

An adjourned meeting of the Board of Supervisors of Albemarle County, Virginia, was held on July 12, 2017, at 12:30 p.m., Hilton Garden Inn, 1793 Richmond Rd, Charlottesville, Virginia. This meeting was adjourned from July 5, 2017.

PRESENT: Mr. Norman G. Dill, Ms. Ann H. Mallek, Ms. Diantha H. McKeel, Ms. Liz A. Palmer, Mr. Rick Randolph and Mr. Brad Sheffield (arrived at 12:31 p.m.).

ABSENT: None.

OFFICERS PRESENT: County Attorney, Greg Kamptner and Director of Human Resources, Lorna Gerome.

ALSO PRESENT: Ms. Anne Lewis, Senior Vice President and Consultant, Springsted | Waters.

Agenda Item No. 1. Call to Order. The meeting was called to order at 12:30 p.m., by the Chair, Ms. McKeel.

Agenda Item No. 2. Closed Meeting.

Pursuant to Section 2.2-3711(A) of the Code of Virginia: Under Subsection (1), to discuss, consider and interview prospective candidates for appointment as county executive.

At 12:30 p.m., Ms. Palmer **moved** that the Board go into Closed Meeting pursuant to Section 2.2-3711(A) of the Code of Virginia under Subsection (1) to discuss, consider and interview prospective candidates for appointment as county executive. Ms. Mallek **seconded** the motion.

Roll was called and the motion carried by the following recorded vote:

AYES: Mr. Dill, Ms. Mallek, Ms. McKeel, Ms. Palmer and Mr. Randolph.

NAYS: None.

ABSENT: Mr. Sheffield.

(Note: Mr. Sheffield arrived at 12:31 p.m.)

Agenda Item No. 3. Certify Closed Meeting.

(Note: Ms. Palmer left the closed meeting at 2:25 p.m.)

At 2:27 p.m., the Board reconvened into open meeting, and Mr. Dill **moved** that the Board certify by a recorded vote that to the best of each Board member's knowledge, only public business matters lawfully exempted from the open meeting requirements of the Virginia Freedom of Information Act and identified in the motion authorizing the closed meeting were heard, discussed, or considered in the closed meeting. Ms. Mallek **seconded** the motion.

Roll was called and the motion carried by the following recorded vote:

AYES: Mr. Dill, Ms. Mallek, Ms. McKeel, Mr. Randolph and Mr. Sheffield.

NAYS: None.

ABSENT: Ms. Palmer.

Agenda Item No. 4. Recess to 3:30 p.m., Lane Auditorium, County Office Building.

At 2:32 p.m., the Board recessed.

At 3:30 p.m., the Board reconvened in the Lane Auditorium, County Office Building, McIntire Road, Charlottesville, Virginia.

PRESENT: Mr. Norman G. Dill, Ms. Ann H. Mallek, Ms. Diantha H. McKeel, and Ms. Liz A. Palmer, Mr. Rick Randolph and Mr. Brad Sheffield.

ABSENT: None.

OFFICERS PRESENT: Interim County Executive, Doug Walker, County Attorney, Greg Kamptner, and Clerk, Claudette Borgersen.

Agenda Item No. 1. Call to Order. Ms. McKeel called the July 12, 2017 meeting of the Albemarle County Board of Supervisors to order at 3:35 p.m.

Ms. McKeel introduced the presiding security officer, Lt. Terry Walls, and County staff present.

NonAgenda. Adoption of Final Agenda.

Mr. Randolph **moved** to adopt the final agenda. The motion was **seconded** by Ms. Mallek. Roll was called and the motion carried by the following recorded vote:

AYES: Mr. Dill, Ms. Mallek, Ms. McKeel, Ms. Palmer, Mr. Randolph and Mr. Sheffield.

NAYS: None.

Agenda Item No. 2. Consent Agenda.

(Discussion: Ms. Mallek asked that her minutes be pulled and carried forward to the next meeting.)

Motion was offered by Mr. Randolph, **seconded** by Ms. Mallek, to approve the agenda, with Item 2.1, as read. Roll was called and the motion carried by the following recorded vote:

AYES: Mr. Dill, Ms. Mallek, Ms. McKeel, Ms. Palmer, Mr. Randolph and Mr. Sheffield.

NAYS: None.

Item No. 2.1. Approval of Minutes: October 5 and December 7, 2016; and February 1, February 8, February 27, March 1 and March 2, 2017.

Ms. Palmer had read the minutes of July 25, 2016 and February 8, 2017, and found them to be in order.

Mr. Randolph had read the minutes of August 3, 2016, and found them to be in order.

Mr. Dill had read the minutes of October 4, 2016 and February 21, 2017, and found them to be in order.

Ms. McKeel had read the minutes of October 24, 2016, February 14, 2017 and February 22, 2017, and found them to be in order.

Mr. Sheffield had read the minutes of January 18, 2017, and found them to be in order.

Ms. Mallek asked that her minutes of February 23, 2017 and March 1, 2017 be pulled and carried forward to the next meeting.

