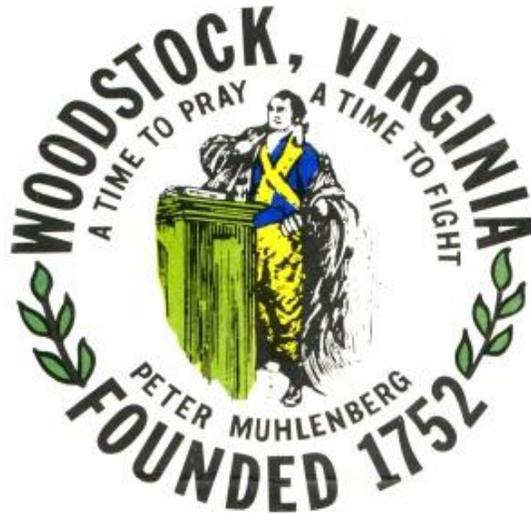


# Our Focus on the Future



## Town of Woodstock, Virginia STRATEGIC PLAN 2013-2018

Economic Growth  
Investment in Resources  
Local Government Performance  
Civic Engagement  
Beautification and Preservation  
Fiscal Management

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Woodstock's Mission

*To encourage economic growth and to provide high quality and efficient services to the public, while maintaining the Town's unique character.*

# 1. A Great Place to Do Business

**We will develop policies and procedures that encourage strong and responsible economic growth while maintaining our unique characteristics and quality of life.**

Objective	Responsible Department	Time Frame	Output	Outcome
Develop a marketing plan for the Town to include promoting Woodstock as a hub for visitors to the Valley and DC area <sup>1</sup>	Enhancement	Year 1	Marketing video Billboard Redesign Web presence  Focus on Eat, Stay, Play message	Directed effort to build Woodstock's image as a destination
Perform an overview of the Code of the Town of Woodstock	Asst. Town Manager	Year 1	Review of each code section (minus zoning ordinance)	Assurance that code sections are consistent with our vision of local governance.
Create Code compliance enforcement standard operating guidelines for staff to operate under, and for citizens to understand	Planning	Year 1, and Annual review thereafter	Code compliance guidelines for staff and citizens	To provide quality and efficient customer service
Develop a destination business recruitment effort	Town Manager Enhancement	Year 1	Identify desired businesses/visit or contact with packet offering our amenities and our desire to have them locate here.	Broaden the tax and employment base without stress on infrastructure.
Catalog existing downtown parking and identify needed areas of improvement	Town Manager Enhancement	Year 1	Identification of parking resources; needs assessment	Clear understanding of current needs in downtown parking
Develop a clear outline of the uses of the Economic Development Authority	Finance Town Manager	Year 1	Transparent and identifiable documentation of EDA possibilities	Utilizing the Economic Development Authority to its potential
Develop funding and grant programs for businesses, both new and existing.	Finance Enhancement	Year 2	Develop sign and/or Façade Grant Program with basic guidelines	Result would be sign & building improvements and incentives for "good taste" design
Begin a cyclical process to update the comprehensive plan	Planning	Year 2, and every 5 years thereafter	Review of 1 to 2 chapters each year on a rolling basis	Preservation of Woodstock's historic character and a vision of the direction and

				type of development to occur; planning for all Town facilities and environmental considerations
Create a development packet for each type of development initiative	Planning	Year 2, Annual Review thereafter	Development Packets	To streamline the development process for those interested in doing business in the Town of Woodstock
Comprehensive Review of the Zoning Ordinance <sup>ii</sup>	Planning	Year 3	Updated Zoning Ordinance that is consistent with the Comprehensive Plan	To ensure that the Town remains competitive for residential and commercial development, while maintaining standards for safety, health, and welfare; to establish guidelines for development that preserve Woodstock's unique character
Create an incentive package with a reduction in water & sewer fees for a predetermined period of time for all new commercial/industrial businesses entering town	Finance Public Works Enhancement	Year 3	A clear and comprehensive program that outlines qualifications and benefits for the program	Woodstock will be an easy place to open a business and enhance the private sector
Complete a downtown parking master plan that takes advantage of existing resources and plans for additional space <sup>iii</sup>	Planning Enhancement	Year 3	Parking master plan	Clear understanding of existing assets and needed future facilities; better public information
Develop incentives or grant programs to encourage "greening" of paved parking areas <sup>iv</sup>	Finance Planning Enhancement Tree Board/Planning	Year 4	Incentive program with clearly defined guidelines	Reduction of negative impact of parking lots

