construction of the Orientation Building.
2. Existing Shelter Barn renovation & restroom construction.
3. Orchard and South Lawn construction.

Phase II d: 13 Months

1. Construction of the Arts and Entertainment Building.
2. Amphitheater service driveway construction.

Phase II e: 12 Months

1. Construction of the Amphitheater and related facilities.

Phase II f: 4 Months

1. Installation of the secondary trail system.
2. Construction of miscellaneous site enhancements.



The Museum of the Shenandoah Valley (MSV) is dedicated to preserving and enriching the cultural life and heritage of the Shenandoah Valley. With that mission in mind, the MSV began working over three and a half years ago, in collaboration with individuals, businesses, and non-profit organizations, to identify opportunities the MSV could extend to our community. Through six months of listening sessions, where we welcomed input from over 350 community friends, our needs were identified and work begun on how we could continue to build our reputation as a center for scholarship and educational programming centered on the Shenandoah Valley's rich heritage and material culture.

On November 14, 2013 the MSV unveiled our Master Plan to much public support and enthusiasm. The Master Plan will be achieved through four phases and will serve as our major capital improvements guide for the next decade. Phase I of the Master Plan, which we call stewardship, pertains to the renovation of the Glen Burnie house and gardens, and is nearing completion. In January 2014 we began planning to meet the needs for Phase II of the Master Plan estimated goal of \$26,000,000. The construction of a professional amphitheatre falls within Phase II and will encompass a significant portion of this goal. Prior to unveiling our Master Plan it was shared with 8 of 9 Winchester City Councilors, all of whom were enthusiastically supportive. Each councilor hailed the future MSV amphitheatre and didn't think it would compete with the proposed "community" amphitheater for Jim Barnett Park.

The Museum of the Shenandoah Valley amphitheatre will be located in a natural bowl behind the Museum building. We are collaborating with Dr. Michael Stepniak, Dean and Professor of Music, for Shenandoah University to create a programmatic vision for this amphitheatre to present singularly iconic artists and ensembles to the Northern Shenandoah Valley. This program will include a summer performance season from Mid-April to Mid-September and will include targeted educational efforts and strategic ticket pricing to make it truly accessible and an attractive cultural resource for diverse families and individuals from our tri-state area. Additionally, the amphitheatre will also create an infrastructure for the MSV's current summer Gardens at Night (GAN) summer community concert series which draws between 400 and 2,200 per performance. When not used for performances or activities, the amphitheatre will serve as garden space connected to the Cultural Park's trail network and complement the surrounding landscape.

This shared vision between the MSV and Shenandoah University is a fabulous collaboration of talents and available space. With the construction of an amphitheatre the MSV has an exciting opportunity to create a thematically unique niche, in a one-of-a-kind setting, for the cultural community of the Northern Shenandoah Valley. It will build upon a shared dedication of the MSV and Shenandoah Conservatory to excellence in artistry, enrichment of a diverse community, and the promotion of Winchester as a leading center for culture and creativity. When complete, we feel the amphitheatre, as well as the MSV will be a "must-see" attraction.

The goal for Phase III, which includes renovation of our existing museum building, is \$221,090 and the goal for Phase IV, creating an additional 21,000+ of museum space, is estimated to be \$6,713,910, respectively.

A Shared Vision for the New Amphitheatre at the MSV

To enrich a diverse community, promote creative and artistic excellence, celebrate local cultural heritage, and advance Winchester as a leading center of culture and creativity

PROGRAMMING

PERFORMING ARTS LIVE @ NEW AMPHITHEATRE:

Vision: Presenting **singularly iconic artists and ensembles** within a summer performance season that also includes targeted educational efforts and a strategic ticket pricing structure to make the PAL Series @ New Amphitheatre a truly accessible and attractive cultural resource for diverse families and individuals from the tri-state community and Mid-Atlantic region.

At the center of activities in the New Amphitheatre is a season of performances occurring mid-April to mid-September (ranging from one to three events per weekend, with an occasional week-long festival). This premier season will be a professional series overseen by the Artistic Director of Performing Arts Live (PAL) at Shenandoah Conservatory in partnership with key personnel at the Museum, focusing around the following areas, in decreasing order of frequency:

- Rock (e.g., Ben Folds, Neko Case, Pink Martini)
- Folk (e.g., Old Crow Medicine Show)
- Classical (e.g., Orpheus Chamber Orchestra, Brooklyn Rider)
- Jazz (e.g., SFJazz Collective, Count Basie Orchestra)
- Family Events (e.g., World Music and Dance)

COMMUNITY CO-PRESENTATIONS:

Hosting Local and Regional Artists, and presenting General Educational and Cultural Events such as the MSV's Gardens at Night (GAN) concert series which has grown to attract over 8,000 people each year ; Winchester Little Theatre performances and summer camps; and Shenandoah University student performances.

STAFFING

Nothing is more critical to the vision and the financial and operational integrity of the envisioned Amphitheatre than the presence of (a) highly skilled personnel who oversee and ensure exceptional programming and operations, and (b) the successful development of the Amphitheatre's profile in the Mid-Atlantic region through a robust marketing campaign. To ensure that the New Amphitheatre has exceptional and appropriate leadership and that the Museum of the Shenandoah Valley and Shenandoah Conservatory are capitalizing on their individual strengths and possible areas of cost-savings, the attached pages provide an initial outline of a possible staffing structure.

The costs of staffing the operation of the Amphitheatre, as outlined below, are to be incurred by MSV. Shenandoah Conservatory, for its part, is committed to providing expertise and time of key personnel to ensure the integrity of the artistic programming. In that way, the Conservatory helps ensure that the costs incurred are significantly less than they otherwise would be.

ARTISTIC OVERSIGHT:

- Proposed (\$70K annual, no benefits)
 - Having the current Managing Director and Artistic Director of PAL at Shenandoah Conservatory become the full time Artistic Director of PAL at both SU and MSV, with MSV offsetting a portion of his salary, and providing occasional office space (offset portion: \$40K annual)
 - Reflecting best practice in the industry, have 1 or 2 key industry programmers on retainer to aid in the selection and contracting of special performers/events (\$15K annual)
 - Bring in major folk or rock artists who help co-curate special festivals, allowing for the attraction of special acts otherwise unaffordable (\$15K annual)

PRODUCTIONS OVERSIGHT:

- Initial Estimate (\$51.4K)
 - Seasonal (\$27K)
 - Production Manager employed on site at the Museum as a full time employee from mid March – end of September, for fee of \$27K (based on 6.5 months of \$50K annual salary)
 - Hourly (\$24.4K)



- *Crew: 3-6 Conservatory Students (\$10/hr), average of 6 hours per 35 events [\$10.5K]*
- *Sound Engineer at \$200/major event (25), and Asst Sound Engineer at \$100/event (10) [\$6K]*
- *Box Office Manager (\$20/hr) from 2hrs prior to performance until 1hr into performance [\$1,850]*
- *Box Officer Staff (\$10/hr), average of 5 hours per event [\$4,200]*
- *House Manager (\$15/hr), average of 3.5 hours per event [\$1,850]*
- *Ushers – Volunteers, managed by House Manager [No Cost]*

MARKETING:

- Proposed Production (Cost calculated at about 20% of Projected Revenue)
 - Targeting the patron base of both the Conservatory and the Museum of the Shenandoah Valley, and the high volume of arts event patrons in the greater Washington DC area, develop and pursue a comprehensive marketing campaign to fully develop the profile of the Amphitheatre in the Mid-Atlantic region. Expected marketing plan would include, but not be necessarily limited to, the following:
 - Brochure/Postcard & Mailing
 - Email and Web Design and Production/Maintenance
 - Limited and Strategic Paid Advertising (Print, Radio, Web)
 - Social Media
 - Publicity Releases
- Proposed Staff (\$40K annual plus benefits)
 - Occupying office space in both the Conservatory and Museum, this full time Marketing Associate would work in coordination with MSV marketing staff, and Conservatory Artistic Director and marketing staff. A marketing professional focusing exclusively on developing and implementing a comprehensive marketing campaign strategically targeted specific audience segments for the diverse tracks of the performance season.

December 10, 2013

Mr. Joel Richardson
Reader & Swartz Architects, P.C.
213 N. Cameron Street
Winchester, VA 22601

**Re: Museum of the Shenandoah Valley Amphitheater
Proposal for Acoustic, Audio/Video and (Optional) Theater Consulting Services
Reference #2572-rev0**

Dear Joel,

We are pleased to submit the following proposal to provide acoustic and audio/video consultation services for the conceptual design of an outdoor amphitheater at Museum of the Shenandoah Valley. We have also included optional theater consultation services, which will be provided by our sub-consultant, Schuler Shook. It is understood that the purpose of this phase is to define a scope and estimate the cost of the project.

Attachments to this letter highlight some of the relevant outdoor pavilion and amphitheater design work our firm has contributed to over the years. Our project experience includes the 15,000-seat pavilion at Bethel Woods Center for the Arts in the Catskills, the 17,000-seat Hollywood Bowl in Los Angeles, and the 4,000-seat Chautauqua Amphitheater in western New York.

Our firm recently co-designed a new sound system for the City of Houston's sound contractor at Miller Amphitheater. This cost-effective design-build project was completed quickly so that the system could be installed during one off-season. Currently, we are working on designing audio/video systems for audiences up to 3,000 people in an outdoor garden at the Memphis Botanical Gardens. We have helped performance institutions including the New York Philharmonic, the Boston Pops, the Cincinnati Symphony, and the Chicago Symphony, among others, create outstanding outdoor music environments using sophisticated audio systems that surround the audience in concert hall levels of sound.

SCOPE OF SERVICES - ACOUSTICS

1. Attend one meeting in Virginia with the design team, client, and end users, as appropriate, to discuss the overall program, the intended uses of the amphitheater, and the acoustic requirements and expectations.
2. Establish acoustic design goals, strategies, and criteria.

3. Provide design input - in the form of recommendations, sketches, and mark-ups, as required – to assist the design team in developing a conceptual design for the project.
4. Summarize our design input in a written report. The report will outline our understanding of the uses of the amphitheater, the acoustic design goals, the acoustic criteria to meet those goals, and a description of key acoustic design features, systems, and equipment.

SCOPE OF SERVICES – AUDIO/VIDEO

1. Attend one meeting in Virginia with the design team, client, and end users, as appropriate, to discuss the requirements for audio/video systems.
2. Prepare an Audio/Video Programming Report detailing our understanding of the audio/video requirements for the project. The report will include a preliminary estimate off the installed cost of the audio/video systems.
3. Review the Audio/Video Programming Report with the design team and client, and incorporate any agreed-up revisions.

OPTIONAL SCOPE OF SERVICES – THEATER

1. Attend one meeting in Virginia with the design team, client, and end users, as appropriate, to ascertain needs and goals of the client.
2. Discuss potential users’ production activity, scheduling, staffing, and backstage and support requirements
3. Advise on issues such as area requirements, seating and stage configurations, backstage support adjacencies, and special technical considerations.
4. Assist with development of a spatial inventory for the amphitheater and production support areas with recommended square footage allocations.
5. Review and comment on a conceptual design for the stage and audience seating areas. Assist with further conceptual planning layout.
6. Provide recommendations for implementation of production equipment appropriate to the goals of the owner.
7. Provide an opinion of probable costs for recommended production equipment.

COMPENSATION

1. **Fees** - Our fees for **acoustic and audio/video** consultation will be billed on an hourly basis at the following rates:

Principals	\$225 / hr.
Senior Consultants	\$175 / hr.
Consultants	\$125 / hr.

2. **Fees** - Our fees for optional **theater** consultation services will be billed on an hourly basis at the following rates:

Partners	\$300 / hr.
Principals	\$270 / hr.
Senior Theater Consultants	\$215 / hr.
Project Theater Consultants	\$155 / hr.
Theater Consultants	\$140 / hr.
Drafters, Specialists	\$105 / hr.

3. **Upset Fees** - We estimate our total fees will not exceed the following amounts. Our billings will not exceed these amounts without your written authorization.

Acoustics	\$7,000
Audio/Video	\$5,000
Theater (Optional)	\$7,000
Total	\$19,000

4. **Expenses** – Expenses that are necessary for the completion of the assigned work will be billed in addition to our fees at net cost. Reimbursable expenses include special mailing, printing, and other reproduction costs; rental and shipping of acoustic test instruments; travel costs, including transportation, meals, and lodging; and other related expenses.

CONTRACT TERMS AND CONDITIONS

1. **Payments** – Monthly invoices will be submitted by Jaffe Holden. All invoices shall be processed and paid within thirty (30) days of receipt. Payment delayed beyond one hundred twenty (120) days’ period will be subject to a service charge of 1-1/4 % per month (15% per annum).
2. **Validity Period** – This proposal shall be valid for a period of time not to exceed 90 days after the date of issuance of the proposal or contract. Jaffe Holden shall not be obligated to honor a proposal or contract which is not accepted within 90 days after issuance.
3. **Contract Termination** – Should the project be abandoned or should the client elect to terminate Jaffe Holden services for other reasons prior to Jaffe Holden's completion of the work, Jaffe Holden shall be paid for services performed up to the date of Jaffe Holden’s receipt of the notice of termination. Such compensation shall be in proportion to work performed.
4. **Arbitration** – All claims, disputes and other matters in question arising out of, or relating to, this Agreement, or the breach thereof, shall be decided by arbitration in accordance with the Construction Industry Arbitration Rules of the American Arbitration Association then obtaining unless the parties mutually agree otherwise. This agreement to arbitrate shall be specifically enforceable under the prevailing arbitration law.

Notice of the demand for arbitration shall be filed in writing with the other party to this Agreement and with the American Arbitration Association. The demand shall be made within a reasonable time after the claim, dispute, or other matter in question has arisen. In no event shall the demand for arbitration be made after the date when institution of legal or equitable proceedings based on such claim, dispute or other matter in question would be barred by the applicable statute of limitations.

The award rendered by the arbitrators shall be final, and judgment may be entered upon it in accordance with applicable law in any court having jurisdiction thereof.

5. **Non-Relative Litigation** – If there is any litigation between design team and client which does not involve the work of Jaffe Holden, compensation to Jaffe Holden will not be withheld for work completed and all invoices rendered by Jaffe Holden in accordance with this contract will be paid accordingly.

Thank you for inviting us to submit our proposal. Your signature below will authorize us to proceed with the work. In the meantime, should you have any questions, please don't hesitate to contact us.

Sincerely,

Jaffe **Holden**



Mark Holden
Principal

AUTHORIZATION

For: Reader & Swartz Architects, P.C.

By: _____

Date: _____

Jaffe Holden delivers award-winning architectural acoustics, audio/video and IT infrastructure consulting services to clients around the world. Located in Norwalk, CT, our team utilizes a highly collaborative approach and demonstrates commitment to quality control in order to provide clients with consistent and excellent work products. Jaffe Holden's extensive project portfolio includes all types of outdoor performance facilities and our comprehensive scope of services includes architectural room acoustics, building and exhibit sound isolation, custom-integrated sound design, audio/video systems, communication and paging systems, IT infrastructure, mechanical systems noise control, vibration isolation, environmental noise assessment and analysis, sound reinforcement, network systems, and telecommunications.

Outdoor pavilions and amphitheaters are being utilized more frequently for live music programming. Jaffe Holden has the expertise to conduct noise surveys before and after construction in order to recommend architectural measures to mitigate sound intrusion. Our firm can also specify noise monitoring systems that enable the operator of a facility to manipulate sound levels so as not to exceed noise ordinances.

We will draw heavily from our experience on the Bethel Woods Performing Arts Center in Bethel, New York, Hollywood Bowl, in Hollywood, California, the Hatch Memorial Shell in Boston, Massachusetts, and the Sun Valley Music Pavilion in Sun Valley, Idaho, to name a few.

MUSIC PAVILIONS

In Design or Construction:

Charlottesville Music Pavilion, Charlottesville, North Carolina
Cohen Ice Rink & Fountain at Mill River, Stamford, Connecticut
Levitt Pavilion, Westport, Connecticut
Longwood Gardens Main Fountain Garden Project, Kennett Square, PA
Memphis Live Botanical Gardens Pavilion, Memphis, Tennessee

Completed Projects:

2011 Maui Arts and Cultural Center Pavilion, Maui, Hawaii
2010 Miller Outdoor Theater, Houston, Texas
2009 Bethel Woods Performing Arts Center, Bethel, New York
2008 Sun Valley Pavilion, Sun Valley, Idaho
Blossom Music Center, Cuyahoga Falls, Ohio
Blockbuster Sony Entertainment Center, Camden, New Jersey
Concord Pavilion, Concord, California
Desert Sky Pavilion, Phoenix, Arizona
Fingerlakes Pavilion, Rochester, New York
Florida National Pavilion, Jacksonville, Florida
Harborside Festival Pavilion, Baltimore, Maryland
Grant Park Pavilion, Chicago, Illinois
Kent State Festival Pavilion, Cuyahoga Falls, Ohio
Meadow Brook Festival Pavilion, Rochester, Michigan
Merriweather Post Pavilion of Music, Columbia, Maryland
Mississippi River Festival Pavilion, Edwardsville, Illinois
National City Pavilion, Cincinnati, Ohio
Ontario Place Music Pavilion, Toronto, Canada
Pier 6 Pavilion, Baltimore, Maryland
Ravinia Festival Music Pavilion, Highland Park, Illinois
Riverbend Pavilion, Cincinnati, Ohio

Saratoga Performing Arts Center, Saratoga, New York

AMPHITHEATRES

In Design or Construction:

Fairfax County Amphitheater, Fairfax, Virginia

Chautauqua Institution Amphitheater, Chautauqua, New York

Nashville Park Amphitheater, South of Broadway Master Plan, Nashville, Tennessee

Completed Projects:

2007 Santa Barbara County Bowl, Santa Barbara, California

2004 Hollywood Bowl, Los Angeles, California

1997 North Carolina Art Museum Amphitheatre, Raleigh, North Carolina

Central Park Music Shell, New York, New York

Dallas Symphony Starfest, Dallas, Texas

Delacorte Theatre, New York Shakespeare Festival, New York, New York

Earl Bales Theatre, Toronto, Canada

Minnie Guggenheimer Pavilion, Central Park, New York, New York

Mizner Park, Boca Raton, Florida

Carlos Moseley Pavilion, New York, New York

Hatch Shell, Charles River Esplanade, Boston, Massachusetts

Kansas City Starlight Theatre, Kansas City, Missouri

Liberty Park, Jersey City, New Jersey

Lincoln Park Amphitheatre, Kettering, Ohio

McLaren Park Amphitheatre, San Francisco, California

Mount Morris Park Amphitheatre, New York, New York

Oregon Ridge Festival Stage, Baltimore, Maryland

Penns Landing Amphitheater, Philadelphia, Pennsylvania

Pittsburgh Symphony Festival, Point Park, Pittsburgh, Pennsylvania

Randall's Island Amphitheater, New York, New York

Sha-Tin Festival Stage, Hong Kong

Trophy Point Amphitheatre, U. S. Military Academy, West Point, New York

Outdoor Performance Venues

Bethel Woods Performing Arts Center Bethel, New York

The Bethel Woods Performing Arts Center Pavilion is a **4,800-seat** music pavilion on the site of the Woodstock Festival. It is designed to serve rock music as well as symphonic orchestras. The orchestra shell designed by JaffeHolden consists of 10 wooden towers and 4 wooden ceiling pieces and are in place for performances such as the New York Philharmonic, Wynton Marsalis and other performers that want an “unplugged” sound. For rock concerts, the wooden towers are removed and stored and a state of the art house sound system is used for the lawn and pavilion. Designed by JaffeHolden the system provides sound for local community groups as well as infrastructure for touring bands to connect their rigs to.



Chautauqua Institution Amphitheater Chautauqua, New York

The Chautauqua Institution amphitheater is a 4,063 seat amphitheater, that is currently being renovated to accommodate multiple purposes for the community. The audio/video components for the amphitheater are designed to respond to a variety of presenters’ needs. The system upgrade will facilitate the space’s ability to offer a multiplicity of disparate events by designing systems that enhance the ease at which the space transforms daily. The Audio/Video systems shall be designed to meet advanced technological needs, both physically and mechanically, for a range of presentations and performances.



Jaffe Holden’s acoustic recommendations aim to both restore and maintain the historic integrity of the building while also enhancing the quality of the spoken word.

Hollywood Bowl Hollywood, California

The symphonic acoustic design of the Hollywood Bowl was based on a proven concept that has been successfully implemented since the early 1960’s for symphony orchestras such as Cincinnati, Detroit and Pittsburgh who were playing in multi-use indoor and/or outdoor performance spaces. Since these orchestras were performing out of doors or in theaters that were on the dry side, we used the volume of the theater stage house as an acoustic chamber to develop additional reverberation or liveness in the audience listening areas. Within these stage house volumes we designed demountable concert shells that had tunable ceiling reflector panels suspended from the theater rigging. At the Hollywood Bowl, the overall hard reflective bowl like shell is the reverberant chamber and the adjustable reflectors within the halo ring enable us to balance as well as blend the sections of the orchestra and increase onstage hearing for the musicians. In an outdoor venue that seats close to **20,000 people**, the use of sound reinforcement is a given. However, a live, well blended and balanced orchestral sound at the source makes it much easier for the console operator to provide a sound that is more representative of what one might hear in a well designed concert hall.



Outdoor Performance Venue



Image courtesy of Studio Red

Miller Outdoor Theater

Houston, Texas

The Miller Outdoor Theater in Houston's Hermann Park is unique in the United States because it offers an eight month season of professional entertainment that is both culturally diverse and free of charge to the public. Programs include classical music, jazz, ethnic music and dance, ballet, Shakespeare, musical theatre and classic films. The theater is located near the Houston Zoo and the Museum of Natural Science. Seating is provided for 1,705 patrons, plus a sloping lawn that accommodates approximately 4,500 additional guests.

The theater structure includes a 64 x 41-foot stage, 54 line sets for hanging lights, curtains and scenery, an orchestra pit which can be raised and lowered, dressing rooms, offices, a full complement of theatrical equipment, and a 110-ton air conditioning system that cools the performance area.

Jaffe Holden provided a new design for the sound reinforcement system in order to replace an aging system that did not meet modern performance standards. The new system was designed and built in less than three months and received praise from artists, audiences and the city of Houston.

Project Information

1705-covered Seats
4,500-lawn Seats

Budget

\$1.5 Million

Design Team

Architects: Studio Red
Hairel Enterprises

Client

City of Houston

Completion Date

2010

"I just wanted to let you know how much I enjoyed the concert last night. It sounded absolutely great! So crisp and clean; all the voices and instruments were distinct and crystal clear. I sat for the first half, then walked the hill for the second and was very impressed in each location."

*Thomas Boyd, Production Director
Houston Ballet*

Outdoor Performance Venue



©: Kris Berg

Sun Valley Music Pavilion

Sun Valley, Idaho

The Sun Valley Music Pavilion is used as a seasonal space for the Sun Valley Symphony as well as for events hosted by the Sun Valley Resort. The pavilion houses a 6,000 square foot stage under a proscenium arch that supports a permanent acoustical shell. The shell is made of a tensile-steel web over which a wood-shingled roof is mounted. The proscenium arch soars 70 feet high and is anchored by an immense foundation consisting of 150 truckloads of concrete. The foundation is designed to make the structure extremely resistant to forces of weather and earthquakes.

Jaffe Holden provided architectural acoustic services, audio/video systems design services, and electronic architecture system design services for this project. Special features include an integrated audio and video system that combines a touring show-ready audio system inside the pavilion with a distributed audio system for listeners outside the structure. The team also designed a unique movable acoustic shell and ensured the electronic architecture system worked in conjunction with the distributed audio system in order to provide a full concert hall acoustical experience for all audiences.

Project Information

1,500 Permanent Seats
3,500 Lawn Seats

Scope of Work

Architectural Acoustics
Audio/Video Systems Design
Electronic Architecture System Design

Budget

\$14,000,000

Design Team

Architects: FTL Design Engineering Studio
Architect of Record:
Ruscitto/Latham/Blanton Architects
Theatre Consultant: Auerbach Pollack Frielander

Completion Date

2008

Client

Sun Valley Company

Joseph M. Bryan Jr. Theater North Carolina Museum of Art

Raleigh, North Carolina

The Joseph M. Bryan, Jr., Theater in the Museum Park is part of a 164 acre area, which features rolling fields and woodlands with trails and sculptures throughout. The theater is a 500-seat outdoor theater, with lawn seating for 2,000. This theater has become a favorite destination for music, film screenings and festivals. JaffeHolden's scope involved the stage design and community noise evaluations.