By the above-recorded vote, the Board approved the minutes as read.

Item No. 2.2. FY 2018 Appropriation.

The Executive Summary forwarded to the Board states that Virginia Code §15.2-2507 provides that any locality may amend its budget to adjust the aggregate amount to be appropriated during the fiscal year as shown in the currently adopted budget; provided, however, any such amendment which exceeds one percent of the total expenditures shown in the currently adopted budget must be accomplished by first publishing a notice of a meeting and holding a public hearing before amending the budget. The Code section applies to all County funds, i.e., General Fund, Capital Funds, E911, School Self-Sustaining, etc. The total increase to the FY 18 budget due to the appropriation below is \$26,461. A budget amendment public hearing is not required because the amount of the cumulative appropriations does not exceed one percent of the currently adopted budget.

The Department of Social Services (DSS) determined that the development of a Finding Families pilot program would be the best way to support the referenced County Strategic Plan priority objective. The hiring of a temporary position would be considered part of the Finding Families pilot program where metrics will be established to evaluate the impact of this service on numbers of youth entering foster care and on reducing Children's Services Act (CSA) costs. Additionally, DSS anticipates the increased capacity will assist the foster care program with identifying and working with family members who can provide permanency for children and youth in foster care.

This appropriation request (#2018009) is to appropriate \$26,461.00 in Federal revenue and \$51,366.00 in local non-departmental funds designated for Board Strategic Priority Support for a total of \$77,827.00 for the addition of one (1) temporary FTE in DSS whose sole responsibility will be to coordinate and lead family-finding efforts to prevent youth from entering foster care and to decrease CSA costs through prevention.

Because \$51,366.00 of this is already included in the FY 18 Budget, this appropriation request results in a net increase of \$26,461.00 to the total County Budget.

Staff recommends that the Board adopt the attached Resolution (Attachment B) to approve appropriation #2018009 for a local government program as described in Attachment A.

Appropriation #2018009 **\$26,461.00**

Source:	Federal Revenue	\$ 26,461.00
	Local Non-Departmental Funds*	\$ \$51,366.00

*This portion of the appropriation does not increase the total County budget.

This request is to appropriate \$26,461.00 in Federal revenue and \$51,366.00 in local non-departmental funds designated for Board Strategic Priority Support to support the addition of one (1) temporary FTE in the Department of Social Services (DSS) whose sole responsibility will be to coordinate and lead family-finding efforts to prevent youth from entering foster care and to decrease Children’s Services Act (CSA) costs through prevention. This position would be considered part of the Finding Families pilot program where metrics will be established to evaluate the impact of this service on numbers of youth entering foster care and on reducing CSA costs. Additionally, DSS anticipates the increased capacity to assist the foster care program with identifying and working with family members who can provide permanency for children and youth in foster care.

By the above-recorded vote, the Board adopted the following Resolution to approve appropriation #2018009 for a local government program:

**RESOLUTION TO APPROVE
ADDITIONAL FY 18 APPROPRIATIONS**

BE IT RESOLVED by the Albemarle County Board of Supervisors:

- 1) That Appropriation #2018009 is approved; and
- 2) That the appropriation referenced in Paragraph #1, above, is subject to the provisions set forth in the Annual Resolution of Appropriations of the County of Albemarle for the Fiscal Year ending June 30, 2018.

**COUNTY OF ALBEMARLE
APPROPRIATION SUMMARY**

APP#	ACCOUNT	AMOUNT	DESCRIPTION
2018009	3-1000-33000-333000-330020-1005	26,461.000	SA2018009 32% federal funding from BL 858 that can be appropriated to Federal Administrative Revenue
2018009	4-1000-99900-499000-999955-9999	-51,365.560	SA2018009 Transfer from Board's Strategic Priorities Support
2018009	4-1000-53010-453010-110000-1005	49,036.000	SA2018009 Finding Family Position -Regular Salaries
2018009	4-1000-53010-453010-210000-1005	3,751.250	SA2018009 Finding Family Position -FICA/Medicare
2018009	4-1000-53010-453010-221000-1005	6,041.240	SA2018009 Finding Family Position -VRS
2018009	4-1000-53010-453010-241000-1005	642.370	SA2018009 Finding Family Position -Group Life
2018009	4-1000-53010-453010-231000-1005	9,778.000	SA2018009 Finding Family Position -Health Insurance
2018009	4-1000-53010-453010-232000-1005	250.000	SA2018009 Finding Family Position -Dental Insurance
2018009	4-1000-53010-453010-270000-1005	269.700	SA2018009 Finding Family Position -Worker's Compensation
2018009	4-1000-53010-453010-332104-1005	328.000	SA2018009 Finding Family Position -Computer/Printer maintenance
2018009	4-1000-53010-453010-520100-1005	320.000	SA2018009 Finding Family Position -Postage
2018009	4-1000-53010-453010-520300-1005	155.000	SA2018009 Finding Family Position -Office Phone (monthly charges) & Office Phone Equipment (\$700)
2018009	4-1000-53010-453010-520315-1005	1,060.000	SA2018009 Finding Family Position -Cell Phone (monthly charges)
2018009	4-1000-53010-453010-550100-1005	530.000	SA2018009 Finding Family Position - Travel/Training/Education
2018009	4-1000-53010-453010-550104-1005	265.000	SA2018009 Finding Family Position -Mileage
2018009	4-1000-53010-453010-600100-1005	565.000	SA2018009 Finding Family Position -Office Supplies
2018009	4-1000-53010-453010-601200-1005	135.000	SA2018009 Finding Family Position -Books & Subscriptions
2018009	4-1000-53010-453010-601700-1005	190.000	SA2018009 Finding Family Position -Copy Supplies
2018009	4-1000-53010-453010-800200-1005	3,160.000	SA2018009 Finding Family Position -Furniture
2018009	4-1000-53010-453010-800700-1005	1,350.000	SA2018009 Finding Family Position - Computer/Printer/Cabling
TOTAL		52,922.000	