## 2. A Competitive & Innovative Employer

**Through workforce planning, benchmarking, and policy development, we will become the most desired municipality in which to be employed by being a competitive leader in relation to benefits, compensation, professional development, work/life flexibility, and creativity and innovation, and by training, retaining, and employing the most capable and quality individuals.**

Objective	Responsible Department	Time Frame	Output	Outcome
Create a formal department-specific training program for each department	Town Manager Human Resources	Year 1	Comprehensive training plan with annual, bi-annual, quarterly, and monthly installments	Strengthened employee teams, achievement of service goals, and enhancement of organizational focus
Conduct Annual Employee Satisfaction Surveys	Human Resources/Risk Management	Year 1, & Annually thereafter	Survey results as an impetus for change or a gauge of satisfaction	To improve employee satisfaction and input; to provide for a safe work environment
Conduct a review of the Town's Personnel Policies and Procedures Handbook and perform a job and hazard analysis	Finance	Year 1, and annually thereafter	Recommendations to Town Manager for necessary policy changes	The Town will maintain up to date personnel policies that support employees, clarify expectations, and comply with legal requirements
Develop a performance evaluation system for all Town employees	Town Manager Finance	Year 1, and annually thereafter	Performance evaluation forms appropriate for each employee type	Employees will gain feedback on their performance and find ways to improve
Create a merit-based pay plan tied to evaluations	Finance	Year 2	Clearly published requirements for merit pay increases	Employees will have incentives to perform to their best abilities
Develop a succession plan for each department <sup>v</sup>	Town Manager Finance	Year 2	Succession Plan for each department	Planned development of employees so that knowledge is transferred to future generations of leaders in the organization
Develop and conduct a volunteer recruitment and retention program <sup>vi</sup>	Town Manager Enhancement	Year 2	We will promote volunteering times, seeking individuals with varying skills, talents and time in all age groups	A strong, talented volunteer base.

Create a town-wide training schedule for issues common to all departments	Human Resources	Year 2	Training schedule	Issues of safety, liability, diversity, will be addressed in a common fashion
Creation of a Comprehensive Risk Management & Wellness Program	Human Resources Risk Management	Year 2	Risk Management & Wellness Manual	To provide a safe workplace and promote healthy family lifestyles
Create and implement a plan for all treatment plant operators to achieve Class I licensure in their appropriate field (any new employees will reach licensure within four years)	Public Works	Year 3	Development plans for individual employees	Highest quality water and wastewater treatment services provided to the town.
Develop an interdisciplinary cross-training program	Human Resources	Year 3	Cross-Training Program for each Department (potentially across Departments)	To improve customer service delivery and to sustain challenging work for employees
Identification and Pursuit of the professionalization of employee positions for individual employees	Human Resources Department Heads	Year 3	Employee career goals and positions plans	To increase employee knowledge and innovation
Conduct a compensation and benefit packages review to analyze market conditions	Finance	Year 4, and every third year after	Market Analysis of wages	Realignment of our pay plans to meet market competition

**3. A Commitment to Responsible Fiscal Management Strategies**  
**Through long-range planning and sound policy-making, we will maximize financial resources and promote responsible fiscal management and resiliency in order to consistently provide quality services and ensure public trust.**