The Levitt Pavilion for the Performing Arts

Westport, Connecticut

For the past 33 years, the Levitt Pavilion for the Performing Arts has provided nightly entertainment in a outdoor setting during the summer. The pavilion features, music, dance, comedy, film and drama. JaffeHolden was involved in the initial inception of the pavilion and is currently involved in the plan to replace the band-shell and upgrade the Pavilion with acoustic treatments for the stage and pavilion area. JaffeHolden has also completed multiple community noise impact studies. The Audio & Video system designed by JaffeHolden, consists of a main speaker system with distributed speakers mounted on poles for lawn seating.





MARK HOLDEN, FASA
Principal, Acoustics

Mark asserts that cultivating strong working relationships leads to well-executed deliverables, lasting partnerships and ultimately, project success. His passion for acoustic excellence, paired with his outstanding leadership ability, propel design teams towards timely project completion.

With Jaffe Holden Since 1978 – In The Industry Since 1978

Mark is Chairman and lead acoustic designer at Jaffe Holden. He has collaborated on hundreds of diverse performance and exhibition space designs throughout the world. Mark thrives on the creative design processes that call on his unique skills as an engineer, physicist, communicator, and jazz musician to create superior acoustic environments.

Educated at Duke University where he earned a Bachelor of Science degree in electrical engineering, Mark has authored numerous papers and columns for major trade publications. He lectures at universities across the United States, including Harvard and the University of Miami. Mark is a member of the National Council of Acoustical Consultants and elected fellow of the Acoustical Society of America.

Projects

A list of his project work includes the following:

- Chautauqua Institution Amphitheater, Chautauqua, NY
- Longwood Gardens Main Fountain Garden Project, Kennett Square, PA
- Hollywood Bowl, Los Angeles, CA
- Miller Outdoor Theater, Houston, TX
- Blossom Music Center, Cuyahoga Falls, OH
- Hatch Memorial Shell, Boston, MA
- Santa Barbara Bowl, Santa Barbara, CA
- Bethel Woods Pavilion, Bethel, NY
- Long Center for the Performing Arts, Austin, TX
- Benjamin and Marion Schuster Performing Arts Center, Dayton, OH
- River Center for the Performing Arts, Columbus, GA
- Thelma Gaylord Performing Arts Theatre, Oklahoma City, OK
- Richmond CenterStage, Richmond, VA



PHILLIP PEGLOW
Associate Principal, Audio/Video

Phillip's unique approach to design results in elegant solutions for complex challenges. His depth of experience allows him to design outstanding audio/video systems for clients.

With Jaffe Holden Since 2012 – In The Industry Since 1990

Phillip has a passion for technology. Whether it is expressed through hand-assembling computers or designing sound and communication systems for large auditoriums, he is adept at selecting technology that best serves his clients and their audiences.

With a theatrical career that began onstage at the age of 10, Phillip has channeled his love for the performing arts into a lifelong commitment to quality as an audio/video consultant. He focuses on making effective and practical decisions to help clients meet objectives. Phillip received a Bachelor of Arts degree in theater studies from the University of Arkansas and a Master of Fine Arts and Certificate in Technology from the Yale School of Drama in New Haven, CT. He is an active member of the United States Institute for Theatre Technology where he serves on the Sound Design & Technology Commission.

Projects

A list of his project work includes the following:

- Chautauqua Institution Amphitheater, Chautauqua, NY
- Longwood Gardens Main Fountain Garden Project, Kennett Square, PA
- Cohen Ice Rink and Fountain at Mill River Park, Stamford, CT
- Duke Events Pavilion, Duke University, Durham, NC
- Levitt Pavilion for the Performing Arts, Westport, CT
- Forbes Center for the Arts, James Madison University, Harrisonburg, VA
- Student Center, Marist College, Poughkeepsie, NY
- Student Center, New Mexico Highlands University, Las Vegas, NM
- Fine Arts Center, Pulaski Technical College, Little Rock, AR
- Faulkner Performing Arts Center, University of Arkansas, Fayetteville, AR
- Performing Arts Center, University of St. Thomas, Houston, TX
- Virginia Theological Seminary Chapel, Alexandria, VA
- Conservatory of Music Building, Wheaton College, Wheaton, IL
- Performing Arts Center, College of William and Mary, Williamsburg, VA

THE MAGENTA AREA SHOWS THE FREE TRAIL SPACE

THE GREEN SHOWS THE PAID GARDEN SPACE



Museum of the Shenandoah Valley • Site Plan 2015

Reader & Swartz Architects, P.C. • Siteworks • Painter - Lewis, P.L.C. • Howard Shockey & Sons



Museum of the Shenandoah Valley • Site Plan 2015

Reader & Swartz Architects, P.C. • Siteworks • Painter - Lewis, P.L.C. • Howard Shockey & Sons

EXISTING ENTRY GARDEN
Existing Aerial View



PROPOSED ENTRY GARDEN
Future Aerial View



PROPOSED ENTRY GARDEN
View at Amherst Street Entry



Museum of the Shenandoah Valley • Site Plan 2015

Reader & Swartz Architects, P.C. • Siteworks • Painter - Lewis, P.L.C. • Howard Shockey & Sons

NEW PARKING LOT CONCEPT



Museum of the Shenandoah Valley • Site Plan 2015

Reader & Swartz Architects, P.C. • Siteworks • Painter - Lewis, P.L.C. • Howard Shockey & Sons

TRAIL ART CONCEPTS

MSV SITE TRAIL ART

ART ●

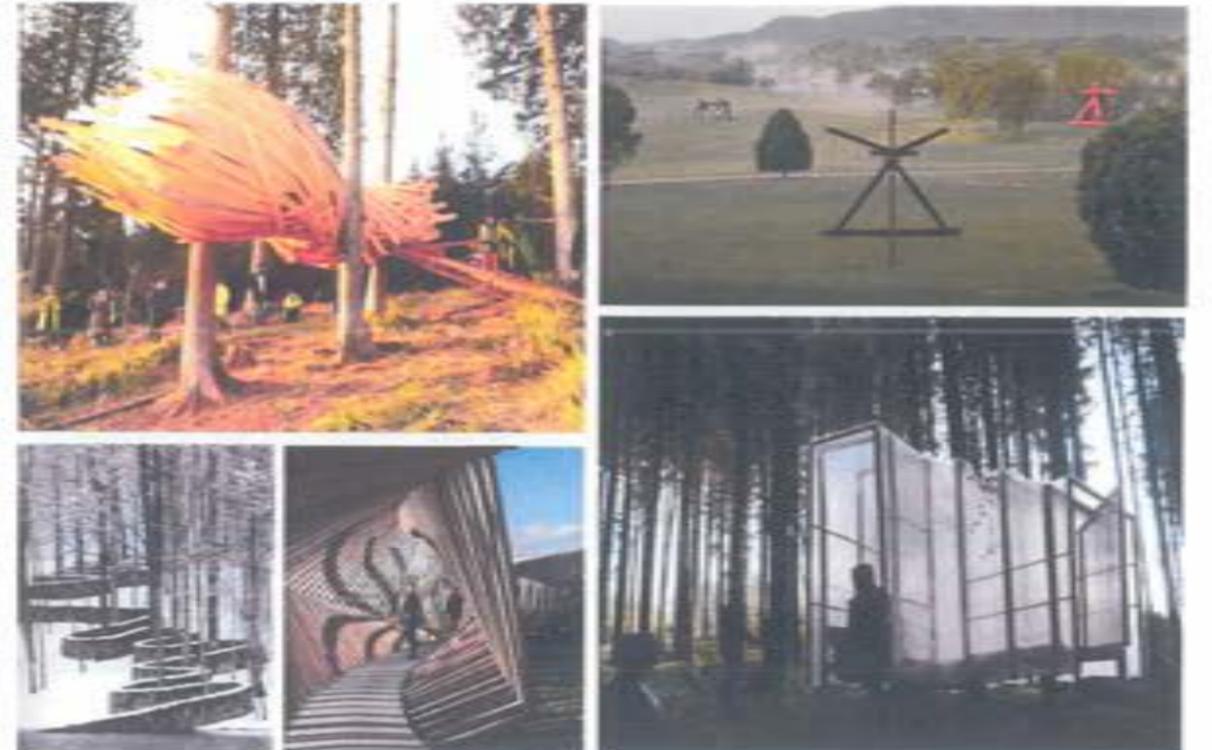
ART: AN EXTENSION
OF THE MISSION



CONCEPTUAL ART INSTALLATIONS



TRAILS AND ART



SCHEMATIC ARTS AND EDUCATION BUILDING PLAN



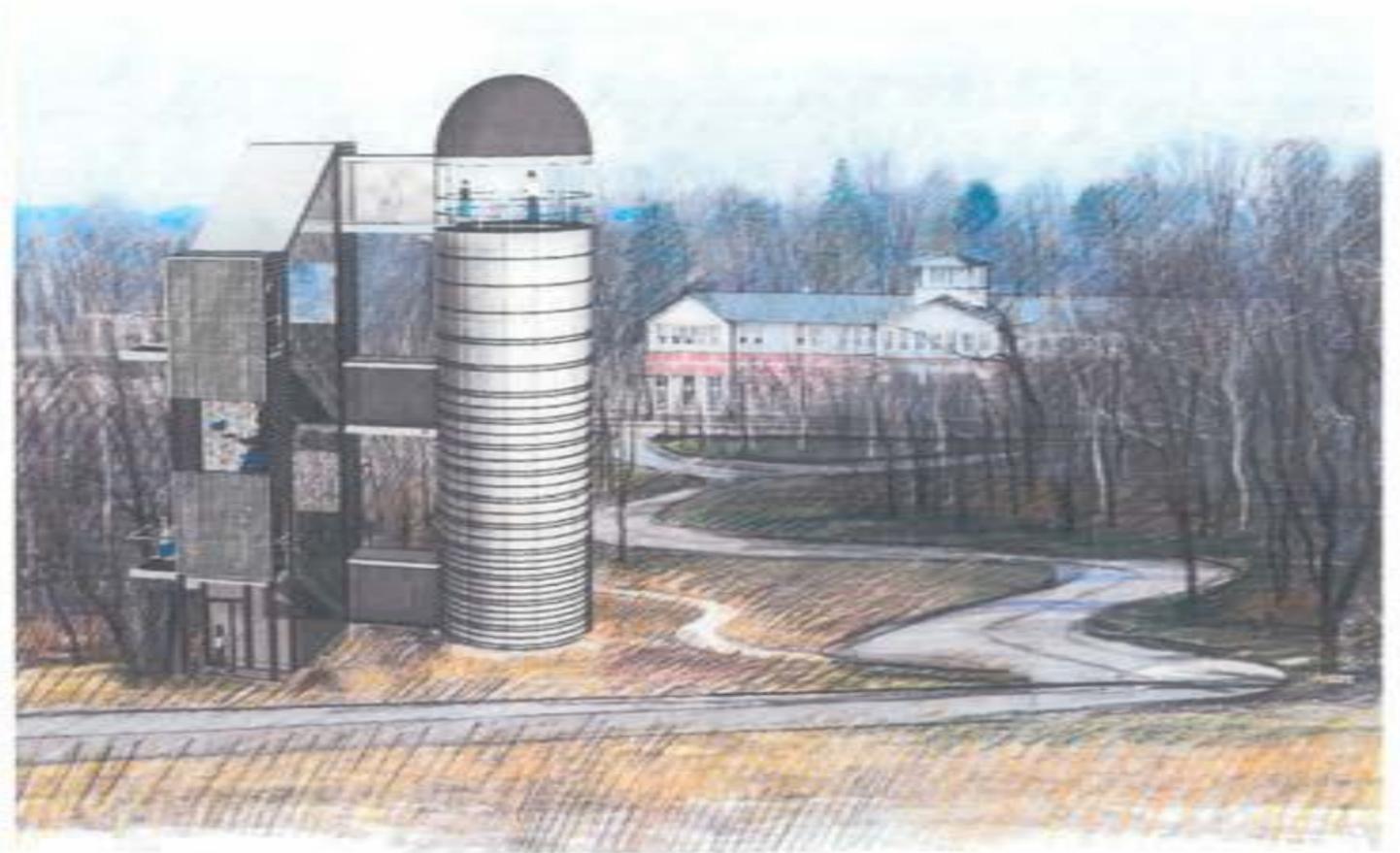
Museum of the Shenandoah Valley • Site Plan 2015

Reader & Swartz Architects, P.C. • Siteworks • Painter - Lewis, P.L.C. • Howard Shockey & Sons

EXISTING SITE



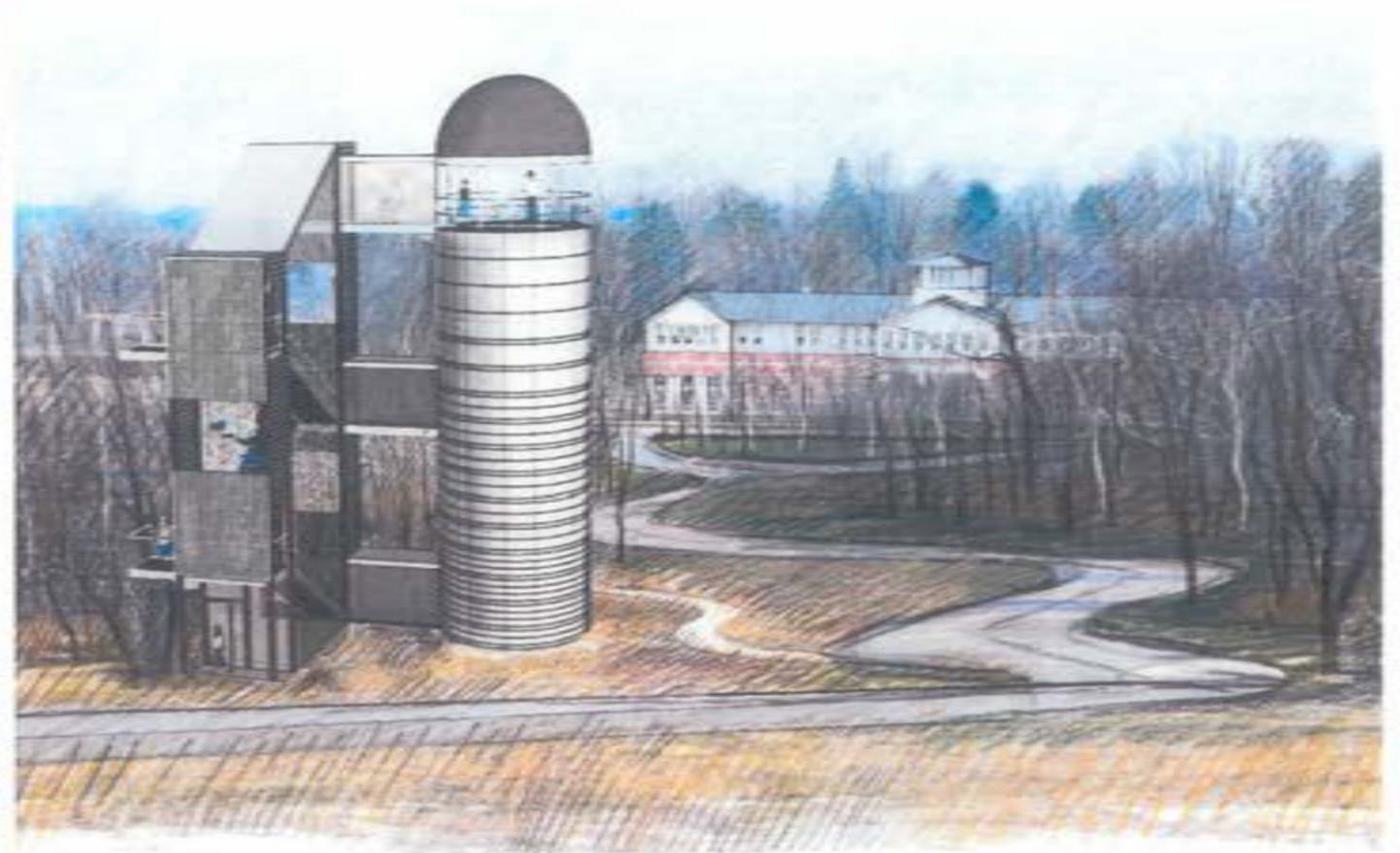
SILO AND ENTRY ROAD



EXISTING SITE



SILO AND ENTRY ROAD

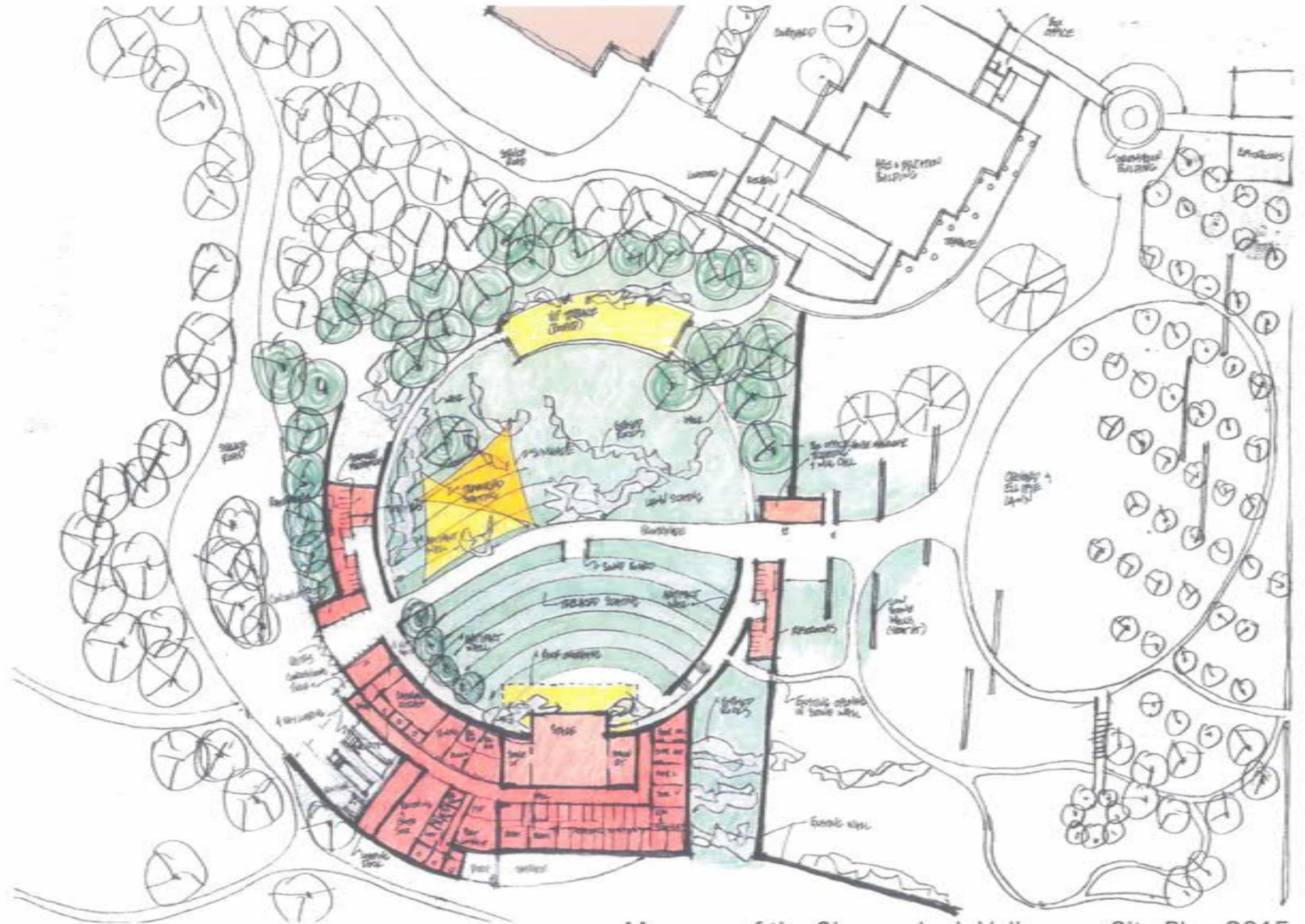


ART SPACE INSIDE OF SILO



LOOKOUT AT TOP OF SILO

AMPHITHEATER SCHEMATIC



Museum of the Shenandoah Valley • Site Plan 2015

Reader & Swartz Architects, P.C. • Siteworks • Painter - Lewis, P.L.C. • Howard Shockey & Sons

SCHULER SHOOK

	STAGE	Project Name:	Museum of Shenandoah Valley Amphitheater					
		Date Prepared:	December 21, 2013					
		Version:	1					
		Prepared by:	Jack P. Hagler, ASTC					
LEVEL	AREA	NOTES	CONDITIONED (CON) ENCLOSED (ENC) COVERED (COV)	OCCUPANCY	WIDTH	DEPTH	HEIGHT	NET SF
1.0	STAGE	height is to bottom of structure	COV	N/A	50	50	30	2,500
1.0	SL WING	height is to bottom of structure	COV	N/A	20	50	30	1,000
1.0	SR WING	height is to bottom of structure	COV	N/A	20	50	30	1,000
	TOTAL SQUARE FOOTAGE							4,500

BACK OF HOUSE		Project Name: Museum of Shenandoah Valley Amphitheater						
		Date Prepared: December 21, 2013						
		Version: 1						
		Prepared by: Jack P. Hagler, ASTC						
LEVEL	AREA	NOTES	CONDITIONED (CON) ENCLOSED (ENC) COVERED (COV)	OCCUPANCY	WIDTH	DEPTH	HEIGHT	NET SF
	STORAGE - UTILITY		ENC		16	20		320
	PERFORMERS LOUNGE		ENC, CON	20				400
	LOADING DOCK		COV	2 TRUCKS	26	12		312
	KITCHEN/CATERING DOCK		COV	1 TRUCK	12	12		144
	RECEIVING		COV		26	20		520
	CRATE STORAGE	Road boxes	COV	3				1,000
	OFFICE - HOUSE TECHNICIANS		ENC, CON	1				120
	OFFICE - TECHNICAL DIRECTOR		ENC, CON	1				150
	RESTROOM - CREW		ENC, CON	2				160
	RACK ROOM - AUDIO		ENC, CON		9	20	9	180
	RACK ROOM - DIMMERS		ENC, CON		15	8	9	120
	RACK ROOM - VIDEO		ENC, CON		9	20	9	180
	DRESSING ROOM - MEDIUM	Dimensions per station	ENC, CON	12	6	13		1,036
	DRESSING ROOM - MEDIUM	Dimensions per station	ENC, CON	12	6	13		1,036
	DRESSING ROOM - SMALL w/restroom	Private	ENC, CON	2				300
	DRESSING ROOM - SMALL w/restroom	Private	ENC, CON	2				300
	LAUNDRY FACILITIES		ENC, CON		16	8		128
	OFFICE - TOUR PRODUCTION		ENC, CON					200
	OFFICE - TOUR PRODUCTION		ENC, CON					200
	RESTROOM & SHOWER - MEDIUM		ENC, CON	2				100
	RESTROOM & SHOWER - MEDIUM		ENC, CON	2				100
	STORAGE - AUDIO EQUIPMENT		ENC, CON					300
	STORAGE - LIGHTING EQUIPMENT		ENC, CON					300
	STORAGE - VIDEO EQUIPMENT		ENC, CON					200
	SECURITY - STAGE DOOR		ENC, CON					150
	CUSTODIAL & MAINTENANCE		ENC, CON					150
	CATERING PREP KITCHEN		ENC, CON					1,500
	STORAGE - KITCHEN		ENC, CON					200
	DINING		ENC, CON					400
	VIP MEET & GREET		ENC, CON					200
	TOTAL SQUARE FOOTAGE							10,406

FRONT OF HOUSE AND OPERATIONS		Project Name: Museum of Shenandoah Valley Amphitheater						
		Date Prepared: December 21, 2013						
		Version: 1						
		Prepared by: Jack P. Hagler, ASTC						
LOCATION	AREA	NOTES	CONDITIONED (CON) ENCLOSED (ENC) COVERED (COV)	OCCUPANCY	WIDTH	DEPTH	S.F. EACH	NET SF
	RESTROOMS - PUBLIC FEMALE	Based on 3,000 patrons	ENC, CON	34			50	1,675
	RESTROOMS - PUBLIC MALE	Based on 3,000 patrons	ENC, CON	17			42	693
	CONCESSIONS		COV	15	5	12		900
	MERCHANDISE SALES		COV	8	5	12		450
	VIP SEATING AREA		COV	100			25	2,500
	BOX OFFICE		ENC, CON	4	4	8		188
	USHERS	Lockers	ENC, CON					200
	HOUSE MANAGER	Double as count room and settlement office	ENC, CON					200
	BOX OFFICE STORAGE		ENC					100
	CONTROL - LIGHTING AND AUDIO COCKPIT		COV		24	16		384
	STORAGE		ENC					200
	TOTAL SQUARE FOOTAGE							7,490

Movie Theater with Matinee (444)

Average Vehicle Trip Ends vs: 1000 Sq. Feet Gross Floor Area
On a: Friday,
Peak Hour of Adjacent Street Traffic,
One Hour Between 4 and 6 p.m.