Item No. 2.3. RSWA Support Agreement for McIntire Road Recycling Center.

The Executive Summary forwarded to the Board states that the County, the City of Charlottesville (City), and the Rivanna Solid Waste Authority (RSWA) entered into an Agreement dated August 23, 2011, providing the terms of the County’s and City’s shared financial support for, and the RSWA’s operation of, recycling services at the McIntire Road Recycling Center (McIntire). There have been five (5)

amendments to this agreement to extend the term of the agreement. The current agreement amendment, Amendment No. 5, expires on June 30, 2017. The County desires an additional extension of services through June 30, 2018. The attached Amendment No. 6 (Attachment A), which extends the Agreement through June 30, 2018, was approved by the RSWA Board and is provided to the Board of Supervisors for its approval.

The Amendment No. 6 to the Local Government Support Agreement for Recycling Services (Attachment A) continues the current funding arrangement and services at McIntire from July 1, 2017 through June 30, 2018. Because the City is a party to the McIntire agreement, the Amendment No. 6 requires City Council approval. City Council is expected to consider this extension on July 5, 2017.

The extension of this agreement is funded in the County's adopted FY18 Budget.

Staff recommends that the Board adopt the attached Resolution (Attachment B) to approve the Amendment No. 6 to Local Government Support Agreement for Recycling Programs.

By the above-recorded vote, the Board adopted the following Resolution to approve the Amendment No. 6 to Local Government Support Agreement for Recycling Programs:

**RESOLUTION APPROVING AMENDMENT NO. 6 TO LOCAL GOVERNMENT
SUPPORT AGREEMENT FOR RECYCLING PROGRAMS**

WHEREAS, the County, the City, and the Rivanna Solid Waste Authority ("RSWA") entered into an Agreement dated August 23, 2011 providing the terms of the County's and City's shared financial support for, and the RSWA's operation of, the Recycling Services through June 30, 2012, with an option for the County and the City to extend the agreement for two successive one-year periods; and

WHEREAS, the County and the City exercised their first option to extend the term of the Agreement through June 30, 2013; and

WHEREAS, the County, the City and the RSWA entered into Amendment Nos. 1, 2, 3, 4, and 5 to extend the term of the Agreement through December 31, 2013, June 30, 2014, June 30, 2015, June 30, 2016, and June 30, 2017 respectively; and

WHEREAS, the County desires an additional extension of the term of the Agreement through June 30, 2018, and the City is agreeable to an extension for such period.

NOW, THEREFORE, BE IT RESOLVED that the Albemarle County Board of Supervisors hereby approves the Amendment No. 6 to Local Government Support Agreement for Recycling Programs and authorizes the County Executive to sign the Amendment subject to it being approved as to content and form by the County Attorney.

**AMENDMENT NO. 6 TO
LOCAL GOVERNMENT SUPPORT AGREEMENT FOR RECYCLING PROGRAMS
AMONG
THE CITY OF CHARLOTTESVILLE
THE COUNTY OF ALBEMARLE
AND
THE RIVANNA SOLID WASTE AUTHORITY**

This Amendment No. 6 to the Local Government Support Agreement for Recycling Programs (this "Amendment") is made this 14th day of JULY, 2017 by and among the City of Charlottesville, Virginia (the "City"), the County of Albemarle, Virginia (the "County") and the Rivanna Solid Waste Authority (the "Authority", individually a "Party", and together referred to as the "Parties").