Objective	Responsible Department	Time Frame	Output	Outcome
Expand use of bike squad and use of foot patrols to reduce fuel consumption and vehicle maintenance. <sup>vii</sup>	Police	Year 1	Documentation of use of both bike and foot patrols each week	Reduction in fuel consumption during warmer months of the year
Develop a capital improvement plan	Asst. Town Manager Finance	Year 1	Comprehensive capital improvement planning document	Responsibly planned investments into local government resources
Adopt a balanced fiscal plan based on Town Council's goals	Finance	Year 1, Annual thereafter	Annual budget document	Planned operational investments
Convene an organization-wide committee to review and analyze potential revenue enhancements and cost reductions	Finance	Year 1, Annual thereafter	Annual report of committee; implementation of recommendations	Town improves financial condition
Implement use of Mobile Data Terminals in patrol vehicles	Police	Year 2	Streamline reports and move toward a paperless process of criminal reports	Remove redundancy in submission of reports and reduce amount of time officers are at the office.
Hold meetings with appropriate regional, state, and federal agencies to identify potential grant fund opportunities; utilize expertise found in the Northern Shenandoah Valley Regional Commission	Department Heads	Year 2, biannually thereafter	Annual report to Town Manager and Finance Director regarding potential funding options	Opportunity to take advantage of available intergovernmental aid
Maintain an uncommitted fund balance of at least 30 percent of the General Fund expenditures <sup>viii</sup>	Finance	Year 3, Annual thereafter	Funds directed towards savings in each annual budget	Improvement of financial stability of the town

#### 4. Setting the Standard for Local Government Performance

**Through a comprehensive performance management program, we will meet or exceed national standards for public service delivery.**

Objective	Responsible Department	Time Frame	Output	Outcome
Provide programs and events that benefit both the business community and the residents and visitors	Enhancement	Annual	Annual events schedule; debriefing after events	Even better events, and larger numbers attending events and supporting local businesses.
Identify areas of needed improvement in the Development Review Process	Planning	Year 1	Metrics on the time to review project	The town will meet review times which will be appreciated by the development community
Develop an integrated and data-driven performance measurement program for all departments <sup>ix</sup>	Town Manager Finance Director	Year 1, annual review	Performance Measurement Plan	Departments will establish baselines for performance and set annual goals to improve; citizens will receive better, more timely service
Meet the requirements for the Distinguished Budget Presentation Award from GFOA <sup>x</sup>	Finance	Year 1, Annually thereafter	GFOA Distinguished Budget Presentation Award	A more readable and thorough budget document
Meet the requirements for the Certificate of Achievement for Excellence in Financial Reporting from GFOA <sup>xi</sup>	Finance	Year 1, Annually thereafter	GFOA Certificate for Excellence in Financial Reporting	Our financial report will be readable for Woodstock residents and other interested parties
Review and Analyze Financial Records and Prepare CAFR that ensures an unqualified audit opinion	Finance	Year 1, Annually thereafter	Annual Audit Report	The town's reputation as a responsible and honest steward of public money will continually improve
Treatment Plants will meet and exceed regulatory agency standards on both the state and national levels by achieving treatment objectives utilizing the current limits of technology available and remain in compliance with all environmental rules and regulations.	Public Works	Year 1, Monthly thereafter	Monthly compliance reports  Annual report on recommended operations improvements	Maintenance of good standing with state agencies  Improvement of the art of field
Convene a committee to study the town's adherence to the GFOA best practices for Budgeting <sup>xii</sup> and provide	Finance	Year 2	Best Practices Evaluation and Implementation Plan	Improvement and streamlining of budgeting practices

recommendations on how to improve				
Create an electronic work order system that will manage workloads and measure response times.	Town Manager Finance Public Works	Year 2	Electronic work order system	More timely response to citizen requests, increase accountability
Create an asset based maintenance management program for all facilities.	Public Works	Year 3	Planned maintenance program for physical assets	A well maintained infrastructure
Conform to the standards for accreditation from the American Public Works Association (APWA) <sup>xiii</sup>	Public Works	Year 5	APWA Accreditation	Assurance that Public Works is operating within the industry's best practices
Conform to the requirements for Accreditation through the Virginia Law Enforcement Professional Standards Commission (VLEPSC) in anticipation of achievement of accreditation in future years <sup>xiv</sup>	Police	Year 5	Implement and adhere to all requirements necessary for certification	Police Department will perform all law enforcement functions according to established best practices and ensure professional delivery of services

## 5. Bringing Citizens to the Table: Civic Engagement

**We will enhance and expand services to all segments of the community and look for new and innovative methods to communicate those services with residents of, and visitors to, our Town.**