AMPHITHEATER AREA:
SEAT AREA: 16,683 sq
LAWN AREA: 26,663 sq

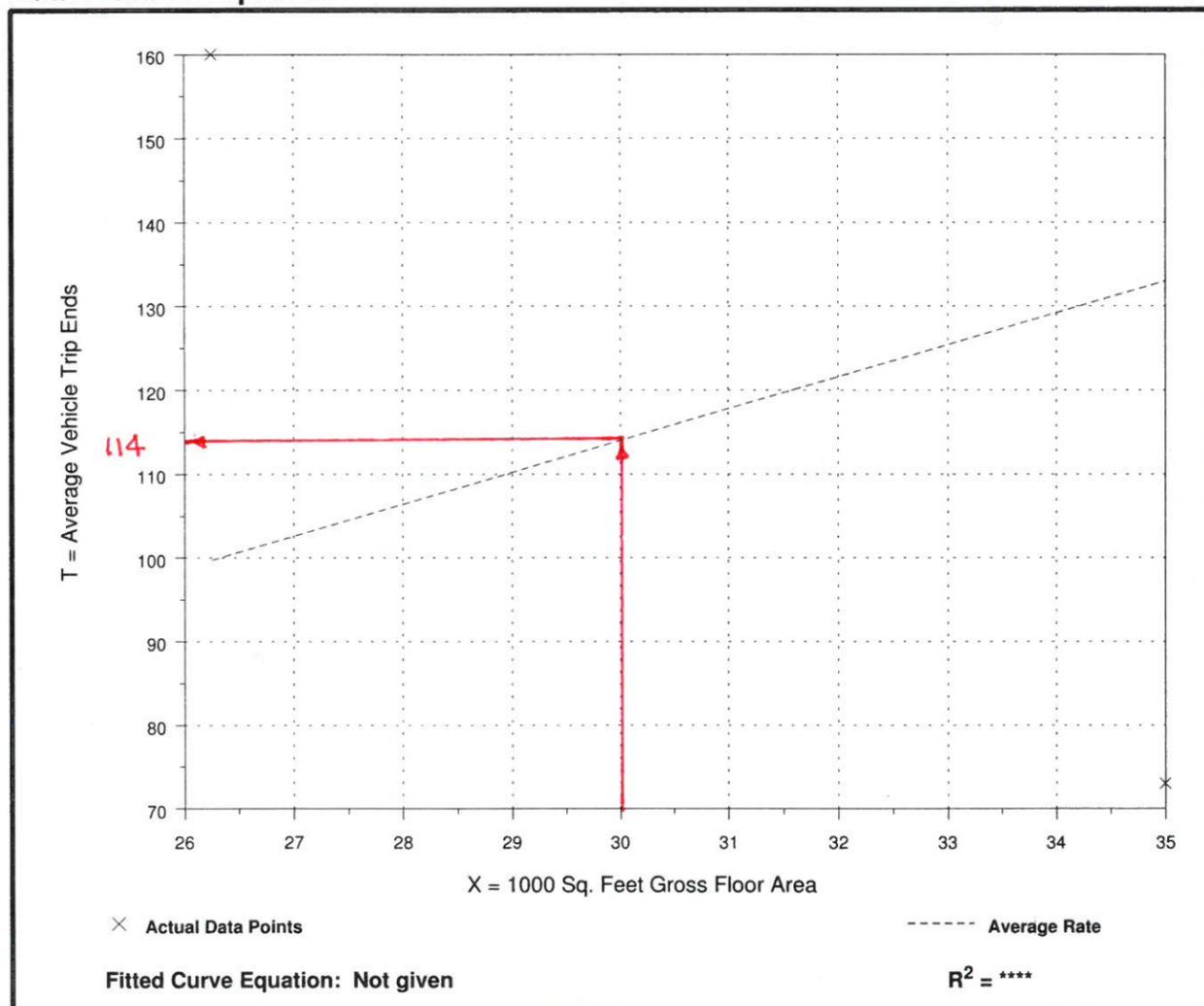
Number of Studies: 2
Average 1000 Sq. Feet GFA: 31
Directional Distribution: 64% entering, 36% exiting

Trip Generation per 1000 Sq. Feet Gross Floor Area

Average Rate	Range of Rates	Standard Deviation
3.80	2.09 - 6.10	*

Data Plot and Equation

Caution - Use Carefully - Small Sample Size



USABLE SEAT AREA: SEAT + (1/2)(LAWN) = 30,015 sq

Movie Theater with Matinee (444)

Average Vehicle Trip Ends vs: 1000 Sq. Feet Gross Floor Area
On a: Saturday,
Peak Hour of Generator

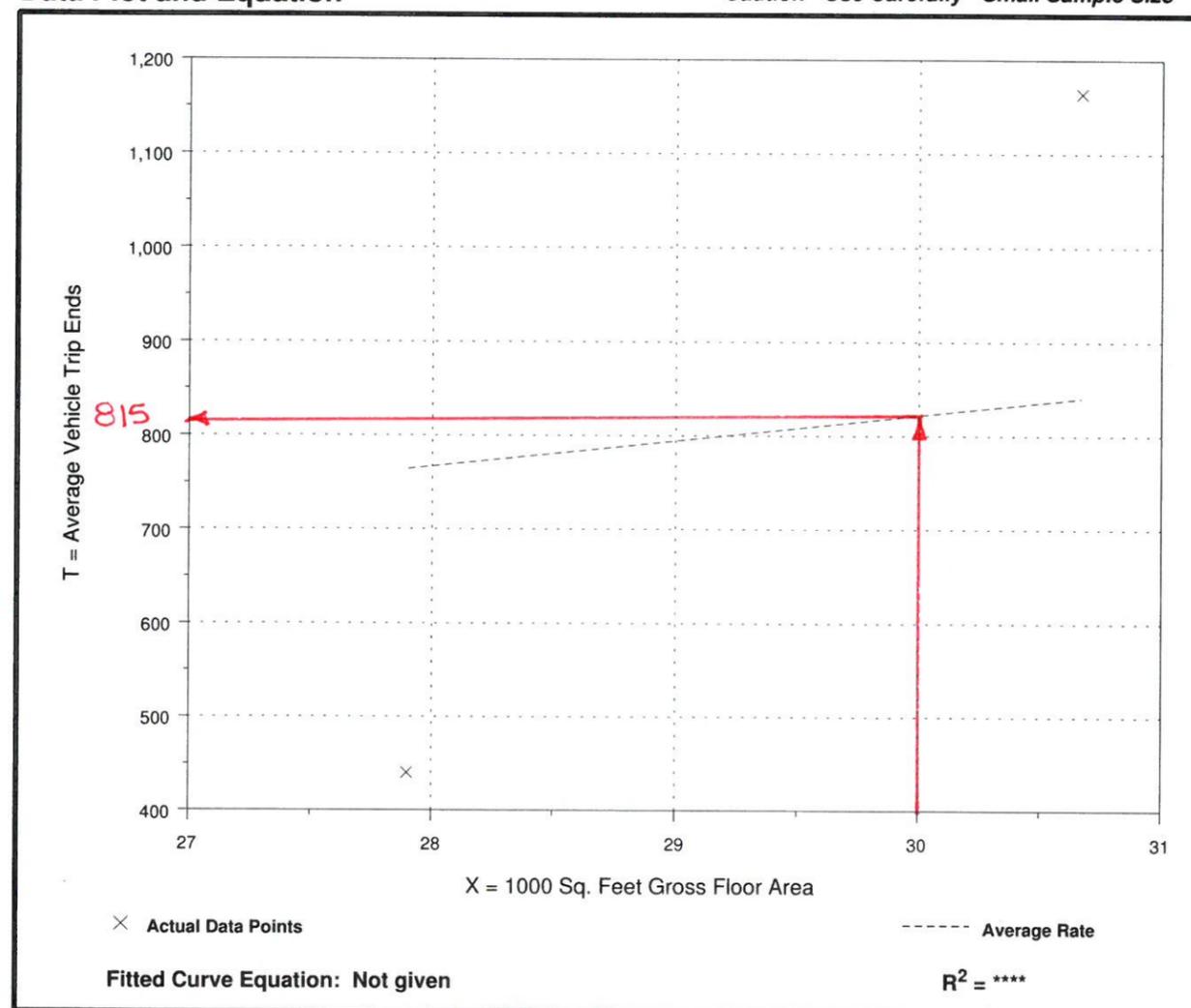
Number of Studies: 2
Average 1000 Sq. Feet GFA: 29
Directional Distribution: 56% entering, 44% exiting

Trip Generation per 1000 Sq. Feet Gross Floor Area

Average Rate	Range of Rates	Standard Deviation
27.39	15.77 - 37.95	*

Data Plot and Equation

Caution - Use Carefully - Small Sample Size



The Museum of the Shenandoah Valley
 Shenandoah Conservatory
 Amphitheatre Projected Ticket Revenue

Low Projection

Performance Type	# of Performances	Projected Attendance	Price Point 1	Price Point 2	Series Attendance	Series Revenue
Rock	9	800	30	40	7200	266,400
Folk	9	800	30	40	7200	266,400
Classical	5	300	20	30	1500	40,500
Jazz	5	200	20	30	1000	27,000
Family	3	300	10	20	900	15,300
Theatre	1	500	20	30	500	13,500
Total	32				18,300	629,100

Medium Projection

Performance Type	# of Performances	Projected Attendance	Price Point 1	Price Point 2	Series Attendance	Series Revenue
Rock	9	1000	30	40	9000	333,000
Folk	9	1000	30	40	9000	333,000
Classical	5	400	20	30	2000	54,000
Jazz	5	300	20	30	1500	40,500
Family	3	400	10	20	1200	20,400
Theatre	1	800	20	30	800	21,600
Total	32				23,500	802,500

High Projection

Performance Type	# of Performances	Projected Attendance	Price Point 1	Price Point 2	Series Attendance	Series Revenue
Rock	9	1200	30	40	10800	399,600
Folk	9	1200	30	40	10800	399,600
Classical	5	500	20	30	2500	67,500
Jazz	5	400	20	30	2000	54,000
Family	3	500	10	20	1500	25,500
Theatre	1	1000	20	30	1000	27,000
Total	32				28,600	973,200

MUSEUM
OF THE
SHENANDOAH
VALLEY



THE HOUSE • THE GARDENS • THE MUSEUM

STRATEGIC PLAN

2013-2018

REVISED SEPTEMBER 2014

EXECUTIVE SUMMARY:

This report is about endings and beginnings: as one season ends, we embark on the next stage in mapping a new course for the Museum of the Shenandoah Valley (MSV). The Museum has seen tremendous growth since the Glen Burnie House and Gardens first opened to the public in 1997. With the completion of the Museum complex in 2005, over 250,000 people have since visited the Museum to learn about this region's rich history, heritage, material culture and the diverse people that have made, and continue to make, their homes here over the last four centuries.

I am very excited about the new *Strategic Plan for the Museum of the Shenandoah Valley* and would like to reflect on the completed work that brought us to this point. Guided by Dan Jordan, Ph.D and Charlie Bryan, Ph.D we began the process by conducting more than 16 listening sessions with people from the MSV family and other audiences in the community. We also studied more than 25 documents and reports outlining trends in the museum field, including IMLS *Skills in the 21st Century*, the AAM *Trends Watch 2012* and the NMC *Horizon Reports on Trends*. In addition, members of the Board and staff traveled to ten museums to observe other models. My three weeks of intense study at the Getty Leadership Institute played a key role in this process, for the MSV was selected as a case study and we benefitted from analysis by this entire group of leading museum professionals. Our strategic planning committee, comprised of senior staff, members of the board, and consulting professionals, devoted six intensive months to this process. We are extremely fortunate that Brent Glass, Ph.D, one of the most distinguished museum professionals in the country today, could join our team to guide us.

As our Museum continues to grow and develop, we look toward the future with excitement and anticipation, as evidenced by the following strategic plan. This plan is a blueprint for the priorities, strategies and tactics of the Museum for the next five years. From the Strategic Plan, we will develop a Master Plan that will enable us to determine the ways and means to achieve these objectives.

Among the goals of the Strategic Plan are to:

- Develop and adopt a Master Plan
- Build our reputation as a center for scholarship and educational programming about the Valley's rich heritage and material culture
- Increase collections, broaden access, and serve as good stewards for our objects, buildings, and landscapes.
- Build the MSV "family" by expanding membership, attracting new audiences on-site and on-line, and recruiting a diversified board, staff, and volunteers.
- Serve as the cultural center of the region, a "must-see" attraction
- Diversify the sources of revenue and ensure a sustainable financial environment

I want to thank the MSV board, staff and planning committee members for their creative and visionary thinking, hard work and dedication in developing the plan and for their commitment to realizing its goals over the next five years.

Dana Hand Evans
Executive Director

MISSION STATEMENT:

The Museum of the Shenandoah Valley is dedicated to preserving and enriching the cultural life and heritage of the Valley.

(Approved by the Board of Directors July 10, 2012)

VISION:

The Museum of the Shenandoah Valley (MSV) seeks to expand its reputation as a regionally and nationally known museum complex that tells the story of the art, history, culture and heritage —past and present, of the great valley for which it is named. We are committed to collaborating and partnering with local, regional, and national institutions for research, exhibitions, and educational programs of the highest quality. In the next five years, the MSV will build on the strong foundation established by its founders and its dedicated board, staff and volunteers. We will:

- **Develop and adopt a Master Plan**
- **Build our reputation as a center for scholarship and educational programming about the Valley’s rich heritage and material culture**
- **Increase collections, broaden access, and serve as good stewards for our objects, buildings, and landscapes.**
- **Build the MSV “family” by expanding membership, attracting new audiences on-site and on-line, and recruiting a diversified board, staff, and volunteers.**
- **Serve as the cultural center of the region, a “must-see” attraction**
- **Diversify the sources of revenue and ensure a sustainable financial environment**

VALUES

Education: The MSV places education and scholarship about the art, history and the material culture of the Shenandoah Valley at the forefront of its activities, providing visitors with engaging and enriching experiences.

Preservation: The MSV is dedicated to caring for and preserving our Collections, historic properties and surrounding landscapes, while serving as a resource for our community as stewards of the material culture of the Valley

Community: The MSV contributes to the regional community by being accessible to all and employing material culture, past and present, to explore and celebrate the cultural diversity of our region.

Fun: The MSV is dedicated to providing an enjoyable experience for all.

Accessibility: The MSV provides a welcoming and accessible environment that encourages engaging and meaningful visitor experiences.

Innovation: The MSV exemplifies innovative leadership, pursuing original research to develop collections, engaging exhibitions, creative publications and unique programs.

Excellence: The MSV achieves excellence through stewardship of resources and collections, maintaining integrity and accountability in all areas of its operations.

HISTORY OF THE ORGANIZATION:

Located in Winchester, VA the Museum of the Shenandoah Valley (MSV) complex includes the Glen Burnie Historic House, six acres of gardens, an adjacent civil war battlefield and surrounding Rose Hill Farm, and a 50,000-square-foot museum designed by the internationally acknowledged architectural firm of Michael Graves & Associates. Built in 1794, Glen Burnie Historic House was home to generations of Wood and Glass families for more than two centuries. Glen Burnie sits on land that Winchester founder James Wood surveyed, claimed, and then settled in 1735. The oldest portions of the house that greet visitors today were built by Wood's son Robert in 1794 and 1797. By the 1950's the 254-acre Glen Burnie property came to be wholly owned by Wood descendant Julian Wood Glass Jr. (1910–1992). Glass preserved and renovated his ancestral home from 1958 to 1959. Then, over the rest of his life, he transformed the house into an opulent country retreat surrounded by six acres of formal gardens and furnished with one of the most remarkable private collections of decorative arts ever assembled in the Shenandoah Valley. Created in the latter half of the twentieth century, the fourteen formal gardens feature intimate garden rooms, a magnificent Grand Allée, numerous fountains and other water features, sculpture, garden “folly” structures, and the historic Family Cemetery. After his death and as a condition of his will, the house and gardens were opened to the public on a seasonal basis in 1997.

In fulfilling the mandate established by museum benefactor Julian Wood Glass Jr. (1910-1992) to display his fine and decorative arts collection and to preserve both Glen Burnie House and Rose Hill, a dedicated volunteer Board of Directors and small staff of six opened Glen Burnie Historic House and Gardens to the public in 1997. While managing the operations of the house and gardens, the Board and staff simultaneously began work on the Museum of the Shenandoah Valley project. Opened in 2005, the 50,000-square-foot Museum of the Shenandoah Valley has three levels. The first level contains the main lobby, learning center, café with patio, reception hall, and Museum Store. Offices are housed on the third level. The second level presents four main galleries comprised of eleven gallery rooms, as well as collections care and storage spaces. In the *Shenandoah Valley Gallery*, three gallery rooms explore the sweep of Valley history, and three additional rooms display decorative arts made in the Valley from the mid-1700s to the present. The

Founders Gallery (formerly the *Julian Wood Glass Jr. Gallery*) presents a rotating exhibition of the collection assembled by one of the Valley's most significant private collectors, and includes significant American and European paintings, furniture, and decorative arts. The *R. Lee Taylor Miniatures Gallery* is home to a fascinating collection of furnished miniature houses and rooms, also assembled in the Shenandoah Valley, while the *Changing Exhibition Gallery* displays continually changing exhibitions throughout the year. The house and gardens became an important part of the year-round regional history museum complex that was formed with the opening of the Museum of the Shenandoah Valley in 2005. Today, the MSV has a staff of more than 50 full and part-time employees, 125 volunteers and an annual operating budget of more than \$4 million. The Museum offers a wide range of highly-popular educational programs and changing exhibitions, has more than 1,100 Members, and attracts more than 30,000 visitors from across the country annually.

STRATEGIC PLANNING PROCESS:

Shortly after the completion of the new Museum complex in 2005, the MSV undertook a revision of the comprehensive strategic planning initiative begun in 1997, involving our board, staff and community leaders and representatives. This plan was reviewed annually and will reach its end-date in 2013. The process to develop a new five year strategic plan for the Museum began in June 2011 with more than 16 listening sessions with people from the MSV family and other audiences (including teachers, business leaders, other non-profit staff members, former board members, and government officials) representing a cross section of the population in our community. In the fall of 2011, staff and Board attended a two-day in-house retreat facilitated by Dan Jordan, Ph.D and Charlie Bryan, Ph.D Shortly thereafter, a strategic planning committee was formed. The group studied more than 25 documents and reports outlining trends in the museum field, including IMLS *Skills in the 21st Century*, the AAM *Trends Watch 2012* and the NMC *Horizon Reports on Trends*. In addition, members of the Board and staff traveled to ten museums to observe other models. In January 2012, we were extremely fortunate that Brent Glass, Ph.D, one of the most distinguished museum professionals in the country today, could join our team to guide us. At the June 2012 Museum Leadership Institute, sponsored by the Getty Leadership Institute, the MSV was selected as a case study and we benefitted from

analysis by this entire group of leading museum professionals. The strategic planning committee was comprised of senior staff, members of the board, and consulting professionals, and devoted six intensive months to this process; working in a multitude of group scenarios and configurations. Members of the Committee also hosted a series of luncheons with community partners including representatives from Valley Health Systems, Lord Fairfax Community College, City of Winchester administration, Frederick County Office of Parks and Recreation, the Shenandoah Valley Arts Council and Shenandoah University. The Strategic Planning Committee membership, facilitated by Brent Glass, Ph.D, follows:

- Objective #1 Team: Dana Hand Evans-*Staff*, Peter G. Bullough-*Board and Trustee*, Mary K. Stickley-*Staff*, Rick Blume-*Staff*, Charles Swartz-*Consultant*, Beth Reader-*Consultant*, Joel Richardson- *Consultant*, Tim Painter-*Consultant*, Will Rieley-*Consultant*, Roxanne Rouse- *Consultant*, Mike Lesperance-*Consultant*, Lonny Schwartz- *Consultant*, Ned Reddrop- *Consultant*
- Objective #2 Team: Morgan Pierce-*Staff*, Deborah Hilty-*Staff*, John Lathrop-*Board*, Cal Allen-*Board*
- Objective #3 Team: Cory Garman-*Staff*, Hunter Gaunt-*Board*, Harry Benham-*Board*, , Morgan Pierce-*Staff*, Janie Carscallen-*Staff*
- Objective #4 Team: Julie Armel-*Staff*, Dianne Wake-*Board*, W. Blakely Curtis-*Board*
- Objective #5 Team: Franny Crawford-*Staff*, Katherine Berger-*Board*, Carolyn Farouki-*Board*, John Lewis-*Board*, Maral Kalbian- *Consultant*
- Objective #6 Team: Tammy Cooper-*Staff*, Dave Blount-*Board*, Charlotte Henning-*Staff*, David Lee- *Consultant*

EVALUATION OF THE FIVE-YEAR PLAN

Each department head reviews progress on stated goals routinely with his or her staff. Reports of accomplishment are shared (as they occur) at monthly senior staff meetings. Formal review of annual progress on the plan will occur each January, with accomplishment of specific goals, any obstacles or problems and plans for next year's goals submitted in writing by each department head to the director and then discussed among senior staff at their annual retreat. Discussion of museum-wide progress on institutional goals is also a topic of discussion at monthly all-staff meetings.

Department heads are held accountable for progress on their departmental goals during their annual performance appraisals with the director each March. The director in turn accounts to the Board annually in her annual performance appraisal to ensure steady progress toward achievement of museum-wide goals. Revisions and updates of the five-year plan can be submitted to the Board at the time of this annual review, if appropriate.

MEASURING THE SUCCESS OF THE PLAN

The MSV has set measurable goals for achieving the six institutional objectives over the next five years, including doubling attendance to over 60,000 visitors each year; membership to over 1800 participants; and incremental annual giving increases each year over the prior year. In addition, visitor comments and the results of audience surveys and focus groups will reveal a higher level of satisfaction with the facilities and grounds, collections and exhibitions, programs and customer service.

Increased participation in programs by the regional community will be consistently measured through our attendance records. Another key measurement will be the improvement of existing partnerships and collaborations, and the formation of new partnerships with other local, regional and national institutions for research, exhibitions and educational programs. These institutions will be engaged with MSV staff in organizing exhibitions, planning and implementing educational programs, conducting research on the collections for exhibitions and publications, renovating and expanding the facilities as

needed, maintaining and expanding the gardens, marketing and promoting the work of the museum *via* print and electronic media and through ingrained involvement in every other area of the Museum operations.

In five years, visitors to the MSV and its campus will see and experience a different Museum. They will approach the Museum via a new main roadway entrance, across a lush natural and farm landscape or by walking and bike pathways that connect the MSV campus to our community. People will be irresistibly drawn to the MSV by beautiful gardens, inviting landscapes, regional sculpture, colorful banners and inviting benches. Once inside the Museum buildings, each person will be warmly greeted, assisted by friendly staff and volunteers to plan a rewarding and pleasant visit. Throughout the MSV complex, visitors will enjoy colorful and stimulating installations of permanent collections and exciting changing exhibitions. Every aspect of the visit—works of art and material culture, programs, classes, signage and labels, wall colors, seating, interactive components, security guards, docents and staff—will contribute to a delightful and engaging experience that our audiences will be eager to repeat and share with others.

The museum will be seeking a new level of response from visitors. Success will be achieved when visitors are overheard commenting that the MSV is not only a stunning museum complex set in a spectacular landscape, but that the collections are stellar, the exhibitions fascinating, the programs exciting and the staff the best informed, friendliest and most helpful they have encountered anywhere. Visitor surveys will show that they marvel at the diversity of the Museum's programs, collections and exhibitions and that they are telling their friends that the MSV is THE place to learn not only about the rich history and material culture of the Shenandoah Valley, but also the place to engage in dynamic contemporary cultural arts. Through innovative programming and a commitment to enriching the cultural life of our community, the MSV will have visitors who realize that a regional art and history museum can be relevant to their own daily lives and experiences, thought provoking and intellectually stimulating while also exciting and lots of fun.