WHEREAS, the City, the County and the Authority entered into a certain Local Government Support Agreement for Recycling Programs dated August 23, 2011 (the "Original Agreement") providing the terms of the City's and County's shared financial support and Authority's operation of the Recycling Services; and

WHEREAS, the Original Agreement provided that such financial support and operations continue through the Authority's fiscal year ending June 30, 2012, with the City and County retaining an exclusive option to extend the Original Agreement for two successive one-year periods by giving prior written notice to the Authority; and

WHEREAS, the City and County exercised their first option to extend the term of the Original Agreement through June 30, 2013, but the County elected not to exercise its second option to extend the term through June 30, 2014 and instead requested, with the concurrence of the City, an extension of the Original Agreement through December 31, 2013; and

WHEREAS, the City, the County and the Authority entered into Amendment No. 1 to the Original Agreement dated June 5, 2013 extending the term of the Original Agreement through December 31, 2013; and,

WHEREAS, the City, the County and the Authority entered into Amendment No. 2 to the Original Agreement dated October 23, 2013 extending the term of the Original Agreement through June 30, 2014; and,

WHEREAS, the City, the County and the Authority entered into Amendment No. 3 to the Original Agreement dated January 28, 2014 extending the term of the Original Agreement through June 30, 2015; and,

WHEREAS, the City, the County and the Authority entered into Amendment No. 4 to the Original Agreement dated July 1, 2015 extending the term of the Original Agreement through June 30, 2016; and,

WHEREAS, the City, the County and the Authority entered into Amendment No. 5 to the Original Agreement dated June 6, 2016 extending the term of the Original Agreement through June 30, 2017 (the Original Agreement, as amended by

Amendment No. 1, Amendment No. 2, Amendment No. 3, Amendment No. 4, and Amendment No. 5, hereinafter, the "Agreement"); and,

WHEREAS, the County desires an additional extension of the term of the Agreement through June 30, 2018, and the City is agreeable to an extension for such period.

NOW, THEREFORE, the Parties agree to amend the Agreement as follows:

1. Amendment to Section 4. Section 4 of the Agreement, entitled "Term of Agreement," is amended and restated as follows:


4. Term of Agreement

This Agreement shall be effective upon execution and the financial participation requirements shall be retroactive to July 1, 2011 and shall continue through June 30, 2018.

2. Miscellaneous. Capitalized terms used herein shall have the meanings ascribed to them in the Agreement unless otherwise specifically defined herein. Except as expressly modified hereby, all other terms and conditions of the Agreement shall remain unchanged and shall continue in full force and effect. This Amendment may be executed in two or more counterparts, each of which shall be deemed an original, and all of which together shall constitute one and the same instrument.

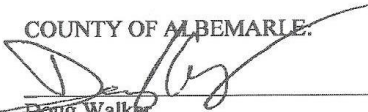
IN WITNESS WHEREOF, the Parties have executed this Agreement as of the dates below.

CITY OF CHARLOTTESVILLE:


Maurice Jones
City Manager

7-10-17
Date

COUNTY OF ALBEMARLE:


Doug Walker
Interim County Executive

7-13-17
Date

RIVANNA SOLID WASTE AUTHORITY:


Bill Mawyer
Executive Director

7/14/17
Date

Agenda Item No. 3. **Discussion:** General Sharing of Ideas Regarding Potential Uses of the B.F. Yancey Elementary School Facility.

Mr. Walker addressed the Board and reminded them that the Board had agreed to hold an un-facilitated sharing of ideas regarding potential uses for the Yancey Elementary school building. He said the School Board had been doing its work in preparation for a late summer or early fall decision on the disposition of the school building, after which the Board of Supervisors would have an opportunity to consider options. He referred to a report provided by School Board Chair, Kate Acuff, summarizing their June 29 meeting on this subject.

Ms. McKeel opened the floor and invited ideas that they could forward to the School Board.

Mr. Randolph encouraged the School Board to turn the property over to the County, noting its key geographical location in the southern area and its service to two magisterial districts, as well as to eastern Fluvanna County, northern Buckingham County, and Nelson County. He suggested they explore the idea of making it a regional service hub, noting that the Thomas Jefferson Planning District Commission (TJPDC) has applied for a \$30,000 capacity study grant through the Department of Housing and Community Development to study Scottsville as a potential regional hub for services, particularly for the elderly, though this grant has not yet been awarded. He said he had recently addressed the Buckingham County Board of Supervisors with a proposal to turn Scottsville into a regional hub for services and received an enthusiastic response from them. Mr. Randolph said Yancey School could serve those in northern Buckingham County as well as senior citizens who are not able to go to the Senior Center in Charlottesville due to their income, disability, or inability to drive. He stated that he has spoken with Piedmont Virginia Community College President, Frank Friedman, about having extension classes in Scottsville and has received positive feedback. He said it could also serve as a telemedicine facility, and a cell tower could be placed on the property to improve local broadband to help meet the needs of students in the area. Mr. Randolph stated that they have the opportunity to improve the provision of services to rural area residents to be similar to those in other areas of the County.

Ms. Mallek stated that there is landline capability on Route 6 and she supports hard wiring instead of wireless, to bring even stronger service. She mentioned Ryan School in Nelson County that

was converted to senior housing for low and moderate income seniors, with larger spaces available for community use. She said that JABA runs the program and it is well supported by those who want to keep seniors close to home, suggesting that they also consider this option for Yancey School.