Objective	Responsible Department	Time Frame	Output	Outcome
Develop a comprehensive social media strategy <sup>xv</sup>	Planning	Year 1	At least one Facebook (or appropriate site) update daily	Cohesive, professional, engaged and attractive image
Provide all forms and documents in Spanish	Each Department	Year 1	Documents in Spanish available	Non-English speakers will have easier access to town forms needed to
Expand the Neighborhood Watch Program (NHW) to include major apartment complexes <sup>xvi</sup>	Police Department	Year 1	Conduct a minimum of 1 meeting in each major apartment complex within a calendar year	Greater involvement from community stakeholders in portions of Town where high volumes of calls occur
Perform an analysis of Police Staffing needs, taking into account the drive towards community policing and task force needs	Police Department	Year 1	Strategic allocation of finances to provide funding for specialized positions	Expansion of resources will be possible through additional personnel
Develop an outreach campaign to engage members of the community that are not currently engaged	Enhancement	Year 2	Recruit volunteers to help bridge the gap between communities. To develop programs that will serve that group.	Involvement by more diverse groups of residents while building respect and interaction with more of the community.
Develop standards for expectations for customer service interactions to ensure staff are professional, polite, and helpful	Town Manager Asst. Town Manager All department	Year 2	Document clearly defining expectations	Improved citizen relations
Develop a list of potential volunteer projects around the town (ie Eagle Scout projects, etc.)	Town Manager Public Works Planning	Year 2	Projects list of appropriate size and scope	Easy access for individuals looking for volunteering opportunities
Certify two officers as Crime Prevention Specialists	Police Department	Year 2	Identify funding to obtain required training for certification	Additional resource to offered to

				residents/businesses to strengthen security
Customers will have additional payment methods available to make the payment process more efficient	Finance	Year 2	More efficient operations	Our citizens will appreciate the ability to use additional options
Make community development permit process information available online through the town websites	Planning	Year 2	More efficient operations	Applicants will be more self-sufficient and require less staff assistance
Provide Spanish language training courses for officers	Police Department	Year 2, and annually thereafter	Certified courses provided for Spanish	Enhanced service provided to non-English speaking individuals
Implement a citizen feedback initiative at the Woodstock Pool	Planning/Pool Management	Year 2, and every pool season thereafter	Report regarding requested services, facilities, etc. and benchmarking of services offered by other localities	To meet the community demand for seasonal pool services (swimming lessons, swim-related courses, concessions, amenities, etc.)
Customer service staff will gain basic Spanish language skills <sup>xvii</sup>	Finance	Year 3	Staff with basic Spanish language skills	Non-English speakers will be able to access customer service more easily
Develop a web-based system for information related to capital projects currently underway and needed in the future; Status/Timeline Publication	Public Works	Year 4	Added component on the website	Improved public information
Creation of a Geographic Information System (web-based) <sup>xviii</sup>	Planning/All Departments	Year 4	GIS System and data input by all departments	To improve internal data sharing, information preservation, and provide geospatial citizen/developer tools
Assign officer to Northwest Virginia Regional Drug/Gang Task Force (NWVARDGTF)	Police Department	Year 5	Full time assignment to target and direct drug/gang investigations	Greater intelligence gained/shared with officers. Result will be greater reduction of drug activity in community

## 6. A Beautiful Place to Live and Work

**We will provide and develop projects and programs that enhance, create, and preserve the unique character and sense of place that is consistent with what our residents and visitors have come to expect.**

Objective	Responsible Department	Time Frame	Output	Outcome
Audit energy, water and other natural resources use, and practice efficient and environmentally responsible maintenance and operation procedures.	Asst. Town Manager	Year 1 & Annually Thereafter	Recommendation for reduction in use of resources	Lessen the Organization's Environmental Footprint
Identify, conserve, enhance, and create a variety of open space, wildlife, & natural resource areas by developing a green infrastructure plan	Planning	Year 1 & Annually Thereafter	New Construction that conforms to the existing built environment	Smooth Transition from "Old" Town to "New" Town
Establish and implement standards for public space (streets, sidewalks, parks, etc.) maintenance and conduct periodic evaluations	Public Works	Year 2	Clear defined document outlining standards	A better maintained public setting of which everyone can be proud
Create a public art program	Town Manager Enhancement	Year 2	A partnership that provides opportunities for local and regional artists to display public art in town	A more attractive and interesting town
To build partnership with VDOT to improve the Route 42 Gateway.	Town Manager Enhancement Committee	Year 2	Develop plan to plant attractive, low maintenance plantings at the 283 Exit to create an intriguing and inviting "Woodstock Experience" from first sight.	A more attractive entrance to town
Develop a pocket park plan, equitably distributing parks and recreation by type throughout the town <sup>xix</sup>	Town Manager Planning Public Works	Year 3	Recreational opportunities throughout town	Placing facilities in area of high residential density
Develop a public information campaign to encourage use of recycling, water conservation, and proper disposal methods	Public Works Planning	Year 4	Informational media	Improved public information and use of available programs