OBJECTIVE 1:

DEVELOP, ADOPT AND IMPLEMENT A MASTER PLAN

Museum facilities will support the mission and strategic plan objectives while meeting American Association of Museums standards. Recognizing the importance of our human resources, workspaces for staff and volunteers will be accessible, appealing and conducive to creative productivity. We will continue to work with community partners to encourage compatible and responsible complementary development of the Museum campus. A high priority is placed on enhancing facilities and grounds to create a cohesive, accessible, beautiful, warm and inviting place to visit. We embrace the opportunity to create an engaging landscape that will include garden and landscape ‘exhibits’ of gorgeous plants and indigenous flora, interesting sculptures and wonderful trails and areas for reflection. Concurrently, we will enhance overall campus facilities, moving the museum forward by upgrading equipment and systems that have become obsolete and creating a more welcoming environment that stimulates engaging and meaningful visitor experiences for diverse audiences.

General Outcomes:

1. Develop a cohesive Master Plan that considers the future of the Museum campus as a whole, rather than as fragmented components
2. Carefully consider all existing buildings and proposed improvements in tandem with current Museum programming and defined strategic objectives
3. Consider and define local partnerships with other local institutions. (i.e. Shenandoah University, Winchester Medical Center, and Shenandoah Valley Discovery Museum). for all future programming, events, and exhibits
4. All landscape designs and improvements of the gardens should harmonize with the green circle initiative the City of Winchester is implementing, expand public access to the gardens (ADA compliance, interpretative trails, wetland access), and add improvements to draw more visitors.

Micro-Strategy #1: Form a unique team of museum professionals, architects, landscape architects, civil engineers, visitor experience and exhibit design consultants, staff and volunteers to develop a Master Plan using the Strategic Plan objectives as its base over the next six months (\$250,000 one-time cost)

Action/Tasks	Available Assets	Missing Assets	Partners/ Collaborators	Personnel/Resources Responsible	Date and Cost	Supporting Actions	Measures of success	Appraisal/Outcomes
<p>1.1a. The campus layout should be explored. This would include connections to the City to allow greater pedestrian access, a reconsidered vehicle entry, and the separation of the formal gardens from the remainder of the property</p>	<p>Staff*</p> <p>Existing Architectural and Landscape Plans*</p>	<p>Specific field expertise*</p> <p>Communication between departments concerning management plans and capital improvements*</p>	<p>Consultant and professional firms: Reader and Swartz Architects, PC; Painter and Lewis Engineering; Rieley and Associates Landscape Architects; and the Design Minds, Inc.*</p>	<p>Executive Director*</p> <p>Reader & Swartz as primary admin of project*</p> <p>Consultants*</p> <p>Facilities Manager*</p> <p>Gardens and Grounds Manager*</p>	<p>FY 2013: Total cost of team expertise: \$200,000-\$250,000*</p> <p>Completed: Public Announcement November 2013</p>	<p>Weekly meetings with team <i>via</i> phone or in person as needed for six months*</p>	<p>Administration/ Coordination of Project*</p> <p>Effective space planning and usage*</p> <p>Cohesive design of a Master Plan for the Museum Campus*</p>	<p>Presentation/ Compilation of the Master Plan which will serve as a blueprint for future planning and development*</p> <p>Efficient stewardship of available resources*</p> <p>Efficient fiscal planning and fundraising for expansion*</p>
<p>1.1b. Where/ What new garden spaces should be developed?</p> <p>Consider executing the original Woods Walk vision from the Rieley and Associates plan?</p> <p>Outdoor historic exhibits?</p> <p>Construct a children's garden?</p>			<p>Trexx</p> <p>Shenandoah Valley Discovery Museum</p>		<p>Completed: Public Announcement November 2013</p>			

Action/Tasks	Available Assets	Missing Assets	Partners/ Collaborators	Personnel/Resources Responsible	Date and Cost	Supporting Actions	Measures of success	Appraisal/Outcomes
<p>1.1c. Explore possibilities of Trail network on main campus and Rose Hill Campus</p> <p>Other non-programmed exterior spaces?</p>	<p>Staff*</p> <p>Existing Architectural and Landscape Plans*</p>	<p>Specific field expertise*</p> <p>Communication between departments concerning management plans and capital improvements*</p>	<p>Main Campus: City of Winchester; Rose Hill Campus: Frederick County Parks and Rec</p> <p>Consultant and professional firms: Reader and Swartz Architects, PC; Painter and Lewis Engineering; Rieley and Associates Landscape Architects; and the Design Minds, Inc.*</p>	<p>Executive Director*</p> <p>Reader & Swartz as primary administrator of project*</p> <p>Consultants*</p> <p>Facilities Manager*</p> <p>Gardens and Grounds Director and Manager*</p>	<p>Completed: Public Announcement November 2013</p>	<p>Weekly meetings with team <i>via</i> phone or in person as needed for six months*</p>	<p>Administration/Coordination of Project*</p> <p>Effective space planning and usage*</p> <p>Cohesive design of a Master Plan for the Museum Campus*</p>	<p>Presentation/ Compilation of the Master Plan which will serve as a blueprint for future planning and development*</p> <p>Efficient stewardship of available resources*</p> <p>Efficient fiscal planning and fundraising for expansion*</p>
<p>1.1d. Determine possible uses for South Lawn</p>					<p>Completed: Public Announcement November 2013</p>	<p>This is the space between the house and the Museum. What is it? How can we improve the connection between the two places?</p>		

Action/Tasks	Available Assets	Missing Assets	Partners/ Collaborators	Personnel/Resources Responsible	Date and Cost	Supporting Actions	Measures of success	Appraisal/Outcomes
<p>1.1e. Explore possibility of outdoor Music Venue in the South Lawn or elsewhere on campus</p> <p>Restrooms? Parking.? Acoustics.? Stage/ Amphitheater location& orientation?</p>	<p>Staff*</p> <p>Existing Architectural and Landscape Plans*</p>	<p>Specific field expertise*</p> <p>Communication between departments concerning management plans and capital improvements*</p>	<p>Shenandoah University Conservatory</p> <p>Consultant and professional firms: Reader and Swartz Architects, PC; Painter and Lewis Engineering; Rieley and Associates Landscape Architects; and the Design Minds, Inc.*</p>	<p>Executive Director*</p> <p>Reader & Swartz as primary administrator of project*</p> <p>Consultants*</p> <p>Facilities Manager*</p> <p>Gardens and Grounds Manager*</p>	<p>Completed: Public Announcement November 2013</p>	<p>Weekly meetings with team <i>via</i> phone or in person as needed for six months*</p>	<p>Administration/ Coordination of Project*</p> <p>Effective space planning and usage*</p> <p>Cohesive design of a Master Plan for the Museum Campus*</p>	<p>Presentation/ Compilation of the Master Plan which will serve as a blueprint for future planning and development*</p> <p>Efficient stewardship of available resources*</p> <p>Efficient fiscal planning and fundraising for expansion*</p>
<p>1.1f. Explore possibility of new or expanded Reception Hall</p> <p>The idea was a part of the vision of the current Museum. For budget reasons, it was not executed.</p>			<p>Other local institutions including Winchester Medical Center/valley Health, Shenandoah University, and the City of Winchester.</p>		<p>Completed: Public Announcement November 2013</p>	<p>The design of the reception hall should be considered within the context of the landscape and existing buildings. This could mean that it is a permanent building, a barn like structure, an improved tent, or other architectural pavilion</p>		
<p>1.1g. Conduct audit of existing building spaces for planning/usage recommendations All buildings on the campus and other properties owned by the Foundation should be catalogued.</p>					<p>Completed: Public Announcement November 2013</p>		<p>The goal of this exercise is to get the most use out of the existing building stock to fulfill the mission of the Museum.</p>	

Micro-Strategy #2: Implement Master Plan as completed in Micro-Strategy #1.

Action/Tasks	Available Assets	Missing Assets	Partners/ Collaborators	Personnel/Resources Responsible	Date and Cost	Supporting Actions	Measures of success	Appraisal/Outcomes
<p>1.2a. Complete phase I of Master Plan – New Spring Garden, Event Lawn and Carriage house court.</p>	<p>Staff*</p> <p>Existing Master Plan*</p> <p><i>*applies to all sub-sections of micro-strategy# 2</i></p>	<p>Specific field expertise*</p> <p>Communication between departments concerning management plans and capital improvements*</p> <p><i>*applies to all sub-sections of micro-strategy# 2</i></p>	<p>Consultant and professional firms: Reader and Swartz Architects, PC; Painter and Lewis Engineering; Howard Shockey and Sons; Perry Engineering; Stoneworks; DeHavens Nursery*</p> <p>Arentz Landsacpe Architects;</p> <p><i>*applies to all sub-sections of micro-strategy# 2</i></p>	<p>Director of Gardens *</p> <p>Executive Director*</p> <p>Reader & Swartz as primary admin of project*</p> <p>Consultants*</p> <p><i>*applies to all sub-sections of micro-strategy# 2</i></p>	<p>FY 2015: Total cost of project: \$800,000-\$850,000</p>	<p>Staff installs paths and plants to keep costs within budget</p>	<p>Garden opens in spring of 2015</p> <p>Event lawn available for rental spring 2015</p> <p>Colorful spring flower display</p> <p>Donor pleased with final product</p>	<p>New garden space for visitors to explore.</p> <p>New space for events that can be tented</p> <p>Formal connection of house and carriage house with new brick path/court</p> <p>Headwaters reconnected to rest of formal garden</p> <p>Enhanced color and seasonal garden displays</p>
<p>1.2b. Complete phase I of Master Plan – ADA paths, general garden renovation, horticulture compound</p>			<p>Siteworks</p>		<p>FY2015: ADA paths and garden renovation: \$420,000 Horticulture compound: \$180,000</p>		<p>Gardens become ADA accessible in most areas</p> <p>Horticulture support operations move away from formal garden areas</p>	<p>Easier movement through garden for all visitors</p> <p>Improved aesthetic of aging gardens with healthier plants.</p> <p>Horticulture equipment removed from site of visitors and space available for future programming</p>

Action/Tasks	Available Assets	Missing Assets	Partners/ Collaborators	Personnel/Resources Responsible	Date and Cost	Supporting Actions	Measures of success	Appraisal/Outcomes
<p>1.2c. Develop Trail network on main campus and Rose Hill Campus. Develop new entrance and approach to the museum</p>	<p>Staff* Existing Master Plan*</p>	<p>Specific field expertise* Communication between departments concerning management plans and capital improvements*</p>	<p>Main Campus: City of Winchester; Rose Hill Campus: Frederick County Parks and Rec Consultant and professional firms: Reader and Swartz Architects, PC; Painter and Lewis Engineering; Siteworks.*</p>	<p>Executive Director* Director of Gardens* Reader & Swartz as primary administrator of project* Consultants* Facilities Manager*</p>	<p>FY2015: Begin development of trail system FY2016: Begin construction of trails (dependent upon funding)</p>		<p>Completed network of trails at both sites New entrance road to museum</p>	<p>Greater access to property by general public MSV is regarded as premier green space in Winchester More aesthetic approach to property to showcase museum</p>
<p>1.2d. Develop new orientation entrance, orchard and ellipse in South Lawn and knoll areas</p>						<p>This is the space between the house and the Museum.</p>	<p>Construction of orientation building and installation of orchard</p>	<p>Better visitor flow through entire site. Visitors have better understanding about options upon arrival at museum More appropriate entrance to formal gardens near the front of the house instead of the back.</p>

Action/Tasks	Available Assets	Missing Assets	Partners/ Collaborators	Personnel/Resources Responsible	Date and Cost	Supporting Actions	Measures of success	Appraisal/Outcomes
<p>1.2e. Develop and build outdoor Music Venue Amphitheater as identified in the master plan.</p>	<p>Staff* Existing Master Plan*</p>	<p>Specific field expertise* Communication between departments concerning management plans and capital improvements*</p>	<p>Shenandoah University Conservatory Consultant and professional firms: Reader and Swartz Architects, PC; Painter and Lewis Engineering; Siteworks Landsacpe Architects; and the Design Minds, Inc.*</p>	<p>Executive Director* Reader & Swartz as primary administrator of project* Consultants* Facilities Manager* Gardens and Grounds Director*</p>		<p>Weekly meetings with team <i>via</i> phone or in person as needed for six months*</p>	<p>Construction of the amphitheater</p>	<p>Space for large concerts, formal and informal Space becomes community focal point for outdoor performances</p>

OBJECTIVE 2:

BUILD REPUTATION AS A CENTER FOR SCHOLARSHIP AND EDUCATIONAL PROGRAMMING ABOUT THE VALLEY'S RICH HERITAGE AND MATERIAL CULTURE

Educational programs and activities will make regional history, heritage and the material culture of the Shenandoah Valley accessible to audiences (local, regional and national; live and virtual) and advance the mission and vision of the Museum. Meaningful, educational and life changing experiences for adults, children and families will be provided through onsite and outreach programs, exhibitions, publications, research, and internship programs using traditional and innovative technologies. Programs will be continually revised and improved based on audience evaluation, best practices, and performance against measurable outcomes including audience participation, budget consideration, partnership value and mission value, as well thoughtful analysis of responses to evaluation instruments and rigorous partner and participant feedback.

General Outcomes:

1. Continue to build upon the existing MSV programs for adults, youth, and families
2. Provide greater accessibility to the Rose Hill farm and battlefield and augment the existing interpretation with additional information
3. Continue to develop at least one Shenandoah Valley-themed changing exhibition annually
4. Develop a joint internship program with Shenandoah University in the field of digital humanities, consisting of a semester-long class culminating in an exhibition
5. Build reputation as a center for research and scholarship about the material culture and heritage of the Shenandoah Valley, including the promotion and sponsorship of original research by historians and scholars

Micro-Strategy #1: Continue to build upon the existing MSV programs for adults, youth, and families (Annual/recurring cost: \$133,000)

Action/Tasks	Available Assets	Missing Assets	Partners/ Collaborators	Personnel/Resources Responsible	Date and Cost	Supporting Actions	Measures of success	Appraisal/Outcomes
<p>2.1a. Develop a regular calendar of mission-specific (i.e. collection and exhibition related) programs for adults, families, and schools</p>	<p>F/T Curator of Education</p> <p>F/T Adult Program Manager</p> <p>F/T Youth and Family Program Manager</p> <p>P/T Lead Educators and Visitor Services Volunteers</p> <p>Contract Instructor/Artists</p> <p>Existing twelve-month schedule of programs</p> <p>Membership discounts for programs</p> <p>Marketing staff</p>	<p>Limited Instruction and Classroom Spaces</p> <p>Studio spaces</p> <p>Regional Arts Instructors</p>	<p>Boys and Girls Club</p> <p>Winchester/Frederick County Public Schools and other school systems</p> <p>Shenandoah Valley Discovery Museum</p> <p>Winchester/Frederick County Parks and Recreation</p> <p>Shenandoah Valley Artists' Councils</p>	<p>Education Department</p> <p>Collections Department</p> <p>Gardens and Grounds Department</p> <p>Marketing Department</p>	<p>FY 2014 Ongoing Annual Budget, increase existing Educational Programs budget from approximately \$40,000 to \$75,000 and increase existing Marketing budget for Educational Programs from approximately \$25,000 to \$50,000. Many of the programs developed by the Education Department can be underwritten by corporate sponsors (i.e. McDonalds) or could be supported by grants (i.e. Boys and Girls Club) to offset expenses</p>	<p>Maintain the following program schedule: 12 months in advance for dates and general topics 6 months in advance for details/specifics</p> <p>Develop planning tools such as program goals, participant experience objectives/outcomes related to mission/collections/exhibitions; operating and cost planning worksheets for each program</p> <p>Evaluate all programs with consistent instruments (develop eval tools by Dec. '14)</p> <p>Develop consistent letters of agreement for presenters</p> <p>Marketing of programs on -line and in print</p> <p>Develop and Implement</p>	<p>Ability/capacity to provide programming</p> <p>Requests for repeated programs</p> <p>Sold-out programs</p> <p>School-age participation in summer camps</p> <p>Ongoing resources for students and teachers</p> <p>Increased Membership</p>	<p>Additional programming opportunities for all age and skill levels</p> <p>Increased participation of community</p> <p>Evaluations demonstrate audience/visitors engagement with program topics</p> <p>Program planning is now on the schedule outlined in "Supporting Actions"</p> <p>Funds received for Boys & Girls Club Camp MSV; expenditures equivalent to revenue</p> <p>FY 14 ed programs were self-supporting or profitable overall (i.e. higher net for some programs offset costs of programs offered for free, or programs with a loss)</p>

Action/Tasks	Available Assets	Missing Assets	Partners/ Collaborators	Personnel/Resources Responsible	Date and Cost	Supporting Actions	Measures of success	Appraisal/Outcomes
<p>2.1b. Develop activities for each of the MSV's family-friendly community programs.</p>	<p>F/T Education Department staff as noted in 1a.</p> <p>P/T Lead Educators and Visitor Services Volunteers</p> <p>Existing twelve-month schedule of programs</p> <p>Marketing and Community Programs staff</p>			<p>Education Department</p> <p>Gardens and Grounds Department</p> <p>Marketing and Community Programs Department</p> <p>Facilities Department</p>	<p>FY 2014: Staff time</p> <p>Materials and Supplies: \$5,000</p> <p>Activities developed beginning FY 14; now ongoing</p>	<p>Maintain the following program schedule: 12 months in advance for dates and general topics 6 months in advance for details/specifics</p> <p>Develop planning tools such as program goals, participant experience objectives/outcomes related to mission/collections/exhibitions; operating and cost planning worksheets for each program</p> <p>Marketing of programs on -line and in print</p>	<p>Increased community exposure</p> <p>Requests for programs</p> <p>Community participation in programs</p> <p>Increased Membership</p>	<p>Increased participation of community</p>

Action/Tasks	Available Assets	Missing Assets	Partners/ Collaborators	Personnel/Resources Responsible	Date and Cost	Supporting Actions	Measures of success	Appraisal/Outcomes
2.1c. Conduct training, continuing education, and other learning opportunities for volunteers to enhance their ability to engage with museum visitors	Education, Collections and Visitor Services staff Monthly volunteer lessons Educator docent training program		WFCHS and other Valley historical societies Handley Library JMU, SU, and other Valley colleges Other arts and cultural organizations in the Valley and Northern Virginia, and Maryland areas; SVBF	Community Programs Coordinator Marketing staff Education staff Facilities Staff	Ongoing: Staff time Annual Materials and Supplies: \$3,000 Educator docent training to be offered fall 2014 Monthly docent lessons offered beginning CY 2014 Jan 2015: develop instrument for evaluating volunteers	Maintain master calendar to coordinate MSV programs and Other programs Meet with/tour area organizations to promote the MSV Develop instrument for evaluating volunteers Evaluate volunteers	Increased memberships Invitations from other organizations to participate in some form of collaboration	More friendly exposure throughout the Valley Enhanced visitor experience during tours/interactions with educator volunteers
2.1d. Develop school program offerings with local teachers	FT Education staff L.E.s Volunteers (educator docents)	Financial support Program content & lesson plans Outreach lessons Online registration capability	WCPS FCPS Other area private schools teachers	Education department Manager of Youth & Family Programs Outreach Coordinator Resources: L.E.s and volunteers	FY 15: Staff time \$2000 to begin, additional \$1000 each school year thereafter (for supplies and busses) FY14 [program in development with James Wood Middle School]	Create school visit registration form online [in development August 2014] Network with teachers Develop content and lesson plans for 3 general topics: art, history, gardens, etc.	Utilization of school programs Positive teacher feedback Online registration for school programs Increased demand for school programs	Repeat requests for school programs Improved performance on standardized tests [or other evaluation instruments] for participating schools

Action/Tasks	Available Assets	Missing Assets	Partners/ Collaborators	Personnel/Resources Responsible	Date and Cost	Supporting Actions	Measures of success	Appraisal/Outcomes
2.1e. consistently evaluate all programs for quality, participation and impact	“penny for your thoughts” and other currently available evaluation forms	Historical tracking/ Summaries or baseline data	Volunteers or students to conduct evaluations	Responsible: Education department Resources: L.E.s and volunteers	Review currently available FY 14 data by December 2014 Any new instruments developed and in place by FY 2016	Evaluate/review current instruments Maintain database or spreadsheet of evaluation data & feedback	Comments and feedback show program goals and objectives were met	Increased participant or visitor satisfaction Improved response to visitor needs
2.1f. Develop self-guided activities for families, e.g. garden, gallery and house backpacks or scavenger hunts	Education Staff	Financial support Content Materials	Local educators (?) Home schoolers	Education staff Visitor Services staff	FY 16 Staff time Approx.. \$1000 for packs and supplies	Promote through web site and COE Gather feedback from users	Utilization of packs and activities	Requests for packs/activities Greater family familiarity with MSV
2.1g. Actively invite area organizations, museums, and historical societies to hold their Valley-related programs and events at the MSV	Community Programs Coordinator Special Events Coordinator Education staff Administrative Staff	Greater interaction and involvement with Valley-related organizations	WFCHS and other Valley historical societies; SVBF Handley Library JMU, SU, and other Valley universities Valley Health	Community Programs Coordinator Marketing staff Education staff Facilities staff Administrative Staff	FY 2014: Staff time Invitation to National Park Service (Deborah H)	Maintain master calendar to coordinate MSV programs and Other programs Meet with area organizations to promote the MSV	Increased memberships Invitations from other organizations to participate in some form of collaboration	More friendly exposure throughout the Valley

Micro-Strategy #2: Provide greater accessibility to the Rose Hill farm and battlefield and augment the existing interpretation with additional information (Annual Recurring Costs: \$10,000)

Action/Tasks	Available Assets	Missing Assets	Partners/ Collaborators	Personnel/Resources Responsible	Date and Cost	Supporting Actions	Measures of success	Appraisal/Outcomes
<p>2.2a. Complete Phase 1a and Phase 1b Rose Hill Farm Restoration project to include: restoration of Rose Hill Farm House, restoration of exterior kitchen building, development and installation of safe commercial entrance and ADA-compliant parking lot; and relocation of existing farm lane for visitor safety</p>	<p>Architectural and Site Plans for Phase 1a and 1b are complete</p> <p>Limited funding secured</p>	<p>Laid trails</p> <p>Additional signage (rules, maps, etc.)</p> <p>Increased property and site maintenance</p> <p>Public interest and support of site</p>	<p>Frederick County Parks and Recreation could partner and assist with maintenance in exchange for additional public space</p> <p>Civil War Trust and SVBF may partner on the trail construction</p>	<p>Gardens and Grounds Staff</p> <p>Education Department</p> <p>Marketing Department</p>	<p>FY2015: Staff time \$900,000 previously funded by GGBF* \$10,000+ annual maintenance</p> <p>* not included in sum total as previously funded</p>	<p>Project bidding to begin in October 2012</p>	<p>Inclusion in Frederick County Park System</p> <p>An attraction without the expense of staffing</p> <p>Preservation of significant Valley battlefield</p>	<p>Visitation beyond the only times Rose Hill is staffed and open to the public</p> <p>Open space / property for visitors to enjoy</p>
<p>2.2b. Develop walking paths and bike paths to the site as an activity to attract visitors without Rose Hill staff or guides on site</p>	<p>Existing, defined trails</p> <p>Parking Lot / Restroom (Coming Soon)</p> <p>Signed interpretation along path route</p>	<p>Laid trails</p> <p>Additional signage (rules, maps, etc.)</p> <p>Increased trail maintenance</p>	<p>Frederick County Parks and Recreation could partner and assist with maintenance in exchange for additional public space</p> <p>SVBF, the Civil War Trust, or the Tawani Foundation.</p> <p>Staff time</p>	<p>Gardens and Grounds Staff</p> <p>Education Department</p> <p>Marketing Department</p>	<p>FY2016: Though, the Rose Hill trails would be about half the distance, and much of the tree clearing and interpretive signage is already there.</p> <p>Costs may be shared amongst partnering organizations</p>	<p>As part of Master Planning process, contact Frederick County Parks and Recs to determine level of interest and funding possibilities</p>	<p>Inclusion in Frederick County Park System</p> <p>An attraction without the expense of staffing</p> <p>Preservation of significant Valley battlefield</p>	<p>Visitation beyond the only times Rose Hill is staffed and open to the public</p> <p>Open space / property for visitors to enjoy</p>