Ms. Palmer said she has heard complaints from seniors in the Yancey, Esmont, and Scottsville areas that the County provides financial support to the Senior Center, but they live too far away to use the facility. She said she has spoken with JABA CEO, Marta Keane, and a JABA representative who runs programs in Esmont, who expressed support for using Yancey School in order to have a larger presence in the area. She said she had invited Ridge Schuyler to attend their meeting at the school, and he reviewed the facility and stated that it was perfect for the types of classes they would hold and would not require a capital expenditure. She said that Dr. Friedman of PVCC said the participation rate would determine whether it would be worthwhile to hold classes there. Ms. Palmer said there was also mention of having driver training at the school, which would involve some capital expenditure to increase the size of the asphalt surface. She stated that there were many suggestions made at the community meeting and would just mention a few of them. She reviewed the following suggestions: police satellite facility, Blue Ridge Food Bank, mini library facility, childcare facility, and Quick Start tennis facility.

Mr. Dill said it looks as though there is a long list of possibilities. He said a key component of Yancey School was the preschool program and suggested that children be a big focus. Secondly, he observed that all the suggestions have been for public use and they should not forget about the private sector, from which rent revenue could help offset some of the costs of the building.

Ms. Palmer noted that she hears from landscapers in the rural areas that they do not have storage facilities and offered the idea that a landscape company could have an office and a storage facility.

Mr. Dill said they could potentially have a room that serves as a shared office where people who work from home could access the internet and meet clients.

Mr. Randolph said that one suggestion was to use at least one room as a business incubator. He said if the School Board decides to turn the building over to the County, they will have to decide on the usage and square footage available. He stated it would be wonderful to have some private enterprise in the building, but they also have some really compelling social service needs.

Ms. Palmer asked Mr. Kamptner if the mandate for the school is K-12 education, whether they can do anything with the building other than K-12. Mr. Kamptner replied that he would have to do some research.

Ms. McKeel commented that the schools are not saying they do not support pre-kindergarten, but given limited financial resources they feel their mandate is K-12.

Mr. Dill attempted to clarify the intent of Ms. Palmer's question and asked if the school is allowed to rent out space to other organizations. Ms. Palmer confirmed that it is. Mr. Kamptner replied that by statute, the School Board has the authority to lease property.

Ms. McKeel said the police utilize the school parking lot to access the internet on their computers and would be thrilled to be able to use the internet in the building.

Ms. McKeel expressed hope that when repurposing the building, the schools consider having some type of memorial to recognize the history of the school. She said at Burley Middle School, former students were invited to bring trophies and memorabilia, which have been placed in glass displays at the entryway.

Ms. Palmer said the community has already expressed support to have something similar at Yancey.

Mr. Kamptner reminded that, depending on what they repurpose the facility for, they may have to make changes to zoning regulations.

Ms. McKeel noted the building has a new roof, septic system, and HVAC and is well prepared for use.

Ms. Palmer said she had heard the toilets were going to be replaced to make them easier to use by seniors and asked if someone could report on the status of this.

Agenda Item No. 4. Fire Rescue Work Session:

Item No. 4a. Fire Rescue Services Fund – Future Planning.

The Executive Summary as presented to the Board states that on March 28, 2017, during a Budget Work Session, staff presented information to the Board about the Fire Rescue Services Fund that was established in FY 16. The information included how the Fire Rescue Services Fund is developed each year and sources of dedicated revenue. At the March work session, the Board requested a follow up session to determine if the Fire Rescue Services budget should continue to be segregated into a separate fund beginning in FY 19.

FY 18 Budget: The approved budget for the FY 18 Fire Rescue Services Fund is \$15.4 million. Eighty-two percent of the fund consists of local funding that is equivalent to 7.2 cents on the Real Estate tax rate. Thirteen percent of the revenues are anticipated to be provided in EMS Cost Recovery monies, 3% in State funding, 1% from permits, fees and other sources, and approximately 1% is use of fund balance. Ninety percent of the expenditures is to support the Fire Rescue Department and the County's volunteers, 8% is to support a system-wide fleet management program, and 2% supports other costs. The Fund also includes a 0.4% reserve.

Dedicated Revenues: When the Fire Rescue Services Fund was initiated in FY 16, it included a dedicated 1 cent real estate tax increase to support increases in Fire Rescue Services operating and related capital costs. Subsequent to FY 16, this dedicated funding has continued to be included in Fire Rescue Services' base allocation, in adherence with the practice associated with dedicated real estate tax rate increases in past years for Capital and Debt and the School Division. Additionally, since FY 16, the Funding Allocation Formula has provided additional funding for Fire Rescue Services and related capital expenses through an adjustment to the Formula equivalent to the dollar increase that would be associated with the growth in annual reassessments on 7.6 cents on the real estate tax rate. For further details on this Fire Rescue Services-related adjustment to the formula, see page 179 of the Recommended FY 18 Budget Document.

The Board's direction regarding this fund will inform the County's upcoming Two Year Fiscal Plan.