## 7. Preserving and Linking Neighborhood Amenities

**We will demonstrate a commitment to the preservation and improvement of Woodstock’s natural and valuable human-made resources for recreation, transportation, and environmental purposes.**

Objective	Responsible Department	Time Frame	Output	Outcome
Create and maintain events that highlights our local talent pool and resources.	Enhancement	Year 1	Continue to locate and use local talent – all ages and types.	Building community and recirculating
Complete a vision plan for connecting parks, open spaces, trails, and community facilities in innovative ways so all residents will be able to reach key locations without a car	Planning	Year 1 & Annually Thereafter	Comprehensive Bike and Pedestrian Trail System vision	Safe Alternative Transportation Options for Residents
Apply for Safe Routes to School Program grants <sup>xx</sup>	Planning	Year 2	Grant applications for funds	To safely connect residential areas to the school campus
Begin the process of a rails to trails program for the “unofficially abandoned” railway.	Town Manager Planning Enhancement	Year 2	Identify stakeholders and restart discussions with Shenandoah County and surrounding towns to create a continuous trail throughout Shen. Co.	Begin the process to create a “Woodstock” trail that could be connected to surrounding towns eventually. This would encourage health benefits residents and visitors, economic development for downtown and Commerce Street.
Create a comprehensive trail and sidewalk plan	Planning Public Works Enhancement	Year 4	Trail & Sidewalk Plan to utilize in capital planning and building; identify funding sources	To create a connection of neighborhoods to public amenities; improved health conditions
Complete Indian Spring Wetland Project	Planning Tree Board	Year 5	Spring Conservation Easement/Trail development/Boardwalk/Wetland-Appropriate Plantings/Wellness Trail to SMH	To teach the importance of environmentally sensitive areas (such as a wetland in an urban environment)

## 8. Preserving our Town for Future Generations

We will minimize the effects of urbanization by reducing the Town's environmental footprint and by encouraging citizens to do the same.

Objective	Responsible Department	Time Frame	Output	Outcome
Increase the number of recycle cans in Town	Enhancement Committee	Year 1	Select appropriate recycle containers for park areas	Reduce waste and litter.
Create partnership with Shenandoah County to create a visitor center in the Historic Courthouse to get the building open to public on a regular basis.	Town Manager Enhancement Committee	Year 1	Create enrichment programs to be held in historic building. Use of building will preserve the building.	Programs will bring visitors with income to support local restaurants and business while preserving the building by having it used on a regular basis.
Increase the tree canopy by 8 percent in ten years	Planning Tree Board Public Works	Year 1, (accomplish by Year 10)	An Increase in Tree Canopy to 30 percent	To encourage economic development, promote air and water quality, and enhance our residential and commercial districts
Reduce the amount of waste discarded in landfills by 1% by actively promoting and encouraging the Town's recycling program	Finance Public Works	Year 1, and annually thereafter	Documentation of tipping fees	Reduced cost and reduce environmental impact
Partner with Tree Board to create a comprehensive plan for tree plantings on municipal right of way.	Tree Board Enhancement Committee	Year 2	To continue the planting plan and execution of plantings	A much healthier, beautiful place for people to be; a more attractive place for visitors
Develop a paper usage reduction plan for all town departments	Department Heads	Year 2	Paper reduction plan	Reduction in the use of paper
Create and perform an ongoing Inflow & Infiltration (I&I) identification and remediation plan in an effort to reduce I&I loading on the sanitary sewer system and wastewater treatment plant respectively <sup>xxi</sup>	Public Works	Year 2	I&I Plan	Reduced demand on the collection and treatment system; increased capacity for future use.
Engage in an Urban Tree Canopy Implementation Program <sup>xxii</sup>	Planning/Tree Board	Year 2, and annually thereafter	Urban Tree Canopy Implementation	To preserve and link Woodstock's natural assets