Action/Tasks	Available Assets	Missing Assets	Partners/ Collaborators	Personnel/Resources Responsible	Date and Cost	Supporting Actions	Measures of success	Appraisal/Outcomes
2.2c. Develop historic or nature interpretive programming and materials appropriate to the site	Existing signage with current battlefield information		Perhaps in the future the NPS and SVBF Kernstown Battlefield Association Frederick Co. Parks & Rec	Education staff Gardens & Grounds staff Media Specialist (?)	FY201614: Development of an app similar to Gettysburg is \$50,000 . This app was funded by grants from the NPS & the State of Virginia. Depending on the complexity, budget range should fall in the \$15,000 - \$50,000 range. -Staff time		Functioning program that includes relevant information	An increase in site visitation would be a sign to devote more future resources towards Rose Hill interpretive material

Micro-Strategy #3: Continue to develop at least one Shenandoah Valley-themed changing exhibition annually (See Objective 3, micro-strategies 3d and 2a for associated costs)

Action/Tasks	Available Assets	Missing Assets	Partners/ Collaborators	Personnel/Resources Responsible	Date and Cost	Supporting Actions	Measures of success	Appraisal/Outcomes
2.3a. In doing so, exhibitions that pull from Valley museum and historical society collections should be considered similarly to the Hugh Morrison exhibition and partnership with the Shenandoah County Historical Society. Portions of the final exhibition may be capable of traveling or permanent exhibition at the partnering museum.	Exhibitions staff Collections staff Marketing staff Education staff	Objects from other collections	Partner with local museums and historical societies on either changing exhibitions or temporary displays in permanent galleries.	Collections Department Education Department Marketing Department Development Department Arts and Education Committee	FY2013/ongoing: Annual Exhibitions Budget Increase: <i>See Objective 3, Micro-strategy 3d for cost</i> <i>Becoming Patsy Cline</i> FY 14 (collaboration with Celebrating Patsy Cline) Some objects in Safes of the Valley from Luray Historical Museum	Schedule larger MSV-organized exhibitions 3-5 years out	Increased “buy-in” throughout all reaches of the Valley Assistance and promotion of other Valley institutions, “we’re here to help”	Reputation as center for Valley scholarship, both state and nationwide.
2.3b. In conjunction with Valley-themed exhibitions, develop an online component to select exhibitions that can be linked to the MSV website for a permanent, online exhibition based on the developed topic.	Exhibitions staff Collections staff Media Specialist Education staff	Website capabilities to add “new” online exhibitions	Potential corporate sponsors	Exhibitions Department Collections Department Media Specialist Marketing staff Development staff	FY2013/ongoing: <i>See Objective 3, 2a for cost</i> -Staff time [none developed in 2013 or 2014; possibly for 2015 or 16 or as suggested by exhibition topic]		Win awards for digital exhibitions Positive feedback	Extended life of “changing” exhibitions developed on-site. No longer will they have “just missed it”. Information accessible to all who visit site

Micro-Strategy #4: Contribute to, sponsor and promote research, and scholarship, and art about the material culture and heritage of the Shenandoah Valley, past and present (Annual/recurring costs: \$45,500)

Action/Tasks	Available Assets	Missing Assets	Partners/ Collaborators	Personnel/Resources Responsible	Date and Cost	Supporting Actions	Measures of success	Appraisal/Outcomes
<p>2.4a. Contribute to the body of scholarship about the Valley through exhibitions and original research at a satellite office on the MSV site for research.</p>	<p>Potential Office Space</p> <p>Shenandoah Valley Collection</p>	<p>Equipment to digitize Valley material</p> <p>Advisory Board of Valley scholars to create buy-in throughout the Valley but also to assist in the development of the Institute</p>	<p>SU – would support and partner in this endeavor</p> <p>Handley Library and other Valley libraries</p> <p>Valley historical societies and museums</p> <p>MESDA</p> <p>James Madison Univ.</p>	<p>Collections Department</p> <p>Curator of Collections</p> <p>Arts and Education Division</p> <p>Education Department</p> <p>Marketing Department/Media Specialist</p> <p>Development Department</p>	<p>FY2014: Dedicate funds to allow for MSV sponsorship of publications, scholarly research by staff curators, and online capabilities for the collection. The sponsorship of publications and scholarly research will be on an on-going, as-needed basis, and developing an online collection will fall in line with the Marketing Sub-Committee’s timeline for website renovations.</p> <p><u>Budget:</u> Add to the Collections budget lines \$20,000 for Publication Sponsorship, \$5,000 for Staff Research/Travel, and \$500 for online hosting of collections.</p> <p><i>Safes of the Valley</i> catalogue to be published FY 2015</p>	<p>Develop advisory board to meet and guide the development of the research with scholars and collectors</p> <p>Identify areas for research and potential exhibitions</p> <p>Digitize Valley research materials and public collections of objects, and publish scholarship relating to the Shenandoah Valley as noted in 4a</p> <p>NEH planning grant for “Wiki Shenandoah” to be submitted FY 2015</p>	<p>Annual exhibition</p> <p>Publication of Research</p> <p>Travelling exhibitions</p> <p>A functioning, searchable database of material covering all eras of Valley history and culture.</p>	<p>A digital repository of Valley research materials will attract online visitors and researchers nationwide.</p> <p>Published scholarly work promoting the Museum’s mission and the Valley.</p> <p><i>Safes of the Valley</i> exhibition FY 2014-15</p>

Action/Tasks	Available Assets	Missing Assets	Partners/ Collaborators	Personnel/Resources Responsible	Date and Cost	Supporting Actions	Measures of success	Appraisal/Outcomes
2.4b. Develop and oversee a fellowship/visiting scholar program.	Potential residence for visiting scholar Collections staff Education staff	Curator/ Research assistant noted in 1c	-SU – would support and partner in this endeavor -JMU, LFCC, Shepherd, other colleges in the Valley -Other universities with graduate research students	Collections Department Education Department	FY2015: \$10,000 annual stipend for Visiting Scholars Annual shared publication cost: \$10,000	Develop advisory board to meet and guide the development of the research with scholars and collectors Identify areas for research and potential exhibitions Digitize Valley research materials and public collections of objects, and publish scholarship relating to the Shenandoah Valley as noted in 4a	Public participation and interest in related courses and programs Published Valley Scholarship MSV becomes known for its promotion of original research and scholarship about the Valley.	Education of future Valley scholars Published Valley material by non-Institute staff Ideas for future MSV exhibitions Ability to collaborate with nationally-known museums on programs or exhibitions
2.4. To encourage art in the Valley, present an MSV prize for best contemporary artist (may or may not be related to 5c) 5d.	Potential residence for visiting artist Collections staff Education staff	Curator/ Research assistant noted in 1c Contemporary Valley Artists Jury or juror		Collections Department Education Department Exhibitions Department	[other priorities in FY 2015 delayed undertaking. FY 2016: study viability; FY 2017 or 2018 implement. \$10,000 annual prize monies awarded at opening Event	Develop advisory board to meet and guide the development of the artist selection process	See Measures of Success as listed.	In addition to Appraisal/Outcomes listed above: - -Our collection of contemporary artists grows and becomes “the collection” and an important investment in the future of the MSV 50-100 year in the future. -MSV becomes known as a promoter of contemporary Valley artists

OBJECTIVE 3:

INCREASE COLLECTIONS, BROADEN ACCESS, AND SERVE AS GOOD STEWARDS FOR OUR OBJECTS, BUILDINGS, AND LANDSCAPES.

The MSV's artifact, archival and research collections are acquired, preserved and stored according to best practices and standards set forth by the Accreditation Commission of the American Association of Museums. Collecting and borrowing priorities will focus on Shenandoah Valley materials needed for exhibitions and programs, as well as strategic collecting initiatives intended to strengthen collections that define the cultural heritage and diversity of the Shenandoah Valley. The collections will be made more accessible and relevant through partnerships, collaborations, and exchanges with other sites; and by using exhibits, programs and new technologies, especially the internet, broadcast and other media.

General Outcomes:

1. Continue to collect and display items of significance that represent the art and material culture of the Shenandoah Valley
2. Provide greater access to, and documentation of, MSV programs, collections, and scholarship through online exhibitions and catalogs, as well as collections related publications
3. Create new exhibitions in the permanent galleries, changing galleries and on the MSV grounds
4. Assess current collections and deaccession items that are not of suitable quality
5. Create outreach exhibitions, programs and presentations that can travel to communities throughout the Valley and beyond
6. Maintain good stewardship of our objects, buildings and landscapes

Micro-Strategy #1: Continue to collect and display items of significance that represent the art and material culture of the Shenandoah Valley (Annual/Recurring cost: \$0 increase)

Action/Date of Completion	Available Assets	Missing Assets	Partners/ Collaborators	Personnel/Resources Responsible	Date and Cost	Supporting Actions	Measures of success	Appraisal/Outcomes
3.1a. Revise Acquisitions Policy to define scope of collecting by refining those categories that are most important; using potential for exhibition, visitor engagement and scholarship to dictate the value of an object.	Acquisitions Fund/ Collections Committee/ Collections Staff/ Existing Acquisitions Policy	Fund for high profile acquisitions	Valley Collectors/ Dealers	Executive Director/ Collections Staff Deputy Director A&E	2013: Staff not in place in FY 2013; FY 2015 Acquisitions Budget/ Staff/TBD	Set parameters for quality or value of objects; era and (or) area as absolute requirements. Complete Collections/Acquisitions policy	A collection that is widely acknowledged, consisting of objects that are essential to the cultural heritage of the Shenandoah Valley. Board-adopted Collections/Acquisitions policy	A collection that documents and defines the cultural heritage of the Shenandoah Valley, through specific regions or specific eras.
3.1b. Revise acquisitions policy to define acquisitions as staff driven with approval and oversight by Collections Committee for major acquisitions, or Executive Director for acquisitions under \$5000	Draft of acquisitions policy Curator of Collections Registrar/Collections Manager	Finalized acquisitions policy	Collections Committee	Collections Dept.	FY 2016 Staff time	Review current & best practices in acquisitions policies	A process that moves smoothly from staff to the Collections Committee	Simplification of acquisitions process Acquisitions that fill gaps in the Valley collection

Action/Tasks	Available Assets	Missing Assets	Partners/ Collaborators	Personnel/Resources Responsible	Date and Cost	Supporting Actions	Measures of success	Appraisal/Outcomes
<p>3.1c. Continue to cultivate collectors and potential donors through regular visits and object loans.</p>	<p>Collections Staff with assistance from Collections Committee Host Symposia. MESDA symposium hosted May 2014</p> <p>Publicize acquisitions</p>	<p>Staff Conservators</p> <p>“Collectors’ Circle”</p>	<p>Valley Museums/ Valley Historical Societies/ Valley Collectors/ Dealers</p>	<p>Executive Director/ Collections Staff / Collections Committee/ Marketing Staff/ Development Staff Deputy Director A&E</p>	<p>Ongoing: Staff/ Transportation/ Shipping/ Conservation</p>	<p>Include objects on loan from private collections in scholarship and exhibitions.</p> <p>Assessment/ appraisal programs.</p>	<p>Collectors routinely contacting the MSV, eager to lend; to see their objects or legacy of collecting on display alongside other great pieces in our collection.</p> <p>MSV staff routinely visiting collectors</p>	<p>Exhibitions that are enhanced by object loans, representing the best examples of art and culture from the Shenandoah Valley.</p> <p>The transfer of loans into acquisitions.</p>
<p>3.1d. Pursue Long-term institutional loans, focusing on Valley objects, developing special exhibitions featuring outside collections.</p>	<p>Collections Staff/ Exhibitions Budget</p>	<p>Exhibition Prospectus/ Galley Plan</p>	<p>MESDA/ Colonial Williamsburg/ American Folk Art Museum/ Metropolitan Museum of Art/ VMFA/ VHS/ Valley Museums</p>	<p>Executive Director/ Collections Staff / Collections Committee/</p>	<p>FY2013: ongoing Staff/ Transportation/ Shipping/ Conservation/ Exhibition Design/ Fabrication</p>	<p>Locate collections in other institutions or collections that could be loaned to the MSV for extended periods of time.</p>	<p>Collaborative partnerships with larger museums.</p> <p>Affiliations with Valley museums.</p> <p>Increased visitation and press.</p> <p>Loans from individual collectors</p>	<p>A collaborative exhibition that simultaneously establishes the credibility of the MSV as well as presenting some of the best artifacts related to our region.</p> <p><i>Safes of the Valley</i> FY 2014-2015</p> <p>Loan of tall case clock FY 2015</p>

Action/Tasks	Available Assets	Missing Assets	Partners/ Collaborators	Personnel/Resources Responsible	Date and Cost	Supporting Actions	Measures of success	Appraisal/Outcomes
3.1e. Establish a Collectors Guild/Giving Circle network or membership level for individuals who give toward the cause of acquiring an object. [similar to Friends of Colonial Williamsburg and MESDA advisory board]	Collections Staff/ Development Staff/ Existing membership programs	Membership manager	Collectors/ Donors	Executive Director/ Collections Staff/ Collections Committee/ Development Staff	Develop: FY 2016 [other priorities FY 2014; Collections staff not in place] Implement: FY2015 FY 2017 Staff/TBD	Emphasize rarity and importance of each object to increase participation and donation by members.	Increased funds for acquisitions.	Acquiring high-profile pieces, of greater value than our current acquisitions budget. A community that is directly involved in the mission of the MSV
3.1f. Encourage preservation of Shenandoah Valley objects that we are unable to accept or are not being offered.	Collections Staff	Webpage and printed materials/ Media specialist	General Public	Collections Staff/ Marketing Staff/ Media Specialist Education Staff (for “Care of” programs)	Develop: FY2014 Implement: FY2015 Staff/TBD [staff not in place for development in FY 2014] Develop materials late FY 2015; implement FY 2016	Create informative materials/website that provides resources that instructs owners on care of objects; similar to Winterthur website. Create handout or brochure including tips on caring for different materials along with lists of links to other museums that offer information on caring for objects/materials	Number of inquiries. “Care of” programs currently being offered quarterly through ed and taught by registrar/collections manager	Increases potential for future acquisition or gift. Improves MSV as a resource for common questions about care of objects. Inquiries present opportunity for documentation of previously unknown pieces.

						(i.e. "How to Care for Your Valley Heirlooms") Hire intern to compile list; look at V&A etc		
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Micro-Strategy #2: Provide greater access to, and documentation of, MSV programs, collections, and scholarship through online exhibitions and catalogs, as well as collections related publications (One-time cost: \$65,000; Annual/Recurring cost: \$15,000)

Action/Tasks	Available Assets	Missing Assets	Partners/ Collaborators	Personnel/Resources Responsible	Date and Cost	Supporting Actions	Measures of success	Appraisal/Outcomes
3.2a. Continue to create online exhibitions as a web presence for in-house exhibitions generated by the MSV	MSV Staff (Collections, Education, Marketing)/ Department Budgets/ Design Consultants	Media Specialist/ Equipment Upgrades (Servers)/ Funding	Contributing Lenders/ Consulting Curators/ Exhibition Advisory Panel/ Content Advisors/ Web Designers and Consultants/ Local Universities	Collections Staff/ Marketing Staff	FY2013: resources not in place FY 2013 TBD as needed or suggested by the exhibition (exhibition driven) \$10,000 per exhibition/ Staff/ Consultants	Promote new scholarship and create an online resource for researchers. Exhibitions that are finalized well in advance and supported by staff and financial resources	Increased visitation in the form of web traffic. A resource that is widely cited.	Delivering information to the public, by engaging visitors through content that can be delivered at their convenience; at any time, and in any location they should choose. Create a resource for scholars and the general public.

Action/Tasks	Available Assets	Missing Assets	Partners/ Collaborators	Personnel/Resources Responsible	Date and Cost	Supporting Actions	Measures of success	Appraisal/Outcomes
<p>3.2b. Create and maintain online database featuring highlights from the permanent collection. Nancy and A&E and G&G to examine and plan for library and database usage and inclusion of living collection ****PLAN over next year and develop over next four years</p>	MSV Staff (Collections, Education, Marketing)/ Department Budgets/ Design Consultants	Media Specialist/ Equipment Upgrades (Servers)/ Funding	Contributing Lenders/Consulting Curators/ Content Advisors/ Web Designers and Consultants/ Local Universities	Collections Staff/ Education Staff/ Marketing Staff	<p>Develop: FY2015/2016:</p> <p>Implement: FY2017:</p> <p>\$20,000 initial website plus \$5,000 for annual update/ Staff/ Consultants</p>	<p>Marketing campaign to promote visitors to the website.</p> <p>JWG, Valley, and MiniatureCollection online.</p>	<p>Increased visitation in the form of web traffic.</p> <p>A resource that is widely cited.</p> <p>Highlights from Valley, Miniature and JWG collection currently on MSV web site</p>	<p>This online resource will further raise awareness of the quality and scope of our collection.</p> <p>Meet future demands for personal technological devices to be the interface through which people will receive most of their information.</p>
<p>3.2c. Printed handouts/booklets catalogs that feature highlights from different elements of the collection.</p>	MSV Staff (Collections, Education, Marketing)/ Department Budgets	Media Specialist/ Funding	Consulting Curators/ Content Advisors/	Collections Staff/ Education Staff/ Marketing Staff	<p>FY2015: for 10th Anniversary highlights catalog: \$45,000</p> <p>FY 2015 for 10th Anniversary Approx. \$5000 for handout</p>	<p>10th anniversary exhibition and catalog, in 2015, celebrating the MSV collection. Handout celebrating history of the Valley through ten objects from the MSV collection.</p>	<p>Sales numbers</p> <p>Number used</p> <p>Anniversary exhibition in planning stages</p>	<p>Raise awareness of the quality and scope of our collection.</p> <p>Printed publications could be available in digital formats through Kindle and iTunes.on the web site and as a one-page handout or small brochure</p>

Micro-Strategy #3: Create new exhibitions in the permanent galleries, changing galleries, and on the MSV grounds (One-time cost: \$700,000; annual/recurring costs: \$275,000 (partially funded from operating budget with grants and sponsorship)

Action/Tasks	Available Assets	Missing Assets	Partners/Collaborators	Personnel/Resources Responsible	Date and Cost	Supporting Actions	Measures of success	Appraisal/Outcomes
<p>3.3a. Renovate Shenandoah Valley galleries to incorporate more objects.</p>	<p>Collections Staff/ Education Staff Exhibitions Staff</p>	<p>Funding/ Design</p>	<p>See Micro Strategy #2</p>	<p>Executive Director/ Collections Staff/ Education Staff Exhibitions Staff</p>	<p>FY2017-2018: \$700,000</p> <p>FY 2016: formative evaluation</p> <p>FY 2017 or later: renovation undertaken only if funding in place</p>	<p>New cases and platform designs.</p>	<p>Visitor feedback.</p> <p>More of collection in galleries rather than storage.</p> <p>Completed: renovation of Founders, Changing, and Dec. Arts galleries as well as pottery case & wall for 2-D in SVG</p>	<p>A flexible space, allowing greater possibilities for exhibition and interpretation.</p> <p>Improved visitor experience.</p> <p>SVG that includes more material culture, moving away from “textbook” aspect of current installation</p>

Action/Tasks	Available Assets	Missing Assets	Partners/ Collaborators	Personnel/Resources Responsible	Date and Cost	Supporting Actions	Measures of success	Appraisal/Outcomes
3.3b. Create gallery spaces for collectors or artists to contribute content and scholarship.	Collections Staff/ Education Staff Space for exhibition in GBH, Hex Hse, Staff Time to hang and maintain	Funding/ Policy to guide interaction.	Valley artists and collectors.	Collections Staff/ Exhibitions Manager/ Marketing Staff	FY2013: expenses covered by Exhibitions and a Gallery renovations budget lines Annual Operating Budget (Our Valley/Our Heritage platform FY 2013/2014) FY2014 and ongoing: \$250,000 Annual Operating Budget/grants and sponsorship where available FY 2016 develop policy FY 2017 implement	Marketing campaign engaging collectors to “Tell Us about Your Collection” Make connections with collectors Find out where important Valley and other pieces are. Document for data collection locations of important works.	Community participation and evaluation. Increase in giving. Donation of collections. Completed: evacuation of Dec. Arts gallery to create space for this purpose (e.g. Safes of the Valley FY 2014-15)	Establish value of modern and contemporary artists working in the Valley. Will draw a new audience to the MSV. Build upon the <i>Art in the Halls</i> model by giving artists and craftsmen the opportunity to be documented and introduced to a broader audience. MSV becomes a greater resource for those with an interest in the culture of the Valley. Private collections associated with MSV collection.
3.3c. Utilize the MSV grounds for outdoor Exhibitions or site-specific sculpture	Collections Staff/ Education Staff Exhibitions Staff Gardens and Grounds staff	Outdoor signage/ Lighting/ Furniture	Valley sculptors/ Garden clubs	Executive Director/ Collections Staff/ Education Staff/ Gardens and Grounds Exhibitions Staff	Initiate planning FY 2016; in development by FY 2018	Exhibition on MSV grounds	Visitation and Visitor feedback	Increased educational programming on outdoor art and nature themes An additional component for visitors to enjoy

Action/Tasks	Available Assets	Missing Assets	Partners/Collaborators	Personnel/Resources Responsible	Date and Cost	Supporting Actions	Measures of success	Appraisal/Outcomes
<p>3.3d. Continue to develop and present changing exhibitions that include Valley themes, as well as other arts and popular culture motifs including European, Eastern and eclectic arts from various regions</p>	<p>Collections Staff/ Education Staff/ Changing Galleries/ Exhibitions Budget</p>	<p>Additional Funding</p> <p>Staff to identify, document and request</p> <p>Time to enter into a database with documentation</p> <p>Exhibition designer Contract art handlers</p>	<p>Lending institutions</p> <p>Collectors</p> <p>Consulting Curators Exhibition Consultants</p>	<p>MSV Staff</p> <p>Contract curators</p>	<p>FY2014/ongoing: \$250,000 Annual Operating Budget/grants and sponsorship where available</p> <p>FY 2015 begin planning of MSV-organized Valley themed exhibitions, e.g. Valley Baseball; Apple Industry</p>	<p>Exhibitions Review and Development Process</p> <p>Exhibition review process now incorporated into A&E meetings</p> <p>Utilize consultants or curators with experience in museum exhibitions</p>	<p><i>American Impressionism:</i> Jun 1, 2013 – Aug 4, 2013;</p> <p><i>Becoming Patsy Cline:</i> Aug 29, 2013 – Feb 2, 2014;</p> <p><i>Opening the Door: Pie Safes of the Shenandoah Valley:</i> Feb 28, 2014- Aug 3, 2014;</p> <p><i>Second Time Around:</i> Sept 5, 2014 – Mar 1, 2015</p> <p>Planned through FY 2017:</p> <p><i>Mort Kunstler: The Art of Adventure,</i> 5/9/15-8/2/15</p> <p><i>Cut! Costume and the Cinema,</i> 10/1/15-2/28/16</p> <p><i>Alphonse Mucha: the Dhawan Collection,</i> 4/29/16-7/31-16</p> <p><i>And Still We Rise,</i> 9/10/16-12/18/16</p> <p><i>Zap! Pow! Bam! – The Golden Age of Comic Books,</i> 2/1/17-4/30/17</p> <p><i>Art and the Animal</i> 5/27/17-9/4/17</p>	<p>New exhibitions and corresponding scholarship on Valley themes simultaneously establish the value of the artifacts and set a precedent for refining and expanding our scope of collecting, increasing collections and broadening access.</p> <p>Cultivation of collectors in a broader context and more pro-actively</p> <p>Possibility of receiving collections as gifts</p> <p>Also find Shenandoah Valley art and objects from around the country</p> <p>Increased visitation MSV becomes known as place to see in part due to exhibitions; tourist attraction</p>

Action/Tasks	Available Assets	Missing Assets	Partners/ Collaborators	Personnel/Resources Responsible	Date and Cost	Supporting Actions	Measures of success	Appraisal/Outcomes
<p>3.3e. Collaborate with area arts organizations to host or facilitate exhibitions of artists working in the Valley or from the Valley at the MSV to encompass fine and decorative arts, folk art, crafts, furniture, and other.</p>	<p>Space for exhibits</p> <p>Collections staff with knowledge of how to create and show and hang.</p>	<p>Staff member with expertise in contemporary art</p> <p>Staff member dedicated to collaborations with corporations, collectors, historical societies, etc.</p> <p>A large list of collectors of all types of art not yet identified.</p> <p>Off campus sites for potential "Valley" juried shows</p> <p>Resources to possibly purchase "best in show" for Contemporary Valley Artist Collection of high quality.</p> <p>Selection process for juries</p>	<p>Partners for spaces to exhibit like historical societies, corporations</p> <p>Create collaborations with Valley artists to recruit other Valley artist (Cory's idea)</p> <p>Shenandoah Arts Council Other area Arts organizations, councils, guilds, and centers</p>	<p>Collections</p> <p>1/3 staff member to coordinate, locate sites, negotiate space</p>	<p>FY2014/ongoing: \$250,000 Annual Operating Budget/grants and sponsorship where available</p> <p>Event with Mid-Atlantic Plein Air Painters Association (MAPAPA) in preliminary planning stages for FY 2015/2016</p> <p>Virginia Watercolor Society potential exhibition in Changing Exhibition Gallery FY 2018</p>	<p>Connect with artists</p> <p>Connect with Corporate collections</p> <p>Connect with Historical Societies and other cultural arts sites</p>	<p>Build a collection of contemporary artwork from artists of the Valley</p> <p>Building relationships with Valley corporations</p> <p>Relationships developed with galleries around the Valley</p> <p>Completed: some of these goals are being accomplished through the Art in the Halls program.</p> <p>Work by Valley contemporary artists have been added to the collection FY 2014</p>	<p>Identify Valley artist working in this century</p> <p>Collaborate with Valley artists and other cultural institutions</p>

Micro-Strategy #4: Assess current collections and deaccession items that are not of suitable quality (One-Time cost: \$35,000)

Action/Tasks	Available Assets	Missing Assets	Partners/Collaborators	Personnel/Resources Responsible	Date and Cost	Supporting Actions	Measures of success	Appraisal/Outcomes
3.4a. New appraisal for the MSV Collection.	Collections Staff	MSV Collection Appraisal Appraiser with expertise with Valley objects	Experts on Valley material culture/ Auction Houses	Executive Director/ Collections Staff / Collections Committee	FY2013: Shenandoah Valley Collection [experienced Collections staff not in place FY 2013] FY 2016 and JWG Decorative Arts - Jeff Evans \$20,000 FY2014: Miniatures Collection - \$10,000 Move to FY 2017	Staff Assessment to group items by category and priority. Deaccession.	Prices realized meet or exceed appraisal.	Funds for new acquisition and care of existing collections. More storage space. Institutional loan/exchange. A refined collection promoting the best examples of material culture from the Valley.