At the work session on July 12, the Board will consider changes moving forward as staff develops the next Two Year Fiscal Plan. The Board will consider whether this separate Fund improves transparency or inadvertently reduces clarity, and will further explore the concepts of consistency and administrative efficiency associated with the current practice.

Discontinuing the Fire Rescue Services Fund could improve administrative effectiveness and clarity. Funding would no longer be dependent primarily upon changes in real estate tax revenues.

Staff recommends that the Board approve the following:

- As the County develops the FY 19 - FY 20 Two Year Fiscal Plan, the County discontinue the Fire Rescue Services Fund and move the Fire Rescue Services budgets back into the General Fund.
 - o Funding associated with the penny on the tax rate initially dedicated to Fire Rescue Services operations would remain as part of the General Government base, consistent with dedicated School Division and Capital funding practices.
 - o Funding associated with the 7.6 cents growth on the Real Estate Taxes; however, would not be provided to the Fire Rescue Services Fund as part of the Annual Funding Allocation Formula.

Ms. Lori Allshouse, Director of the Office of Management and Budget, reported that the work session has two parts and she will present the Fire/Rescue Services Fund portion, while Chief Eggleston will discuss the volunteer funding policy recommendations. Ms. Allshouse reminded the Board that they had discussed the Fire/Rescue Services Fund at their March 29 budget meeting, and at the time the Board had invited her to return to discuss this issue. She said her presentation will be technical and she will offer a recommendation to move funding for this operation to the General Fund and no longer keep a separate fund. Ms. Allshouse displayed a slide with pie charts of fund revenues and expenses. She noted that 7.2 cents of the property tax rate represents 82% of the Fire/Rescue Services Fund's revenues, with additional sources being EMS cost recovery state funding, use of fund balance, and revenues from fees and permits. She said that 81% of expenditures go to the Fire/Rescue Department, including support for volunteers, with the remainder going to contributions to volunteer stations, the fleet management program implemented this year, contributions to Charlottesville and Thomas Jefferson Emergency Medical Service Council, and reserves.

Ms. Mallek asked for the breakout of the 81% staff expenditure that goes to Fire/Rescue staff compared to volunteers. Ms. Allshouse explained that the contributions going directly to the stations are at 9%. She said that when they reference the Fire/Rescue Department, this includes support to volunteers and the support they provide to the stations, such as staffing, as well as other support. She said this is the reason it was written that way.

Mr. Walker noted that this includes fuel, turnout gear, and fleet maintenance costs. He said there has been an effort over the last several years to consolidate those costs, and they reside in the departmental budget arena and come out of what the volunteers have to support themselves. He said they want to be sure it is not reflecting just personnel costs, but also aggregated costs that support the system. He offered to break this out further for Ms. Mallek.

Mr. Randolph asked if there is longitudinal data on the 9% figure for the volunteer station contributions that indicates if it is going up or down. Ms. Allshouse said that Fire Chief, Dan Eggleston's presentation to follow will include this information over a ten-year period.

Ms. McKeel noted the size of the police and fire budgets and commented that they are really providing a chunk of change for safety, which is a great thing. Ms. Allshouse said the fund was established in FY16 and all expenses and revenues were accounted for in the General Fund. She said

there was a dedicated fire/rescue one-cent real estate tax increase to support increasing costs that year after a FEMA grant had expired. She said the concept of dedicating real estate tax increases is not new in the County, as they have had them to fund debt, schools, and water resources.

Mr. Randolph commented that counties typically do this as a temporary measure, unless there was a long-term purpose, and asked if she agrees with his assessment. Ms. Allshouse replied that real estate tax increases originally dedicated to a specific purpose usually remain, but the revenues go to the General Fund. She said that one option they had discussed was to have a countywide service district, and this tax arose from these discussions.

Mr. Walker said the examples of the water resources and fire funds were more similar than the examples of the dedicated increase for capital and debt of the schools. He said when the water resources fund was enacted, they anticipated having a future conversation about dealing with this funding requirement over time.

Ms. Allshouse said that in addition to having a dedicated tax increase, any increase associated with the 7.6 cents of the tax rate also went to the Fire/Rescue Services Fund. She said when the fund was established, a portion went to capital and debt, but they now bypass this step and send the funds directly from the General Fund to the capital fund for Fire/Rescue. Ms. Allshouse noted that it is still considered to be a part of this operation and staff monitors it and maps it. She said they do this to have more transparency, though it becomes more complicated and confusing. She reviewed and presented a diagram of how the funding, noting the one-cent tax increase dedicated to Fire/Rescue, plus growth associated with 7.6 cents on the tax rate; growth associated with 0.4 cents on the real estate tax rate was designated for Fire/Rescue capital and debt service; growth associated with 7.2 cents on the real estate tax rate was designated for the Fire/Rescue Services Fund.

Mr. Randolph asked if the auditors commented on this unusual arrangement. Ms. Allshouse responded that they had, and so staff spent a lot of time working with the auditors to make sure it was correct. She said they had to transfer funding into it from the General Fund, and then the state fund and EMS revenues went directly in. She said it was allowed to be a separate fund because it had some direct sources of funding.