			Plan & Green Infrastructure Plan	
Creation of timely environmental education materials	All Departments	Year 3	Recycling, waste management, water quality, fuel and electrical efficiency, etc. materials for dissemination	To create environmental awareness and to educate Town citizens on “green” methods in order to improve the Town of Woodstock (related to our essential services)
Create and perform an environmental impact analysis in order to identify “green” alternatives	Public Works	Year 4	Restructuring of operations	Reduced use of resources; improved
Design, construct, and maintain all new town facilities to meet LEED certification. <sup>xxiii</sup>	Planning	Year 5	Reduces Costs associated with Building Operations, Reduces Environmental Impacts, Creates Healthier and More Productive Employee Workspaces	Public Recognition for Leadership in sustainability

## Notes and Further Resources for Review

<sup>i</sup> For a discussion on locality marketing see Paddison, Ronan. 1993. "City Marketing, Image Reconstruction and Urban Regeneration" *Urban Studies* 30(2): 339-350.

<sup>ii</sup> For discussion on the role of zoning ordinances and their impact on external issues related to local government, there are several articles that provide information: Cannon, Carol et al. 2013. "Testing the Results of Municipal Mixed-Use Zoning Ordinances: A Novel Methodological Approach" *Journal of Health Politics* 38(4): 815-838 – relates to the public health impacts of zoning ordinances that encourage walkable communities. Fischel, William. 2010. "The Evolution of Zoning since the 1980s" Available at SSRN:

[http://papers.ssrn.com/sol3/papers.cfm?abstract\\_id=1686009](http://papers.ssrn.com/sol3/papers.cfm?abstract_id=1686009). – Discussion regarding the evolution of zoning ordinances since the 1980s.

<sup>iii</sup> See Arnott, Richard et al. 2011. "Downtown Parking and Traffic Congestion: A Diagrammatic Exposition" University of California Transportation Center

<sup>iv</sup> See Xiao, Qingfu and Gregory McPherson. 2011. "Performance of engineered soil and trees in a parking lot bioswale" *Urban Water Journal* 8(4): 241-253.; Onishi, Akio et al. 2010. "Evaluating the potential for urban heat-island mitigation by greening parking lots" *Urban Forestry and Urban Greening* 9(4): 323-332.; Davis, Amelie et al. 2010. "Estimating parking lot footprints in the Upper Great Lakes Region of the USA" *Landscaping and Urban Planning* 96(2): 68-77.

<sup>v</sup> Leland, Suzanne, Joanne Carman, and Nicholas Swartz. 2012. "Understanding managerial succession planning at the local level: A study of the opportunities and challenges facing cities and counties" *National Civic Review* 101(2): 44-50. – provide a discussion on the use of succession planning in local governments, importance of use, etc.

<sup>vi</sup> Boezeman, Edwin and Naomi Ellemers. 2008. "Volunteer Recruitment: The role of organizational support and anticipated respect in non-volunteers' attraction in charitable volunteer organizations" *Journal of Applied Psychology* 93(5): 1013-1026.

<sup>vii</sup> See <https://www.ncjrs.gov/pdffiles1/242565.pdf> for discussion on bike patrol implementation

<sup>viii</sup> GFOA recommends a minimum of two months of general fund expenditures in kept in reserve, which relates to approximately seventeen percent. However they go on to note that several factors should lead to higher levels of fund balance: drains on general fund revenues from other funds, exposure to the need for large one-time expenditures such as immediate capital needs or state budget cuts, and the pre-commitment of some fund balance funds to pre-determined uses. Staff feels as though we meet the qualification of each of these. GFOA also recommends consideration of the volatility of revenues and expenditures and problems with liquidity. Staff does not believe those two to be major concerns. Therefore, we believe that the movement towards a thirty percent fund balance is appropriate. See this document for more information:

[http://www.gfoa.org/downloads/AppropriateLevelUnrestrictedFundBalanceGeneralFund\\_BestPractice.pdf](http://www.gfoa.org/downloads/AppropriateLevelUnrestrictedFundBalanceGeneralFund_BestPractice.pdf)

<sup>ix</sup> See Melkers, Julia and Katherine Willoughby. 2005. "Models of Performance-Measurement Use in Local Government: Understanding Budgeting, Communication, and Lasting Effects" *Public Administration Review* 65(2): 180-190.