Action/Tasks	Available Assets	Missing Assets	Partners/Collaborators	Personnel/Resources Responsible	Date and Cost	Supporting Actions	Measures of success	Appraisal/Outcomes
<p>3.4b. Evaluation of items in the JWG Collection.</p>	<p>Collections Staff/ Consulting Curators/ Paintings and Furniture appraisals</p>	<p>Curatorial Staff/ Dec Arts Appraisal</p>	<p>JWG Catalog Curators/ Auction Houses</p>	<p>Executive Director/ Collections Staff / Collections Committee</p>	<p>FY2014: Garden Sculpture and Statuary: - \$5,000 Completed</p> <p>FY2015: JWG Paintings and Works on Paper - Sothebys \$0 Not currently a high priority</p> <p>FY2016: JWG Furniture Sothebys - \$0 JWG furniture appraisal/ deaccession less urgen as GB house and possibly Carriage House apt being furnished with lesser value items from this collection</p>	<p>Staff Assessment to group items by category and priority.</p> <p>Deaccession.</p> <p>Collection committee voted on select deaccessions proposal 9/3/14</p>	<p>Prices realized meet or exceed appraisal.</p>	<p>Funds for new acquisition/ care of existing collections.</p> <p>More storage space.</p> <p>Institutional loan/exchange.</p> <p>A refined fine arts collection.</p>

Micro-Strategy #5: Create outreach exhibitions and programs that can travel to communities throughout the Valley and beyond
 (One-time cost: \$210,000; annual/recurring cost: \$68,000)

Action/Tasks	Available Assets	Missing Assets	Partners/ Collaborators	Personnel/Resources Responsible	Date and Cost	Supporting Actions	Measures of success	Appraisal/Outcomes
3.5a. Create and offer outreach programs that bring aspects of the MSV collection and exhibitions to the region	MSV Staff	Dedicated Staff (Outreach Coordinator)	Schools/ Museums/ Historical Societies/ Community Events and Organizations Valley Sr. Centers Valley Community Centers Valley rehabilitation centers/nursing homes	Collections Staff/ Education Staff	Develop: FY2014 Implement: FY2015 Outreach programs developed and implementation begun FY 2014; implementation FY 2015 Self-sustaining	Develop select offerings emphasizing exhibitions and collections Develop evaluation tool	Attendance figures counted toward overall attendance. Increase in giving. Interest by potential clients Number of programs presented [7 programs presented FY 2014; 8 topics developed FY 2014; 9 programs scheduled for FY 2015]	Present programs that entice visitors from distant regions to recognize value of the MSV to the Valley. MSV resources available to those in our regional scope that are either unaware or do not have the means to travel to Winchester. Clients/ organizations provide positive response on evaluation instruments

Action/Tasks	Available Assets	Missing Assets	Partners/ Collaborators	Personnel/Resou rces Responsible	Date and Cost	Supporting Actions	Measures of success	Appraisal/Outcomes
5b. Create inexpensive “Exhibitions” of portable content representing the MSV at other Valley museums and historic sites.	MSV Staff/ Design Consultants	Funding for design and equipment/ Dedicated staff develop program/ media specialist/ Affiliation Program	Valley Museums/ Valley Historical Societies/ Valley Community Organizations	Collections Staff/ Education Staff	Develop FY2014-2015: One Time Cost: \$70,000 for design and equipment Complete FY2016: <u>Recurring cost:</u> Staff/ plus \$8,000 a year for maintenance and transportation. Staff transitions prevented full development and implementation in FY 2014-15. Develop and implement where appropriate based on exhib content	Development of exhibition content	Positive feedback from affiliated organizations	Recognition throughout our regional scope Media exposure Greater awareness and access to guarded community collections and resources

Micro-Strategy #6: Get out of Winchester; giving presentations promoting the MSV throughout the Valley, explaining who we are and what we do, generating new interest and cultivating future visitors and collaborators

Action/Tasks	Available Assets	Missing Assets	Partners/Collaborators	Personnel/Resources Responsible	Date and Cost	Supporting Actions	Measures of success	Appraisal/Outcomes
3.6a. Give talks at local museums and historical societies to promote the mission of the MSV and explain how we want to connect and interact.	MSV Staff/ Laptops/ Projectors/ MSV Van/ Marketing Materials	Staff program	Valley Museums/ Valley Historical Societies/ Valley Community Organizations Libraries	MSV Staff	FY2013/Ongoing: Staff time	Develop concept for outreach and affiliation program Begin dialog with Valley organizations	Number of talks given Attendance Community feedback and support	Raise awareness in the community, broadening our audience, and those impacted by our resources

Micro-Strategy #7: Maintain stewardship of our objects, buildings, landscapes

Action/Tasks	Available Assets	Missing Assets	Partners/Collaborators	Personnel/Resources Responsible	Date and Cost	Supporting Actions	Measures of success	Appraisal/Outcomes
<p>3.7a. Continue to update and follow departmental manuals and procedures for maintaining objects, buildings, and grounds.</p> <p>Update/maintain object files</p>	MSV Staff Departmental Budgets	TBD	Conservators/ Consultants/ Technicians/ Committees/ Advisors Gardens and Grounds Staff	MSV Staff	2013/Ongoing: Staff and AAM and annual professional membership dues \$4500 ; and annual conservation and operating budgets \$20,000-\$500,000 project dependent	Internal audit of each department's standing rules and procedures in accordance with professional standards and internal schedule, updating policies as required.	No loss or damage to objects, buildings, or landscapes.	The MSV and its holdings are maintained in good order furthering our reputation for excellence.
<p>3.7b. Develop conservation priorities in Valley and JWG collections</p>	Registrar/ Collections Manager Curator of Collections	Conservator	Contract Conservators	Collections department Deputy Director A&E	Ongoing	Identify conservation priorities Regular schedule of objects conserved	Objects conserved	The MSV and its holdings are maintained in good order furthering our reputation for excellence.

Micro-Strategy #8: Use our out-of-doors spaces as a valuable teaching tool and a means to engage the community while at the same time teaching about the importance of green spaces (One-time Capital Cost: \$4.5 million; Annual/Recurring costs: \$500,000 in Operating budget)

Action/Tasks	Available Assets	Missing Assets	Partners/ Collaborators	Personnel/Resources Responsible	Date and Cost	Supporting Actions	Measures of success	Appraisal/Outcomes
<p>3.8a. Restoration of Historic Gardens and adapt for public use. Consider visitor flow, accessibility needs, lighting and appropriate seating and gathering spaces</p>	<p>Draft Outline of the Walk</p> <p>Space to create walk with garden rooms, outdoor classroom, Camp Johnston, etc.</p>	<p>\$\$\$\$</p> <p>architectural drawings</p>	<p>City of Winchester</p> <p>Shenandoah University Natural Sciences Dept. and Woody Bousquet</p> <p>S.V. Discovery Museum</p> <p>National Park Services</p> <p>Camp Johnston collaborators like Virginia Historical Society</p> <p>Area craftsman, civil war groups, science depts. of SU and LFCC</p>	<p>Director of Gardens and Grounds</p> <p>Horticulturalist and Garden staff</p> <p>Consortium of Partners</p> <p>Landscape Architect</p> <p>Contractor</p>	<p>FY2013-FY2014 Develop as part of Master Plan</p> <p>FY2015-FY2016 Complete adaption in formal gardens \$600,000</p>	<p>Consider phasing the construction so as to get something open to the public soon</p> <p>Enlist Garden Clubs to take some of the “garden room” creation responsibilities – they can have it a fundraising and work project</p>	<p>Community using the Walk often</p> <p>Families and children using the walk</p> <p>Diversity of the people who use it as recreation and a learning tool</p>	<p>Community will come to appreciate the green spaces available through Wood’s Walk</p> <p>Children will learn about the value of green spaces and take advantage of the outdoor learning center.</p> <p>Will appeal to Civil War enthusiasts</p> <p>Will have appeal for gardeners and naturalists</p> <p>Create ownership with members of garden clubs.</p>

Action/Tasks	Available Assets	Missing Assets	Partners/ Collaborators	Personnel/Resources Responsible	Date and Cost	Supporting Actions	Measures of success	Appraisal/Outcomes
<p>3.8bCreation of additional outdoor garden spaces, walking/hiking paths and trails on MSV grounds that are educational and/or leisurely utilizing the acreage in a fuller manner; link to City’s Green Circle, Meadow Branch and John Kerr Elementary School.</p>			<p>City of Winchester</p> <p>Shenandoah University Natural Sciences Dept. and Woody Bousquet</p> <p>S.V. Discovery Museum</p> <p>National Park Services</p> <p>Camp Johnston collaborators like Virginia Historical Society</p> <p>Area craftsman, civil war groups, science depts. of SU and LFCC</p>	<p>Director of Gardens and Grounds</p> <p>Horticulturalist and Garden staff</p> <p>Consortium of Partners</p> <p>Landscape Architect</p> <p>Contractor</p>	<p>FY2015-FY2018</p> <p>Detailed development and implementation of trails as part of Master Plan phase II</p> <p>\$3,000,000+</p> <p>Annual Maintenance Costs from Operating Budget (Staff and Supplies- \$500,000)</p>			

OBJECTIVE 4:

BUILD THE MSV “FAMILY” BY EXPANDING MEMBERSHIP, ATTRACTING NEW AUDIENCES ON-SITE AND ON-LINE, AND RECRUITING A DIVERSIFIED BOARD, STAFF, AND VOLUNTEERS

General Outcomes:

1. A new-online membership and donation capability will be developed and implemented, enabling the MSV to increase its reach and relevancy to online audiences.
2. Implementation of technology solutions will improve visitor experiences through tools that provide better communication and service. These technologies will include online membership and donation capability; as well as purchasing and utilization of membership-attendance tracking software at the information desk. The MSV’s Development and Membership Office is aware that in a pyramid of giving, special attention needs to be given to increasing the base of members of the museum in order to secure a pipeline of future major donors
3. Continually improve the current Docent training, enrichment and retention program; with expansion of this program to include new Board member orientation
4. Staff will offer training opportunities for volunteers that will provide a greater level of customer service to our visitors, including sales of memberships, creating a warm and friendly environment that visitors will seek out and return to often
5. With the goal of a more stable and qualified staff for the Museum, the Human Resources office will address training, retention, recruitment, professional development and improved communications
6. Continuously seek and retain the very best leaders in our region to vigorously pursue the MSV’s mission

Micro-Strategy #1: Build the MSV “family” by expanding membership (Annual/recurring cost: \$39,000)

Action/Tasks	Available Assets	Missing Assets	Partners/ Collaborators	Personnel/Resources Responsible	Date and Cost	Supporting Actions	Measures of success	Appraisal/Outcomes
4.1a. Create online membership sign-up capability	Membership coordinator Finance department staff Marketing department staff	Computer software	Internal/MSV staff only	Membership Coordinator/MSV Membership staff (to manage) MSV Marketing Department staff/Media Specialist (to coordinate online campaigns with w/Membership staff)	FY2014/ongoing: Stage 1 COMPLETED \$29,000 annual fee inclusive of all fundraising, membership and facilities, rental, and POS software; replaces current membership and fundraising software Raiser’s Edge	E-marketing membership campaigns at targeted times of year using newsletters and social media. Launch effort to garner email addresses from Members and potential members. Focus and tailor campaigns to specific audiences (renewals, lapsed, teachers, GAN attendees etc.).	Increased membership with an ever-increasing number of Membership sign-ups received electronically.	Ease of membership sign-up. The “greening” of the membership process; An ever-growing resource/list of email addresses of Members and potential members for membership solicitation and additional MSV marketing efforts; The ability to use specific events and exhibitions for membership promotions. Some cost savings on printed membership brochures.

•Notes:

- Over the five-year period, primary membership recruitment efforts should focus on the immediate geographic region surrounding the MSV (City of Winchester, Frederick County, Clarke County) in the first year or two, and then incorporate more distant geographic regions in the following two to three years (Loudoun, Warren, Rockingham, Augusta, and Rockbridge Counties in Virginia and Jefferson and Berkeley Counties in WV).
- Before we send a membership “ask” or letter to a name on a purchased list of mailing addresses (vs. email addresses).. Send them a Calendar/Newsletter or event postcard first. This will avoid the first communication from the MSV be an ask for \$.
- As we plan programs and develop fee-based events, make sure that the benefit of Membership is highlighted in the fee structure between Members and all others.

Action/Tasks	Available Assets	Missing Assets	Partners/ Collaborators	Personnel/Resources Responsible	Date and Cost	Supporting Actions	Measures of success	Appraisal/Outcomes
4.1b. Track membership activity via barcodes on Membership cards	Front line staff to collect/scan info and MSV admin staff to interpret and use the info (membership, development, marketing, education, and collections).	Software and hardware (devices to scan barcodes, cards that may be bar-coded)	Internal/MSV staff only	Membership Coordinator/MSV Membership staff (to manage); MSV Marketing Department staff/Media Specialist (to coordinate online campaigns with w/Membership staff)	FY2015: \$10,000 (software, card printer, new Membership cards and training) from <i>Operating Budget</i>	Scan membership cards at all events and get Members' number on all online Member transactions. Analyze data collected on a regular basis and share it with all Museum staff for planning purposes.	The ongoing compilation of comprehensive data about MSV Members that leads to an understanding of all Members' interests/use of the MSV. The development of a "profile" of each Member.	The ability to know what members value most/what brings them to the MSV. This info may be used to deliver the exhibitions and programs that will result in increased MSV visitation, renewals, and memberships. E-marketing efforts will also be able to be directed to specific Member audiences that would be most interested in the communication (store shoppers, Members with children, etc.)

Action/Tasks	Available Assets	Missing Assets	Partners/ Collaborators	Personnel/Resources Responsible	Date and Cost	Supporting Actions	Measures of success	Appraisal/Outcomes
4.1c. Train staff and volunteers to sell memberships effectively	Museum staff and volunteers	none	Internal/MSV staff and volunteers only	Membership coordinator, visitor services manager , marketing dept. staff, development director	FY2014/ongoing: \$0 additional costs	<p>Develop a script for staff and volunteers to call lapsed members to find out reasons behind non-renewals</p> <p>“Work the crowd” at all events to sell memberships</p> <p>Develop a script “How to Sell a Membership in One Minute or Less” train staff and volunteers to sell memberships. Develop a FAQ on Museum Memberships.</p> <p>Use exhibition previews and/or other events as opportunities to invite lapsed members to see what’s happening at the MSV and/or use events (low or no cost events) for Members to bring a potential member for free.</p> <p>Creation of a MSV Membership Auxiliary Committee</p>	<p>Increase in renewal rates.</p> <p>Increase in the ability for those on the “front line” to sell memberships effectively.</p> <p>Increase in the number of memberships sold on site at events and by front line staff.</p>	<p>-Phone contact will provide a “personal touch” currently missing from the renewal/lapsed member process.</p> <p>-Involvement of volunteers (auxiliary committee) in the Membership program.</p> <p>-Heighted awareness by staff and visitors of the MSV Membership program and its benefits.</p>

Micro-Strategy #2: Attract new audiences on site (see Objective 2, micro-strategies 1a-1d for associated and recurring costs)

Action/Tasks	Available Assets	Missing Assets	Partners/ Collaborators	Personnel/Resources Responsible	Date and Cost	Supporting Actions	Measures of success	Appraisal/Outcomes
<p>4.2a Build on existing MSV events to include larger, more diverse audiences with an emphasis on family-oriented events.</p> <p>Add events when possible if the event will attract new audiences to the MSV or result in a new Valley partnership.</p>	<p>MSV Marketing & Community Programs Coordinator; established popular MSV events (Gardens at Night/GAN, National Public Gardens Day, Tomato & Garlic TasteFest, Glen Burnie Day & Antique Car Show, Outdoor Movie Nights, Holiday Concert Series; First Night Winchester etc.)</p> <p>Education staff including Youth and Family programs coordinator and L.E.s</p>	<p>Availability to host events is on occasion limited by facilities (rain back up location) and site availability due to full MSV Calendar etc.</p>	<p>Public Gardens Day</p> <p>TasteFest: Valley farmers, Virginia Cooperative Extension, and the Massanutten Antique Tractor Club</p> <p>GB Day Car Show: Shenandoah Region Antique Auto Club of America</p> <p>Movie Nights: Magic Lantern Theater Co.</p> <p>GAN: Shenandoah Valley Vineyards, Q102 radio</p> <p>Holiday Concerts: Va. Commission for the Arts bands</p> <p>First Night Winchester</p> <p>SU/ Conserv, Shen. Arts Council (new events)</p>	<p>MSV Marketing & Community Programs Coordinator (and other MSV staff as event dictates, i.e. education dept. handles kids' activities at many public programs)</p>	<p>FY2013/Ongoing: <i>See Objective #2 for associated costs.</i></p>	<p>Evaluate/assess events each year to decide which not to do any longer and work to continually improve events that are meeting goals</p> <p>Add children and/or family components in all events where feasible Done FY 2014</p> <p>Be open to new ideas and partnerships for creating events (i.e. in house if possible after preservation project).</p>	<p>Increased attendance and diversity at MSV events.</p> <p>Attracting more non-Members to MSV events.</p> <p>Successful membership solicitations at events.</p>	<p>-Tailor events each year to make them relevant to MSV exhibitions (movie themes and music).</p> <p>-Support the MSV objective of diversifying revenue sources by obtaining sponsors for established, well-attended community programs/events (Gardens at Night, Tomato & Garlic TasteFest) and looking for revenue sources at these events.</p> <p>-Accessibility of the MSV to Valley residents of all economic backgrounds via offering several free community programs each year.</p> <p>Building the MSV reputation as a fun and vibrant Valley institution.</p>

Micro-Strategy #3: Attract new audiences on-line (Annual/recurring costs: \$8,000; one-time capital outlay: \$20,000 as cited in Objective #2, 4a and Objective #5, 1a-1d)

Action/Tasks	Available Assets	Missing Assets	Partners/ Collaborators	Personnel/Resources Responsible	Date and Cost	Supporting Actions	Measures of success	Appraisal/Outcomes
<p>4.3a. Improve the MSV website and overall social media presence so that the MSV web presence is more dynamic and interactive for all audiences</p>	<p>Existing website</p> <p>Established MSV social media presence</p> <p>MSV media specialist on staff (fall 2012)</p> <p>Photographs of objects and existing video and audio from exhibitions</p>	<p>Some of the structure of the existing website is static and not updatable by MSV staff.</p> <p>Funding for web advertising (to drive visitors to MSV social media and web site)</p>	<p>Other Valley Museums (for specific web sections)</p>	<p>MSV media specialist with input from MSV marketing, collections, and education departments</p>	<p>FY2014/ongoing: \$3–8,000 annual costs (for collections photography and general web maintenance). Additional funding required to develop specific exhibition components</p> <p>\$20,000 one-time cost for template to use w/ Collections and Education <i>as cited in Objective #2, micro-strategy 4a and Objective #5 1a-1d</i></p> <p>\$7-10,000 annually for online advertising</p>	<p>Redesign the MSV home page so that it is more events-focused. Redesign the collections and exhibitions section of the website so it is more dynamic and features different objects on a regular basis (i.e. New on View, Curator’s Choice, Under Conservation etc.) Add a kids’ section to the website. Feature other Valley museums in a section of the website. Revamp the calendar section. Add video and audio from the galleries to the website Done (except for kids section</p> <p>Put MSV collections (starting with JWG Collection in 2013) & put MSV-organized changing exhibitions online Done</p> <p>Increase marketing advertising budget to include more funding for online/social media advertising (\$7-10,000 annually)</p>	<p>Increased website visitation by returning and new visitors</p> <p>Increased web visitation by viewers from the Shenandoah Valley and beyond</p> <p>Web visitors spending more time on the MSV website</p> <p>A more active social media presence for the MSV (via viewers participation)</p> <p>Increased social media participants with resulting increase in program/activity participants and increase in general on-site visitation.</p>	<p>A more dynamic site that will become an experience in itself and will encourage viewers to visit the MSV and/or support the Museum’s research efforts with donations.</p> <p>Support the MSV objective of becoming recognized as a center for information on the Valley’s rich history by including information about exhibitions and events on the MSV website and in social media efforts.</p> <p>Perpetual accessibility of MSV-organized exhibitions, research, and permanent collections.</p> <p>-New and more diverse audiences</p>

Micro-Strategy #4: Recruit a diversified board, staff, and volunteers (Annual/recurring costs: \$3,000; one-time costs: \$19,000)

Action/Tasks	Available Assets	Missing Assets	Partners/ Collaborators	Personnel/Resources Responsible	Date and Cost	Supporting Actions	Measures of success	Appraisal/Outcomes
<p>4.4a. Evaluate the MSV Committee structure and involve potential board members on committees as volunteers first</p> <p>4.4b. Build the museum’s professional reputation and credibility to attract potential staff.</p> <p>4.4c. To attract volunteers, focus on our commitment to creating a vibrant MSV atmosphere that includes fun events and programs and exhibitions that appeal to diverse populations.</p>	<p>Established MSV committees</p> <p>Established MSV community programs</p>	<p>Geographically and ethnically diverse board members</p> <p>Professional accreditation for the Museum</p>	<p>Educational institutions (source for potential board members)</p> <p>AAM (American Alliance of Museums)</p> <p>Smithsonian Affiliate Program</p>	<p>Board recruitment: MSV executive director, development staff, and board nominating committee.</p> <p>Accreditation: MSV staff</p>	<p>FY2015/ongoing: \$2,500 annual fee to become a Smithsonian Affiliate (must apply and be approved)</p> <p>\$500 annual expense for Membership Committee</p> <p>FY2016: \$9,000 for MAP (depending on number of assessments completed)</p> <p>FY2018: Seek AAM Accreditation \$10,000</p>	<p>Develop an advisory council to the board of 4/5 key players (from the City of Winchester, Frederick County, Valley Health, and a teacher/school board liaison)</p> <p>Evaluate MSV Committee structure</p> <p>Consider avenues for out-of-area board members to participate in meetings (Skype)</p> <p>Apply to the Smithsonian Affiliate Program</p> <p>Begin preparations for AAM accreditation by completing the Museum Assessment Program (MAP).</p>	<p>Increasing diversity in gender, age, geographic origin, expertise, and ethnicity on MSV Committees.</p> <p>Becoming a Smithsonian Affiliate organization</p> <p>Completing MAP</p>	<p>An active MSV committee structure from which to draw future board members.</p> <p>Increased community “ownership” of the MSV via participation in MSV committees and/or advisory council.</p> <p>Increased MSV credibility to Valley residents, potential visitors, volunteers, and staff via becoming a Smithsonian Affiliate.</p> <p>The opportunity to take advantage of other Smithsonian Affiliate benefits including exhibition, education, and reciprocal membership program.</p> <p>Following MAP completion, the MSV will be prepared to undergo the accreditation process in the next 5-year strategic plan (2018)</p>

OBJECTIVE 5:

SERVE AS A CULTURAL CENTER OF THE REGION – A “MUST-SEE” ATTRACTION

The MSV should not market itself as a cultural center per se, but let that be the obvious conclusion of its many activities. We will become a cultural center by offering enriching, captivating, and enjoyable activities to an ever-widening audience who come to know the MSV as a high quality provider of excellent and engaging programs. As a Cultural Center for the region, we will:

- Support cultural heritage and cultural diversity of the Shenandoah Valley
- Seek to welcome and inspire people of every ethnic and cultural identity
- Promote collaboration and cultural exchange with other organizations in the region.