Mr. Randolph said that Robert Bland's "A Budgeting Guide for Local Government" listed seven types of funds, and none of them met the criteria of this type of fund.

Ms. Allshouse said there are probably five places in the budget one must review to find all the pieces associated with this, so it becomes more confusing rather than more transparent. She said the current approach provides dedicated local real estate tax revenue, and any adjustments would require a change to the funding formula, which they share with the schools. She said a positive outcome was that it allows the Fire/Rescue Services Fund to have its own reserve as a potential use of prior year fund balance. She noted if they continue with it, they will be consistent with what they have done since FY16, but if they move it back to the General Fund, it will be consistent with what most other localities do and consistent with what Albemarle has done in prior years. Ms. Allshouse emphasized that it would be more efficient for her office and make the funding formula clearer. She stated that for consistency, clarity, and greater efficiency, staff recommends they discontinue the Fire/Rescue Services Fund and move funding back to the General Fund. She said they further recommend that the penny on the tax rate dedicated to Fire/Rescue services remain in the general government base, consistent with the prior year tax rate increases that are continuing to be dedicated for schools school and capital funding. She said that no funding would be taken off the top for the Fire/Rescue Services Fund in the upcoming two-year fiscal plan.

Ms. Mallek stated that it would be for operations only and capital would still come off the top. Ms. Allshouse confirmed this.

Ms. Allshouse presented a slide demonstrating how a discontinuation of the Fire/Rescue Services Fund would affect areas of the budget including capital/debt, school fund, and General Fund.

Mr. Dill asked why they have a one-cent tax for fire but not for police, and if now would be the time to do away with it. Ms. Allshouse replied that the penny would no longer go to Fire/Rescue, but would stay within the General Fund.

Mr. Sheffield recalled that the year they added the one-cent tax dedicated to Fire/Rescue they held town hall meetings, and he had observed that people were more willing to support an increase if it were dedicated to a specific purpose.

Ms. Mallek said this has also been the case with the water resources fund.

Mr. Randolph then **moved** the following as recommended by staff:

- As the County develops the FY19 - FY20 Two Year Fiscal Plan, the County discontinue the Fire/Rescue Services Fund and move the Fire/Rescue Services budgets back into the General Fund.
- Funding associated with the penny on the tax rate initially dedicated to Fire/Rescue Services operations would remain as part of the General Government base, consistent with dedicated School Division and Capital funding practices.
- Funding associated with the 7.6 cents growth on the Real Estate Taxes; however, would not be provided to the Fire/Rescue Services Fund as part of the Annual Funding Allocation

Formula.

The motion was **seconded** by Ms. Palmer. Roll was called and the motion carried by the following recorded vote:

AYES: Mr. Dill, Ms. Mallek, Ms. McKeel, Ms. Palmer and Mr. Randolph.
NAYS: Mr. Sheffield.

Ms. Palmer expressed hope the public would recognize that the County is dedicated to taking care of Fire/Rescue.

Item No. 4b. Volunteer Fire Rescue Funding Policy.

The Executive Summary as presented to the Board states that the current Albemarle County Fire Rescue (ACFR) volunteer funding policy (Attachment A) was adopted by the Board of Supervisors in February 2006 and revised in September 2010. Under the current policy, the County provides: annual funding for basic operating costs; case-by-case consideration for funding for one-time costs; case-by-case consideration for funding for capital expenses for volunteer buildings; and the purchase of emergency response vehicles according to the approved System Fleet Plan (Attachment B) and County Capital Improvement Plan.

ACFR staff has worked with the FEMS Board over several years to make a number of changes that save costs using contract rates and to relieve volunteers the concern of budgeting for volatile costs. In FY 16 ACFR consolidated the purchase of fuel for volunteer stations through the installation of fuel tanks, saving money and time for volunteers. In FY 18, ACFR hired a fleet maintenance supervisor and consolidated the maintenance and repair of fleet, relieving volunteer agencies of an additional burden that is both financial and administrative.

During the preparation of the FY 18 budget, ACFR and OMB staff recognized the need to review and suggest possible changes to the volunteer funding policy. At its May 27 work session, the FEMS Board discussed various ideas on changes to the annual process. A memo (Attachment C) summarizing the discussions and decisions during that work session was given to FEMS on June 28.

The current process for providing funds to the volunteer fire and rescue stations is inherently different from the normal budgeting process for most County agencies. This process focuses on determining an appropriately sized donation from the County to the individual agencies based on their scope of operating expenses as defined in the volunteer funding policy. Items considered for this discussion enhance equity between volunteer and career stations and provide one of two values to volunteer stations - financial support or time savings. It should be recognized that providing time savings to volunteers is often as valuable as the financial support provided by the County. Over the last several years, the County and volunteer agencies have successfully implemented projects, such as a turn-out gear system (a NACO award winning innovation) and consolidated fuel purchasing, that save the County and stations money and volunteers' time. There is greater desire amongst the volunteers to address other supply issues; however, the human and physical resources required for this will need be considered in future resource-planning requests.