<sup>x</sup> Details of the GFOA Distinguished Budget Award can be found here:

[http://www.gfoa.org/index.php?option=com\\_content&task=view&id=33&Itemid=57/download](http://www.gfoa.org/index.php?option=com_content&task=view&id=33&Itemid=57/download)

<sup>xi</sup> Details of the GFOA Certificate of Achievement for Excellence in Financial Reporting can be found here:

<http://www.gfoa.org/index.php?Itemid=58&>

<sup>xii</sup> Details related to the GFOA Best Practices for Budget can be found at: <http://www.gfoa.org/services/nacslb/>

<sup>xiii</sup> See <http://www.apwa.net/credentialing/accreditation> for information regarding APWA accreditation

<sup>xiv</sup> See <http://www.dcj.virginia.gov/accred/> for information regarding the requirement of law enforcement accreditation

<sup>xv</sup> See Bonson, Enrique et al. 2012. "Local e-government 2.0: Social media and corporate transparency in municipalities" *Government Information Quarterly* 29(2): 123-132.; Kavanaugh, Andrea et al. 2012. "Social media use by government: From the routine to the critical" *Government Information Quarterly* 29(4): 480-491.

<sup>xvi</sup> See Martin, Gene. 2010. "Examining the effectiveness of Neighborhood Watch programs by measuring perceptions of citizens who reside in a sample Nashville Neighborhood Watch communities" available at: <http://digitalscholarship.tnstate.edu/dissertations/AAI1476487/>; also see

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<https://www.ncjrs.gov/App/Publications/abstract.aspx?ID=245855> for discussion on effectiveness of Neighborhood Watch

<sup>xvii</sup> According to the U.S. Census Bureau's 2011 American Community Survey, nearly 10% of Woodstock's population speaks a language other than English. Only about one third of those people speak English well. This suggests that there are several hundred residents in the community that do not speak English well, which can make access to government difficult.

<sup>xviii</sup> For information on what a Geographic Information System (GIS), please see <http://www.esri.com/what-is-gis>

<sup>xix</sup> For information on pocket park systems and examples, please see:

[http://depts.washington.edu/open2100/pdf/2\\_OpenSpaceTypes/Open\\_Space\\_Types/pocket\\_parks.pdf](http://depts.washington.edu/open2100/pdf/2_OpenSpaceTypes/Open_Space_Types/pocket_parks.pdf)

<sup>xx</sup> For information related to the Safe Routes to School Program, see

[http://www.virginiadot.org/programs/ted\\_Rt2\\_school\\_pro.asp](http://www.virginiadot.org/programs/ted_Rt2_school_pro.asp)

<sup>xxi</sup> For more information, see: Pawlowski, L et al. 2013. "Some Factors Affecting Inflow and Infiltration from Residential Sources in a Core Urban Area: A Case Study in a Columbus OH USA Neighborhood" *Journal of Hydraulic Engineering* July 2013; Trout, T and B. Mackey. 1988. "Inflow-Outflow Infiltration Measurement Accuracy" *Journal of Irrigation and Drainage Engineering* 114(2): 256-265.; Maynes, John. 1976. "Flow data collection for Infiltration-Inflow Analysis" *Journal of the Water Pollution Control Federation* 48(8): 2055-2061.

<sup>xxii</sup> For more information, see: Dwyer, Mark and Robert Miller. 1999. "Using GIS to Assess Urban Tree Canopy Benefits and Surrounding Greenspace Distribution" *Journal of Arboriculture* 25(2): 102-107.

<sup>xxiii</sup> For information related to LEED certification, see <http://www.usgbc.org/leed/certification>