General Outcomes:

Offer exhibitions, performances, and opportunities for discussion, exchange, engagement and exploration to set ourselves up as a cultural center of the region:

1. Changing exhibitions
2. Music, theater, photography, and film (other organizations doing the underlined items; no need to compete)
3. Family/ children, adult and student activities
4. Literary programs and lectures
5. Scholarly resources
6. Trips and tours
7. Support for artists, students and scholars
8. Specific partnerships in support of the above activities

Micro-Strategy#1: Develop a regional resource on the MSV website where basic information/links to related Shenandoah Valley historical/cultural sites is available to visitors. Create a link to Shenandoah Valley Arts and Culture Database/Calendar of Resources for public use on the web. (Annual/Recurring cost: \$52,500 from Operating Budget) **REWORK this with new media specialist**

Action/Tasks	Available Assets	Missing Assets	Partners/ Collaborators	Personnel/Resources Responsible	Date and Cost	Supporting Actions	Measures of success	Appraisal/Outcomes
<p>5.1a. Provide links from our website to Valley historic, arts, and museum sites so visitors can easily navigate</p> <p>Task new IT Staff person with updating the web page that links to Valley Cultural activities.</p>	<p>IT staff person hired for 9/2012</p> <p>Valley Cultural Organizations</p> <p>Web sites to which to link</p>	<p>unding</p>	<p>All Valley cultural Sites</p> <p>Historical Societies</p> <p>Museums</p> <p>Shenandoah Valley Travel Association</p>	<p>MSV Media Specialist</p> <p>Marketing Director</p>	<p>FY2015/ongoing:</p> <p>Staff Salary \$45,000</p> <p>Development and launch of regional resource on website \$20-30,000 on-time fee; annual maintenance of \$2-3,000.</p>	<p>Develop online resource so that other MSV organizations are able to update it themselves</p> <p>Staff member to communicate with Valley museums and arts organizations.</p> <p>Use these strategies as a means to engage other cultural institutions in the Valley; thereby building relationships for further collaborations</p>	<p>Creation of new web presence as disseminator of information re Valley</p> <p>Partners for the web site.</p>	<p>Increased product identification of the MSV</p> <p>MSV set up to be the disseminator of Shenandoah Valley culture</p> <p>MSV promotes and stands for collaborations</p> <p>Brings focus to building alliances</p> <p>Our web presence will be the “go-to” place or gateway to find out about other historical/cultural organizations in the Valley.</p>

Micro-Strategy #2: Utilize the Glen Burnie House as a location or “salon” for MSV educational and community programming. ;
 annual/recurring costs of maintenance and programming: Operating Budget)

Action/Tasks	Available Assets	Missing Assets	Partners/ Collaborators	Personnel/Resources Responsible	Date and Cost	Supporting Actions	Measures of success	Appraisal/Outcomes
5.2a. Open the GBH to be a “salon” type atmosphere with themed events, teas, staff programs, chamber music, speakers, collectors guild, conversations. Make house a comfortable space for every day use; a center for aggregating knowledge.	GBH (a/v equipment, chairs, piano) MSV staff (community programs coordinator, education and collections dept. staff)	Funding for launch of new programming (salon music series)	SU/Shenandoah Conservatory Bonnie Blue	Community Programs Coordinator Special Events Coordinator Education & Collections Dept staff	FY2014: Complete GBH Renovations and Systems Upgrades \$10-20,000 (with the goal of tickets/participation fees for programs/events covering expenses)	Complete Interpretive Plan Furnish the house in comfortable fashion that enhances conversation DONE Consider a Collector’s Guild	Optimum use from other organizations and MSV using for signature events	The GBH will become a destination on the MSV campus. Can be open to read, or for readings, for lectures and since its size is small it will necessarily be an “exclusive” but sought after place to be.
5.2b. Convert the rooms into mini-galleries.	Walls Staff JWG collection items of lesser value	Additional Art to hang	Community artists Collections from other sites	Collections Staff	FY 2014: Completed	Hanging system installed FY 2014	A place to go Could hold coffees, meetings, conversations	A place to focus attention on Shenandoah Valley artists and art.

Micro-Strategy #3: Offer a dedicated space to accommodate expanding children and adult learning opportunities that include but are not limited to a classrooms for up to 30 (totaling 125-150 at one time), meeting/lecture space for 250-300 (special events), performance space for 250, studio space for 6-12 and event space for up to 600 people seated)

Action/Tasks	Available Assets	Missing Assets	Partners/ Collaborators	Personnel/Resources Responsible	Date and Cost	Supporting Actions	Measures of success	Appraisal/Outcomes
5.3a. Build a new cultural arts center (multi-purpose educational and programming building) to accommodate above activity	Land Staff for programming Exterior space for programming	Money Parking spaces Building spaces Access Road	Valley Health? City? Shenandoah Valley Discovery Museum? Others with need for space	Architectural firm Facilities Department Contractor	Develop FY2015 Estimated costs: Building \$8 million* Road \$1.5 million** Furnishings \$350,000-\$500,000 *Based on preconstruction estimates **Previous estimate from Civil engineering firm	Complete Master Plan to first determine needs and location of any new educational and revenue-generating buildings Architect to develop the program	Filled with MSV programs daily and nightly Active community usage	As our programs increase, our multi-purpose space becomes a cultural center for many learning activities on campus MSV becomes known as a cultural center for the Valley and the community.
5.3b. Investigate using existing spaces for programming or other appropriate activities	Carriage house classroom Activity Center GB House			Education staff Gardens & Grounds staff	Develop ideas for use FY 2015 Begin implementing FY 2015/2016	list of potential programs & uses for these spaces (developed August 2014) [see supplemental list]	Spaces utilized appropriately	Programming takes place throughout the campus

OBJECTIVE 6:

DIVERSIFY THE SOURCES OF REVENUE AND ENSURE A SUSTAINABLE FINANCIAL ENVIRONMENT

The MSV will continue to achieve financial stability and balanced budgets through diversity of revenue and careful management of expenses. Special fundraising priority will focus on reducing dependency on the Glass-Glen Burnie Foundation and increasing individual giving, including planned gifts. Strategic initiatives shall continue to increase earned income through facility rental and catering, e-commerce, admission and program fees, grant awards, and cost-sharing partnership with other local, regional and national institutions.

General Outcomes:

1. Implementation of technology solutions will improve visitor experiences through tools that provide better communication and service. These technologies will include online membership and donation capability; as well as purchasing and utilization of membership-attendance tracking software at the information desk. The MSV's Development and Membership Office is aware that in a pyramid of giving, special attention needs to be given to increasing the base of members of the museum in order to secure a pipeline of future major donors
2. We will improve operational effectiveness by developing policies and procedures that encourage better methods of communication, budget forecasting and planning, and sustainable program models
3. By creating an effective method of financial communication, Museum staff will be better equipped to manage departmental funds, creating efficiencies between departments that will optimize the Museum's resources. Additionally, this tool will assist in identifying needs, shortfalls and overages to address changing needs throughout the five-year period and beyond.

Micro-Strategy #1: Monitor and evaluate monthly performance of endowment and investment accounts, making adjustments to maintain a properly diverse portfolio that provides sufficient ongoing funding to the Museum while preserving resources that allow the Museum to fulfill its mission (Annual/recurring costs: \$100,000+ minimum and project-based)

Action/Tasks	Available Assets	Missing Assets	Partners/ Collaborators	Personnel/Resources Responsible	Date and Cost	Supporting Actions	Measures of success	Appraisal/Outcomes
6.1a. Manage investments	Collections Endowment \$9.5 million; PPE - +/- \$1million; Gen Operating Endowment \$2.8 million	None	Investment Managers at Swift Run Capital and BB&T	Executive Director Director of Finance Investment Managers Finance Committee Board of Directors	FY2015/ongoing: Investment fees Varying by institution and by annual market returns. VNB manages the general operating endowment and the collections endowment. Fee Rate/ Colcuation is .20% per annum plus 20% of profits over 5% hurdle, no minimum. Therefore, fees will vary by calendar year based upon realized and unrealized earnings and market conditions	Monthly reviews Annual presentation and discussion with Invt Managers	6-8% ROI	Increase in investments
6.1b. Maintain a minimum of \$1 million dollars in PP&E account	After allowable transfers out of account for Glen Burnie – no less \$300,000 will remain in account	\$700,000 plus amounts to fund capital items in operating budget	Donor Community	Development Staff Executive Director Finance Committee MSV profit centers MSV staff	FY2016/ongoing: \$100,000+ repayment Additional cost of targeted fundraising through Quarterly Compass Newsletter, print cost, mailing and postage cost	Quarterly Newsletter and other targeted mailings Expansion of capacity for earned income: rentals and events Incorporate Planned Giving in all appropriate correspondence	FY16Repayment of up to \$700,000 over 7 year period from operating budget Maintain minimum \$1,000,000 in PP&E	\$1million in PP&E account after 7 year pay back period

Action/Tasks	Available Assets	Missing Assets	Partners/ Collaborators	Personnel/Resources Responsible	Date and Cost	Supporting Actions	Measures of success	Appraisal/Outcomes
<p>6.1c. Establish restricted cash accounts to fund development costs and two years of operating costs for exhibitions and capital projects as part of the planning process of the project /exhibition</p>	<p>Donors MSV Staff Collections Endowment</p>	<p>Cash Project Forms Donors</p>	<p>Varies by Project</p>	<p>Executive Director Director of Development Director of Finance Department Heads</p>	<p>FY2015/ongoing: \$ TBD as projects are planned</p>	<p>Completed Project Forms signed off by all responsible parties two years in advance Identify funding sources in advance Development Plan to raise money for project expenses Marketing Strategy to increase attendance and revenues associated with the project FY16: Utilize project module of Blackbaud for objective review of MSV-wide expenses by project as each relates to organizational Mission FY16 Budget by project for all major endeavors</p>	<p>Advance Completed Project Forms Development Strategy completed timely Marketing strategy completed timely CASH in the bank restricted for the project</p>	<p>More Cash for projects Less strain on operating budget Increasing attendance</p>

Micro-Strategy #2: Increase fundraising opportunities and programs for individual donors, including planned giving and sponsorship opportunities (Annual/recurring costs: \$13,000; one-time cost: \$5,000)

Action/Tasks	Available Assets	Missing Assets	Partners/ Collaborators	Personnel/Resources Responsible	Date and Cost	Supporting Actions	Measures of success	Appraisal/Outcomes
<p>6.2a. Increase targeted giving programs for specific projects and endowments—including restricted giving, planned giving, bequests, life-insurance policies and annuities</p>	<p>Compass Points Newsletter</p> <p>E-mail addresses of donors, members, guests at events, paying visitors maintained by individual staff members</p> <p>Development and Marketing with Media Specialists to promote activity</p>	<p>Cash</p> <p>Consolidated listing of contact information between departments</p> <p>Legal review and drafting of planned-giving programs</p>	<p>Donor Community</p>	<p>Development Staff</p> <p>Marketing Staff / Media specialists</p> <p>Finance Staff</p> <p>MSV Staff</p>	<p>FY2015/ongoing:</p> <p>Attorney fees for development of solicitation documents; one-time fee \$5,000+</p> <p>Newsletter cost \$10,000 per year</p> <p>Other targeted mailings TBD</p>	<p>Quarterly publication schedule of Compass Points Newsletter</p> <p>Consolidate donor contact Information including e-mail address for targeted fundraising</p> <p>Utilize CPA on staff for annuities management</p> <p>Project Forms can be used as starting point for budgetin andgas basis for fundraising strategy</p> <p>Initial costs estimates of project, program, exhibition and two years of operations if applicable</p>	<p>Increased giving for specific projects, programs and exhibitions, endowments</p> <p>Establish restricted cash accounts for initial costs and two years of operations</p>	<p>Cash restricted for specific Project, program, and exhibition, endowments</p>

Action/Tasks	Available Assets	Missing Assets	Partners/ Collaborators	Personnel/Resources Responsible	Date and Cost	Supporting Actions	Measures of success	Appraisal/Outcomes
6.2b. Increase and diversify programs and events to attract larger audience and membership	MSV and Glen Burnie manor house and grounds MSV Staff Proximity to green circle	Capacity and logistics expertise – handling large crowds , traffic, parking Pedestrian walkway and gate to connect MSV to the green circle	Educational Institutions Amherst Street Neighbors Arts groups Business community City of Winchester Historical Societies	Executive Director Education Department Collections Department Facilities and Grounds Development and Marketing Finance	FY2014/ongoing: Annual Operating Budget; <i>see Objectives 2 and 3 for annual/recurring costs and details</i> Fundraising costs for larger project, exhibitions, programs	Identify Program, Project, Exhibition, event Prepare Project Form Develop fundraising, marketing plan Develop facilities/ logistics plan if on-site Continual monitoring of revenues and expenses as related to organizational mission and audience impact utilizing Projects Module	Increased attendance Increased Donor base Increased mission related activity and participation	Increased admissions revenue Increased donor giving Increased program revenues Increased visitor statistics Increased membership revenue
6.2c. Create giving section on MSV website; provide explanation of options for planned giving linked to forms, definitions , IRS regs (kit of documents available on-line)	Media Specialist Website		Consultant for Website Design Attorney or Development specialists with concentration in estates planning / bequests, etc	Director of Development Development Committee Finance Committee Director of Finance Executive Director Board of Directors	FY2015/ongoing: One-time Attorney fees for kit development: \$5,000 <i>see 2a above</i> Annual web maintenance costs: \$3,000	Board approved Gift Acceptance Policy Website design Links to other social media Board Approved Gift Acceptance Policy	Giving section on our website Board Approved Gift Acceptance Policy	Increased Unrestricted, Restricted , Endowment Giving

Micro-Strategy #3: Maximize potential for grant awards, corporate support and corporate sponsorships (Annual/recurring costs: \$109,000)

Action/Tasks	Available Assets	Missing Assets	Partners/ Collaborators	Personnel/Resources Responsible	Date and Cost	Supporting Actions	Measures of success	Appraisal/Outcomes
6.3a. Increase grant proposals to minimum of 16+ per year	50% FTE grant writer already on staff to supplement development staff	100% FTE devoted to obtaining grants and corporate support FTE Finance/assistant Controller	Other non-profits , example Boys and Girls Club obtained the grant for the program we conducted at MSV as their partner	Director of Development Grant Writer/Development Associate Executive Director	FY2015/ongoing: \$62,000 FTE grant writer/corporate giving officer inclusive of benefits \$45,000 FTE assistant controller inclusive of benefits	Staffing decisions Completion of Project Forms to determine grant needs Advance schedule/ vision for programs and exhibitions	16+ successful grant proposals per year 5+ corporate sponsorships/gifts annually	More revenue from grants and corporate sponsorships/support that justifies personnel costs of FTE grant writing/corporate giving officer position
6.3b. Increase corporate giving and sponsorship by soliciting for specific needs	50% FTE grant writer already on staff to supplement development staff Development Staff Donor lists Membership lists	100% FTE devoted to obtaining grants and corporate support FTE Finance/assistant Controller	Business partners Donors	Director of Development Executive Director Education, programming and exhibitions staff Finance Committee	<i>See 3a above</i> Print materials and Project Forms Marketing materials	Completed Project Form with detailed narrative to determine costs and funds needed Project budgeting to capture all MSV costs along with timely review of actuals and program attendance as relates to organizational Mission in order to determine continuation of programs Use Charity navigator standards for evaluation of mission-related programs along with measurement of audience impact	Obtaining Corporate / business participation to fund costs of event, program, exhibition.	More revenue from corporate sponsorships that offsets operational budget

Micro-Strategy #4: Implement technology solutions that will improve operational effectiveness and also encourage better methods of communication, budget forecasting and planning, and sustainable program models
 (Annual/recurring costs: \$5600; See Objective #4, Micro-strategy 1a for associated annual/recurring costs)

Action/Tasks	Available Assets	Missing Assets	Partners/ Collaborators	Personnel/Resources Responsible	Date and Cost	Supporting Actions	Measures of success	Appraisal/Outcomes
6.4a. Development of Purchase Order (PO) Module		Training and set-up	Blackbaud Virasec	Executive Director Director of Finance Assistant Comptroller Department Heads	FY2013: \$6,000 for software addition to Blackbaud Implement: FY2014 \$1,000 annual maintenance fee	FY 15: Staff Training	Prior approval on all purchases via P.O. System	Better oversight and cash/budget management
6.4b. Integrate donor-base system with Point of Sale system	Both systems already in place	System integration	Blackbaud C&K Systems Virasec	Finance Department Development Visitor Services Museum Store Museum Café	FY2014/ongoing: \$29,000 for integration and Altru program that provides other member services, online giving, and targeted marketing <i>as cited in Objective#4, 1a</i>	Staff training	Systems “talk” to each other, can sell memberships from any POS unit, member swipe cards for tracking and admissions	Allows for member tracking, targeted marketing (cost savings effort), event ticketing, sale of memberships throughout museum. Accepting memberships and donations at POS registers Increased membership revenue; decreased cost of member benefits Targeted marketing efforts leading to a decrease in marketing \$’s per visitor

Action/Tasks	Available Assets	Missing Assets	Partners/ Collaborators	Personnel/Resources Responsible	Date and Cost	Supporting Actions	Measures of success	Appraisal/Outcomes
6.4c. Utilize more web-based marketing and promotion	New fully-funded staff position of Media Specialist Web-site Facebook and Twitter YouTube E-mail contact	Funding	New City Media Virasec Blackbaud New Vendors	Marketing Department Executive Director Department Heads	FY2014/ongoing: <i>Annual Operating Budget as cited in Objective #4</i>	Timely planning / information about events, programs, exhibitions FTE for non-print media	Successful transmission via free outlets Increased outreach and participation	Evaluate how people heard about our programs to determine success Decreasing costs of print media and marketing \$'s per visitor.
6.4d. Implement fully integrated online giving and membership	Web-site Raiser's Edge – Donor Base	Integration between Website and donor base Ability to donate and buy membership online	New City Media Virasec Blackbaud	Development Department Finance Department Marketing Department	FY2014/ongoing: \$29,000 for integration and Altru program that provides other member services, online giving, and targeted marketing <i>as cited in Objective#4, 1a</i> Merchant fees based on % of purchases and donations Fee for ecommerce and integration	Staff training	Memberships and donations being taken online	Solicit a new member and donor base without expense of postage Postage savings for renewal notices when people sign up online

Action/Tasks	Available Assets	Missing Assets	Partners/ Collaborators	Personnel/Resources Responsible	Date and Cost	Supporting Actions	Measures of success	Appraisal/Outcomes
6.4e. Annual Benchmarking via on-line American Association of Museums and communicate results to Staff/Board	AAM membership AAM on-line tools AAMD tools and surveys VAM membership		AAM AAMD VAM	Finance Department Development Department Department Heads	FY2013/ongoing: Institutional AAM annual membership dues of approx \$4,500 plus additional \$100 for comparison data	All MSV staff to participate in compiling accurate data Annual presentation of results to staff and Board	Completed Benchmark survey and evaluation of results with plan to improve statistics in following year	Improving trends when evaluated with comparable institutions

Micro-Strategy#5: Re-evaluate, refine and develop as needed, financial policies and procedures that increase performance and sustainability

Action/Tasks	Available Assets	Missing Assets	Partners/ Collaborators	Personnel/Resources Responsible	Date and Cost	Supporting Actions	Measures of success	Appraisal/Outcomes
6.5a. Secure PRIOR cost & revenue analysis for ALL programs & projects	Historical Financial Data Vendor Lists Donor Lists Blackbaud Project Module	Planning tools such operating and cost planning worksheets for each program Project Form	Varies by project	Executive Director Finance Department Development Department Education Department Collections Department Community and Public Programming All Department Heads	FY2014/ongoing: Staff Time \$0 additional cost	Detailed Project Budgets Bids if applicable Signed Contracts Fundraising plan based upon financial projections of earned revenues and cost Implementation of project module Marketing Strategy Post program, review of all expenses as compared to organizational mission and audience impact	Successful evaluation of the profitability of a program or project including earned income from the project, funds raised for the project and management of costs	Efficient use of Museum resources and financial management of projects and programs

Action/Tasks	Available Assets	Missing Assets	Partners/ Collaborators	Personnel/Resources Responsible	Date and Cost	Supporting Actions	Measures of success	Appraisal/Outcomes
6.5b. Conduct Fundraising event/ events that do not cost more than 75% of the funds raised by the event; and/or seek underwriting or sponsorship for events	Historical Financial Data Vendor Lists Donor Lists Project Module	Project Form Fundraising Events	Varies by project	Executive Director Director of Development Marketing Director Finance Director Facilities Director Special Events Coordinator	FY2014/ongoing: Cost of fundraising event	Comprehensive Budget in advance of event Obtain quotes and bids from vendors Attempt to partner with community businesses to decrease the cost of the event to the MSV Monitor and evaluate project expenses and revenues as related to organizational mission	50% rule maintained, greater fundraising return from event. The occurrence of the fundraising event	Increased net revenue
6.5c. Develop policies to ensure that programs contribute to sustainability. Investment in and cost of program/event should not be more than X and would be evaluated on cost per visitor or cost per sq foot.	Historical Financial Data Historical Visitation Data AAM Benchmarking	Completed Project /Program Form- follow up with actuals	None	Executive Director Finance Department Marketing Department	Begin: FY2015 Completion: FY2018 Staff Time \$0 additional costs	Establish an acceptable cost per visitor and/or cost per square foot for programs / projects Follow-up program, event, project with a Completed Project P&L as related to organizational mission and audience impact	Staff is educated about what a program costs to run. Informed decisions are then made whether or not to continue.	Cost savings Savings in staff time to devote to other, more profitable programs

Action/Tasks	Available Assets	Missing Assets	Partners/ Collaborators	Personnel/Resources Responsible	Date and Cost	Supporting Actions	Measures of success	Appraisal/Outcomes
<p>6.5d. Develop written financial policies for travel and expense reimbursement, purchasing, fixed assets, POS and cash management, credit card policy, inventory and other topics as needed</p>	<p>Finance Staff AAM Industry standards/rules and regulations for non-profits</p>		<p>Auditors BOD Treasurer Other cultural institutions willing to share approved financial policies</p>	<p>Executive Director Finance Department Treasurer</p>	<p>FY2014/ongoing: Staff time \$0 additional costs</p>	<p>Standard Forms and Procedures</p>	<p>Written Financial Policies Made available to staff</p>	<p>Budget controls Efficient use of Museum Assets</p>
<p>6.5e. Complete inventory listing of all fixed assets and collection items</p>	<p>Various software</p>			<p>Facilities Manager Collections Department Finance Department</p>	<p>FY2013/ongoing: Staff time \$0 additional costs</p>	<p>Physical inventory and completion of related asset assessment in Facilities Management Software, to include a listing of assets by each department manager with serial numbers if applicable turned into Facilities Manager. Initial fixed asset inventory count by facilities manager working with department heads Collection Items numbered and listed in data base</p>	<p>Inventory of Fixed assets Updated annually Listing of Collections Items identified by number in data base</p>	<p>Safeguarding of Museum Assets</p>

Micro-Strategy#6: Maximize growth potential for earned income, including facility rentals, a signature event, and admissions/program income

(One-time capital costs: \$30,000+; see Objective 2, micro-strategies 1a-1d and Objective 5 micro-strategy 5a) or associated and recurring costs)

Action/Tasks	Available Assets	Missing Assets	Partners/ Collaborators	Personnel/Resources Responsible	Date and Cost	Supporting Actions	Measures of success	Appraisal/Outcomes
<p>6.6a. Establish Glen Burnie House as a multi-use facility including programs, events & conference center by FY 2015 for year round programs, activities/events. Generate revenue stream to provide for the maintenance and upkeep of Glen Burnie House</p>	<p>Glen Burnie Historic House</p> <p>Events and Facilities Department</p>	<p>Covered Patio</p> <p>Upgraded kitchen</p> <p>Furniture</p> <p>Wifi</p>	<p>The Glass Glen Burnie Foundation</p> <p>Local Businesses/Boards/artist groups</p>	<p>Executive Director</p> <p>Gardens & Grounds staff</p> <p>Events Department</p> <p>Facilities</p>	<p>Begin FY2014: As part of planned Renovation and system upgrades <i>as cited in Objective 5, micro-strategy 5a</i></p>	<p>In addition to marketing to brides, : also target companies such as banks that need a unique and upscale venue to entertain their clients/investors for a holiday party or cocktail event.</p> <p>-Other companies to target that may have an interest in the space and could afford it: The Village at Orchard Ridge, Edward Jones, First Bank. Work with Development office to make some contacts at these organizations.</p> <p>-Work with contract editor to complete the new Special Events package complete with beautiful pictures of</p>	<p>Year round rentals in house generating revenue to cover the cost of maintaining Glen Burnie on a yearly basis.</p> <p>-At the end of FY 15 have at least 1 wedding in the GBH and have at least 1 more booked for the Fall season.</p> <p>-At the end of FY 15 to have had at least 1 holiday party in the GBH and have 1 more booked for FY 16. To have had at least 1 other rental/cocktail party.</p>	<p>New stream of revenue</p> <p>Viable use of Glen Burnie</p> <p>Ability to host MSV small outdoor events in all weather.</p> <p>No free rentals to non-profits in this space</p>

						<p>weddings in our Gardens and events in the GB House as pictures will sell the space.</p> <p>-Partner with photographers that photograph events here to obtain current photos to use for this package and on our website.</p> <p>-Work with Media Specialist to add more details/pages to our website on our wedding packages and options available to really make the GBH stand out as a new rental option.</p> <p>-Work with Finance and Development to track labor and expenses of each event</p> <p>-Finalize rental schedule to include a premium fee to rent Glen Burnie House</p>		
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Action/Tasks	Available Assets	Missing Assets	Partners/ Collaborators	Personnel/Resources Responsible	Date and Cost	Supporting Actions	Measures of success	Appraisal/Outcomes
6.6b. Ensure revenues from rental of space and events to the public should exceed costs (labor & direct) by 20%	Historical Financial Data Vendor Lists Blackbaud Project Module			Financial Department Events Staff Marketing Staff	FY2016/ongoing: \$0 additional costs	Track labor and expenses by event	Revenues exceed cost by 20%	If 20% rule is not met, evaluate staff time and fee structure of events. Maintaining the 20% rule results in increased net income to the museum.
6.6d. Aim for 50% of admissions to be paid admissions with an average ticket price of \$8/visitor. Funds to be used to repay PP&E.	Staff POS System	Paid Admissions	Visitors	Finance Department Visitor Services Marketing Department	FY2015/ongoing: \$0 additional costs	Track free passes and admissions to determine need and usage Maintain the 50% goal even as admissions #'s rise. Seek corporate funding to underwrite free or discounted admissions	Maintaining the 50% rule	If the 50% rule is met, it will generate approximately \$152,000 in revenue (based on visitation from last fiscal year) That 50% will generate funds that will be used to repay the PP&E account.
6.6e. Establish at least one large weekend-long event that can generate sufficient revenues to cover losses in profit centers. (craft show, wine festival, plant sale, diner en blanc, scavenger hunts, plein air paint out, arts festival, etc.)	Facilities Staff Green Circle	Staff Large Event Handling experience	Educational Institutions Amherst Street Neighbors for parking if on-site Arts groups for programming Business community City of Winchester Historical Societies for programming/exhibitions	Executive Director Arts &Ed Division Facilities and Grounds Development and Marketing Finance	FY2016/ongoing: Plant Sale in 2016: Plants raised on site, on consignment and modest amount purchased wholesale Additional, event-specific costs: Related Marketing costs TBD Tent rental \$10,000 Staffing – temporary \$5,000	Solicit food and art vendors who will be charged a fee to sell their items Sell concessions Charge admission of \$7.00 or more No free passes and non-cash incentives for vendors Work out crowd control and parking/pick-up/drop-off	Creates brand new stream of revenue that reaches or exceeds goal of \$30,000 net of expenses to cover any losses suffered by other profit centers in the museum.	Increased visitation Increased exposure If event is a success, consider adding another at the rate of one per year.

Action/Tasks	Available Assets	Missing Assets	Partners/ Collaborators	Personnel/Resources Responsible	Date and Cost	Supporting Actions	Measures of success	Appraisal/Outcomes
6.6f. Consider renovations to the MSV lobby to allow the space to be used as rental/event space.	Space	Event rental Space	Local contractors and architects	Executive Director Facilities Finance Visitor Services	FY2016: \$60,000 (\$200 sq foot plus technology needs)	Complete Master Plan Rent out as additional space as a piggy back charge to reception hall events or for smaller cocktail parties – dance space, band space, etc.	Increased rental revenue	Create more lobby space for large tour groups and clear congested areas Additional stream of revenue
6.6g. Adjoin Green circle to Museum complex with gate and sidewalk	Grounds Current Construction	Sidewalk	City of Winchester	Executive Director Gardens & Grounds Staff	BeginFY2014: <i>Cost as cited in Objective 1, 1a-1g</i>	Complete Master Plan Ensure security of gate and grounds during hours we are closed Develop snow plan for sidewalk Signage to make sure visitors still visit the museum to purchase ticket	Increased foot traffic generated from sidewalk, increased admissions, increased revenue	Contributes to making Winchester a more walkable community Increased profile for the MSV in the community

TA-15-289 AN ORDINANCE AMENDING SECTION 8-2-19 OF THE WINCHESTER ZONING ORDINANCE PERTAINING TO GROUND FLOOR RESIDENTIAL CONVERSION OF EXISTING STRUCTURES

REQUEST DESCRIPTION

This is a draft publicly sponsored zoning text amendment to allow for limited ground floor residential dwelling units in the B-2 district. Presently the B-2, Highway Commercial district, allows for the establishment of multifamily dwelling units with a conditional use permit, provided the development is part of a quality mixed use project, there are no more than two (2) bedrooms and the dwelling units are not on the ground floor.

Staff has received inquiries from the development community about whether there would be City interest in modifying the Zoning Ordinance to allow for limited opportunities for establishment of multifamily dwelling units on the ground floor. These units would only be allowed with approval of a conditional use permit and if the project meets the following characteristics:

- 1) A determination is made that the proposed multifamily use is as suitable as or preferable to other permitted uses on the ground floor.
- 2) No units are situated facing a major commercial street as determined by the Planning Director.
- 3) The dwelling units are proposed as part of a redevelopment of an existing structure.

As demonstrated at recent projects, such as the Coca Cola Plant rehabilitation, it is possible to establish ground floor residential by-right in the B-2 district, with a rezoning action establishing a PUD overlay. During the rezoning review there are qualitative checks on the proposal including the submittal of a development plan and building elevations. This proposal of allowing ground floor residential with a CUP in the B-2 district will still have qualitative checks on any proposal. Such applications would need to explain how any potential negative impacts are being mitigated, its conformance with the Comprehensive Plan, as well as including building elevations and floorplans of the proposal. With this additional information the Planning Commission and City Council can make more informed decisions about the quality of the proposed request and better evaluate and potential impacts.

STAFF COMMENTS

Staff believes that this proposal is consistent with good planning practice and will provide opportunities of redevelopment of existing structures when the proposal is part of a quality mixed use development.

RECOMMENDATION

Staff recommends initiation of this amendment.

RESOLUTION INITIATING AN ORDINANCE AMENDING SECTION 8-2-19 OF THE WINCHESTER ZONING ORDINANCE PERTAINING TO GROUND FLOOR RESIDENTIAL CONVERSION OF EXISTING STRUCTURES

TA-15-289

WHEREAS, the Highway Commercial district presently allows for multifamily dwelling units with a conditional use permit when the units are not located on the ground level; and,

WHEREAS, the City's Comprehensive Plan encourages quality mixed use developments, including the establishment of opportunities for new mixed-income and mixed dwelling type residential uses that incorporate the quality design principles of New Urbanism; and,

WHEREAS, it is the interest of the City to provide additional opportunities for property owners and developers to craft creative adaptive reuse scenarios of existing structures, which may include the conversion of existing ground floor spaces to residential dwelling units on a limited basis;

NOW, THEREFORE, BE IT RESOLVED that the Planning Commission hereby initiates the following text amendment:

AN ORDINANCE AMENDING SECTION 8-2-19 OF THE WINCHESTER ZONING ORDINANCE PERTAINING TO GROUND FLOOR RESIDENTIAL CONVERSION OF EXISTING STRUCTURES

TA-15-289

Draft 1 – 5/19/2015

Ed. Note: The following text represents an excerpt of Article 8 of the Zoning Ordinance that is subject to change. Words with strikethrough are proposed for repeal. Words that are boldfaced and underlined are proposed for enactment. Existing ordinance language that is not included here is not implied to be repealed simply due to the fact that it is omitted from this excerpted text.

ARTICLE 8

HIGHWAY COMMERCIAL DISTRICT B-2

SECTION 8-2. USES REQUIRING A CONDITIONAL USE PERMIT

8-2-19 Multifamily and Condominium dwellings, subject to the following: (9/13/05, Case TA-05-02, Ord. No. 025-2005; 2/10/09, Case TA-08-13, Ord. No. 2009-05)

The intent of this provision is to encourage quality mixed use development, particularly in areas served by public transportation. In this case, permitted B-2 commercial uses shall be limited to the following: Banks and financial uses, convenience and services establishments, laundromats, dry cleaners where dry cleaning is done off premises, repair services or businesses excluding auto or truck repair, art galleries, retail stores, general and medical offices, physical fitness and martial arts establishments, bakeries, and restaurants, excluding nightclub use.

- a. A maximum of eight dwelling units per building, however, any two buildings may be connected by a common elevator;
- b. No dwellings shall have more than two (2) bedrooms ~~nor be situated on the ground level;~~
- c. Building entrances and off-street parking areas serving dwelling units should be oriented to the side or rear of the property;
- d. Density shall not exceed one (1) dwelling unit for each 3500 square feet of the Total Project Area, except where dwelling units are certified by the standards outlined in the United States Green Building Council LEED® for Homes program; and, with each dwelling unit having no more than two (2) bedrooms, the following Density Adjustment shall be applied: (3/11/09, Case No.TA-08-12, Ord. No. 2009-10)

<u>Level of Certification</u>	<u>Bonus Factor</u>
Certified	.05
Silver	.10
Gold	.15
Platinum	.20

- e. The absolute minimum floor area per dwelling unit in each building used for this purpose shall be as follows: seven hundred (700) square feet for efficiency & one (1) bedroom units; and nine hundred (900) square feet for two (2) or more bedrooms.
- f. **No dwelling units shall be located on the ground floor unless:**
 - 1) **City Council makes a determination that multifamily use is as suitable as or preferable to other permitted uses on the ground floor,**
 - 2) **No units are situated facing a major commercial street as determined by the Planning Director, and**
 - 3) **The dwelling units are proposed as part of a redevelopment of an existing structure. Ground floor dwelling units shall not be permitted in new structures.**

TA-15-322 AN ORDINANCE AMENDING ARTICLE 1 OF THE WINCHESTER ZONING ORDINANCE PERTAINING TO THE DEFINITIONS OF HOTEL, MOTEL, AND TRANSIENT.

REQUEST DESCRIPTION

This is a staff drafted Zoning Ordinance text amendment to update the definitions of *Hotel*, *Motel*, and *Transient* in Article 1 of the Zoning Ordinance. In 2003, City Council adopted a zoning ordinance amendment modifying the definitions of *Motels* and *Hotels* and established a new definition of *Extended Stay Lodging*. At that time the intent was to distinguish between the more transient occupancy uses of motels/hotels wherein occupants would typically stay at such a facility for no more than 30 consecutive days. Facilities where occupants are offered housing for more than 30 days and which cater to business travelers could be classified as *Extended Stay Lodging* and required a conditional use permit from Council for the districts in which the use is permitted.

Over time, however, some facilities have gradually changed their operations from catering to the typical tourists, travelers, and other transient occupants and presently operate more as unofficial apartments. Some individuals achieve this by skirting the length of occupancy limitations by residing at a facility for a short duration of time, such as 4 weeks (28 days), leaving the facility for a day or week and then coming back to the facility to reside for another month.

STAFF COMMENTS

This proposed ordinance will correct this deficiency in the Zoning Ordinance. The proposed ordinance will limit occupancy at a facility for 30 days in a 60 day period. Staff believes this proposal will be one tool in addressing these use and occupancy issues. A companion City Code amendment, which has been drafted by the Community Response Team, will be forthcoming to City Council for their consideration to provide additional standards for recordkeeping, occupancy, and compliance requirements at *Motels* and *Hotels*, to accompany this Zoning Ordinance text amendment.

RECOMMENDATION

Staff recommends initiation of the Zoning Ordinance amendment. Should this amendment be initiated this month, it will go for public hearing at the Planning Commission's regular meeting in July.

A possible motion could read:

MOVE, the Planning Commission initiate TA-15-322.

RESOLUTION INITIATING AN ORDINANCE AMENDING ARTICLE 1 OF THE WINCHESTER ZONING
ORDINANCE PERTAINING TO THE DEFINITIONS OF HOTEL, MOTEL, AND TRANSIENT.

TA-15-322

WHEREAS, the Zoning Ordinance presently includes definitions for the uses of *Motel* and *Hotel* and what constitutes a *Transient*; and,

WHEREAS, the intent of the current Zoning Ordinance definitions is to limit the use and occupancy of *Hotels* and *Motels* to primarily transient occupancy and not evolve into de facto apartments; and,

WHEREAS, the proposed text amendment further clarifies the definitions of *Motels* and *Hotels* and the intent of the Zoning Ordinance as establishments that primarily provide temporary lodging for transient occupancy;

NOW, THEREFORE, BE IT RESOLVED that the Planning Commission hereby initiates the following text amendment:

AN ORDINANCE AMENDING ARTICLE 1 OF THE WINCHESTER ZONING ORDINANCE PERTAINING TO THE DEFINITIONS OF HOTEL, MOTEL, AND TRANSIENT.

15-322

Draft 1 – (06/02/2015)

Ed. Note: The following text represents an excerpt of Article 1 of the Zoning Ordinance that is subject to change. Words with strikethrough are proposed for repeal. Words that are boldfaced and underlined are proposed for enactment. Existing ordinance language that is not included here is not implied to be repealed simply due to the fact that it is omitted from this excerpted text.

ARTICLE 1

DEFINITIONS

SECTION 1-2 DEFINITIONS.

- 1-2-51 HOTEL: A building designed and occupied as the temporary abiding place for fourteen (14) or more individuals who are, for compensation, lodged, for a maximum of thirty (30) ~~consecutive days~~ **in a sixty (60) day period**, with or without meals, and in which provision is not generally made for cooking in the individual rooms or suites. No more than 10 % of the total number of units may be occupied by individuals that exceed the 30 ~~consecutive day maximum~~ occupancy limit up to a maximum of nine (9) consecutive months. (8/12/03, Case TA-03-01, Ord. No. 031-2003)
- 1-2-67 MOTEL: One (1) or more buildings containing individual sleeping rooms, designed for and used temporarily by tourists or transients for a maximum of thirty (30) ~~consecutive days~~ **in a sixty (60) day period**, with garage or parking space conveniently located to each unit. Cooking facilities may be provided for each unit. No more than 10 % of the total number of units may be occupied by individuals that exceed the 30 ~~consecutive day maximum~~ occupancy limit up to a maximum of nine (9) consecutive months. (8/12/03, Case TA-03-01, Ord. No. 031-2003)
- 1-2-93.1 TRANSIENT: Any person who, for any period of not more than thirty (30) consecutive days, either at his own expense or at the expense of another, obtains lodging or the use of any space in any **hotel**, motel or boarding house as hereinabove defined, for which lodging or use of space, a charge is made. (2/27/07, Case TA-06-06, Ord. No. 2007-04)

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MEMORANDUM

TO: Winchester Planning Commission Members

FROM: Perry Eisenach, Public Services Director

DATE: June 1, 2015

SUBJECT: Possible Modifications Near Indian Alley/Cork to Improve Safety

Due to multiple concerns received about potential safety issues near the intersection Cork Street and Indian Alley, City staff has investigated and developed alternatives that could be implemented in this area. The primary area of concern is the limited sight distance that vehicles travelling north on Indian Alley have in seeing pedestrians walking east on the sidewalk on the south side of Cork Street and in seeing opposing traffic on Cork Street. To help improve safety, a (temporary) speed bump was recently installed in the alley just south of Cork Street.

City Council has requested that the Planning Commission review this issue so that you can provide input and recommendations regarding the alternatives developed. A matrix of the alternatives that provides a description, advantages, disadvantages, and estimated cost of each is provided on the next page. Schematics are also provided for each alternative.

This issue will be discussed at the Planning Commission work session on June 9. We look forward to receiving your input and recommendations on this issue.

Options for Safety Improvements – Indian Alley/Cork Street

Option Description	Advantages	Disadvantages	Estimated Cost
<p style="text-align: center;">#1</p> <p>Close the northern section of Indian Alley just south of Cork Street. Allow two-way traffic in Indian Alley off of Clifford.</p>	<ul style="list-style-type: none"> • Option that improves safety the most for pedestrians/motorists on Cork Street. • Low Cost 	<ul style="list-style-type: none"> • Decreases safety in section of alley just north of Clifford – alley is not wide enough for two way traffic. • Decreases access/connectivity. • Not supported by some adjacent property owners 	<p>< \$1,000</p>
<p style="text-align: center;">#2A</p> <p>Convert traffic flow on Indian Alley between Clifford and Cork from one-way north to one-way south.</p>	<ul style="list-style-type: none"> • Improves safety for pedestrians/motorists on Cork Street. 	<ul style="list-style-type: none"> • Decreases safety at Clifford Street. • May create confusion for some. • Not supported by some adjacent property owners. • Need to move existing fire hydrant. 	<p>\$5,000</p>
<p style="text-align: center;">#2B</p> <p>Convert traffic flow on Indian Alley between Clifford and Piccadilly from one-way north to one way south.</p>	<ul style="list-style-type: none"> • Improve safety for pedestrians on sidewalk on south side of Cork. • Improve safety for motorists at Piccadilly Street. • Sight distance at Boscawen Street would be improved (green transformer box). 	<ul style="list-style-type: none"> • Would decrease safety for motorists at Cork Street – sight distance is not any better than what exists at Piccadilly. • Would lose existing handicap parking space on Cork. • Wilkins Shoe Center would lose one parking space. • Parking at People’s Cleaners would need to be reconfigured. Sight distance would be decreased. • Possible challenges for dumpster pickup. • Cost 	<p>\$15,000</p>
<p style="text-align: center;">#3</p> <p>Close the northern section of Indian Alley just south of Cork Street and divert traffic into the City owned parking lot</p>	<ul style="list-style-type: none"> • Increases sight distance at Cork for pedestrians/motorists. • Low Cost. 	<ul style="list-style-type: none"> • Decreases safety in the parking lot. • Possible conflict with vehicles entering the parking lot from Cork Street and vehicles from Indian Alley. 	<p>< \$1,000</p>
<p style="text-align: center;">#4</p> <p>Extend the sidewalk in front of the alley and parking lot entrance farther north.</p>	<ul style="list-style-type: none"> • Improves sight distance/safety for pedestrians on Cork Street sidewalk. • No changes to traffic pattern on Indian Alley. 	<ul style="list-style-type: none"> • Highest cost. • Maintenance issues with drainage - trench drain. 	<p>\$20,000</p>
<p style="text-align: center;">#5</p> <p>Make no additional changes – leave speed bump in place in alley just south of Cork.</p>	<ul style="list-style-type: none"> • Lowest cost. • No changes to traffic pattern on Indian Alley. 	<ul style="list-style-type: none"> • Still have limited sight distance for pedestrians and motorists at Cork Street. 	<p>None</p>

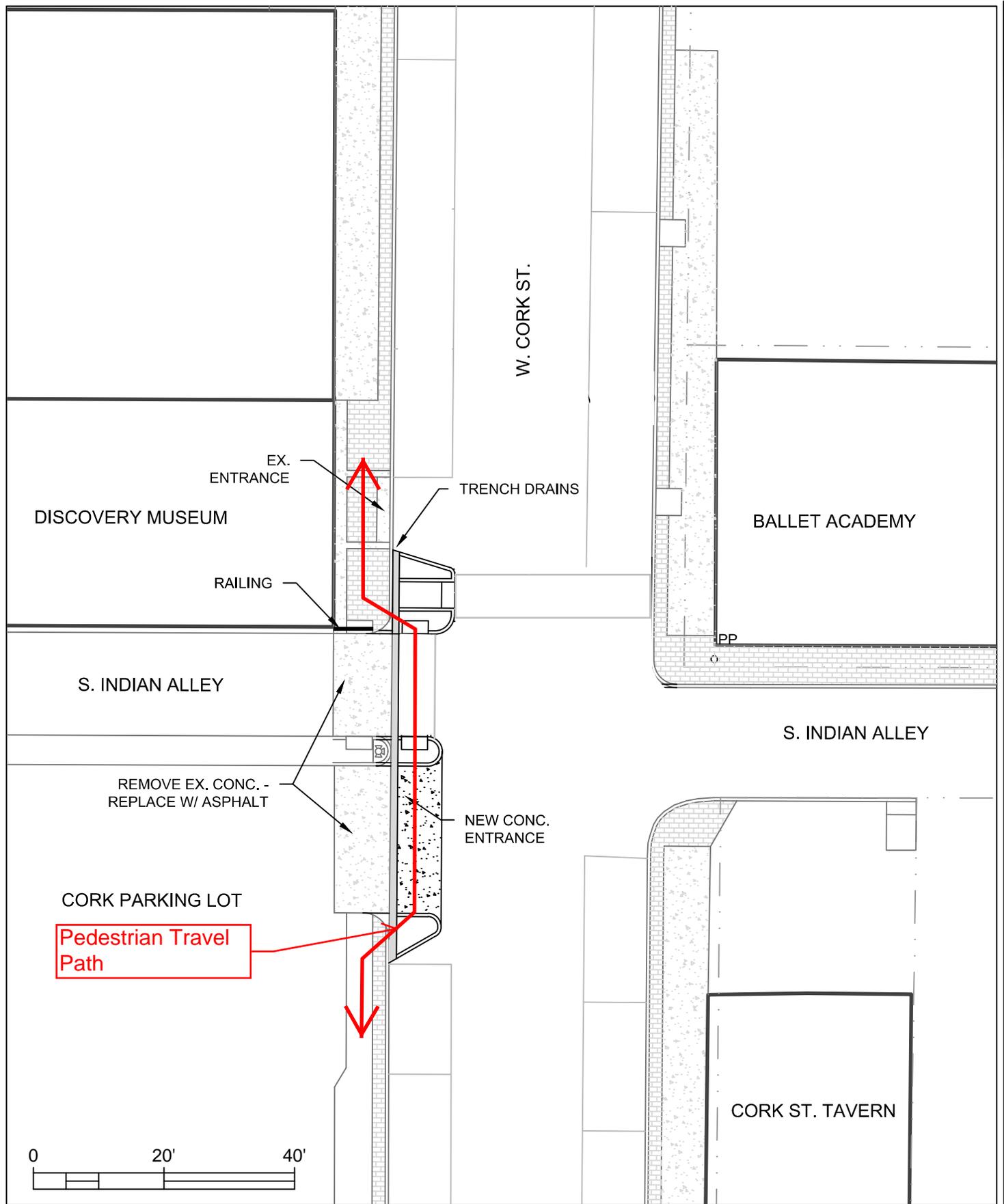






**Indian Alley Safety Improvements
Option 2B**





CITY OF WINCHESTER
VIRGINIA
 PUBLIC SERVICES DEPARTMENT
 15 N. CAMERON STREET
 WINCHESTER, VA 22601
 PHONE: 540-667-1815
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Option #4

SCALE: 1"=20'
 DATE: 2/3/15