ACFR and the FEMS Board have a number of recommendations to improve the funding policy.

- Uniforms: ACFR recommends that the Board of Supervisors amend the uniform policy to provide duty uniforms for all members based on a formula provided by OMB. This formula will be based on membership and the current price of uniforms. This change will have no impact on the budget, since it is simply a clarification of current practice.
- Janitorial Services and Grounds Maintenance: ACFR recommends that the Board of Supervisors provide funding to volunteer stations for janitorial services and grounds maintenance - which is currently prohibited under the funding policy. Based on current rates, we estimate that this will add a combined \$134,330 to the budget for all 10 volunteer stations.
- Meals: ACFR recommends that the Board of Supervisors approve a flat dollar amount increase to each station to provide bonus meals to volunteers who cover shifts during major holidays. The budget impact of providing this for all 10 stations will be \$5,000 annually. Additionally, ACFR recommends a contingency be established for volunteer stations to access should their spending on meals exceed their budget due to increased staffing during disasters and large-scale weather events.
- Recruitment: Staff also recognize the Board's desire to support volunteer agencies in their efforts to recruit new members. We suggest that the Board include a new line in the funding policy specifically dedicated to these recruitment efforts. We suggest a \$500 flat increase for recruitment for all volunteer agencies, with a total budget impact of \$5,000 annually.
- Capital Improvements: The FEMS Board would like to maintain the existing policy of considering capital improvement requests for volunteer-owned buildings on a case-by-case basis.
- Building Maintenance: In order to support the maintenance of buildings owned by volunteer organizations, the County currently provides funds to support operational maintenance for minor and preventative items. However, this allotment is often underfunded. ACFR will work with OMB and FES, and volunteer partners to clarify what

operational maintenance expenses could be covered under this policy, and will develop a systemic approach to provide adequate funding to support volunteers as they maintain their buildings.

In addition to the above policy changes, ACFR, OMB, and FEMS discussed a number of process changes to the volunteer funding process that do not require a policy change, but does relieve administrative burden on volunteers, provide possible cost savings to all partners, and enhances system relationships.

- County Contracts: Current policy allows volunteers to join onto County contracts. Volunteer stations will be given the option to ride on County contracts, but it will not be required.
- Contingency for successful recruitment: Since a significant portion of donations is based on membership size, an increase in membership can have a dramatic and unnecessarily negative financial impact for agencies. ACFR will work with volunteer stations to request an appropriation midyear if there has been a 10% or greater net increase in membership that will affect the agency's ability to provide needed resources to new volunteers. This appropriation could come from fund balance or reserve for contingencies depending on need and availability.

Finally, ACFR recognizes that the funding policy has not been reviewed and updated for seven years-a long time to go without evaluating whether the current policy meets the needs of volunteer agencies. Moving forward, the volunteer funding policy will be reviewed every three years, and the results of that review will be reported to the Board of Supervisors.

This request will have no impact on the FY 18 operating budget. Additionally, this request does not obligate the Board of Supervisors to appropriate funds. Instead, this will allow the Board of Supervisors to consider funding for these categories during the upcoming two-year fiscal planning process.

Based on current rates, we project that the recommended policy changes will affect the FY 19 budget as follows:

Category	Estimated Budget Impact
Janitorial Services	\$77,580
Grounds Maintenance	\$56,750
Meals (Holiday Bonus)	\$5,000
Uniforms	\$0
Recruitment	\$5,000
Total	\$144,330

Staff recommends that the Board of Supervisors adopt the attached volunteer funding policy as County policy.

Mr. Dan Eggleston, County Fire Chief, stated that he would discuss an amendment to the volunteer funding policy. He said it is important for context to understand where they were in the year 2000 when they had a lot of backlogged infrastructure needs as well as funding for the volunteer department. Mr. Eggleston stated that the County donated an equal amount to each fire company, regardless of size and level of activity. He stated that this donation did not cover all expenses, and at the same time a \$2M revolving fund was established for departments to borrow money at no interest to purchase apparatus. Mr. Eggleston said they found that the departments could not meet their expenses and also pay back the loan, and as a result they had to make changes as to how they fund the system.

Mr. Eggleston stated that they determined they could help the volunteer companies with time and financial support, and they consolidated purchasing efforts of equipment and centralized training and the purchasing of insurance. He said they then needed to focus on how to support the financial contribution to the volunteer departments and decided that funding should be based on need and not be equal across the stations. Mr. Eggleston stated that they also decided to move costs of equipment purchases into the Capital Improvement Plan (CIP), noting that some counties assume purchasing of all equipment for the volunteer fire department. He said they decided to maintain some autonomy for the volunteer departments, but still based donations on need and allowed the department to apply this to their operational expenses. He noted that they have been doing it this way for about 15 years and it works well.

Mr. Eggleston stated that operational funding was based on a funding policy to support the basic operational needs of the volunteer department, and the Office of Management and Budget uses this policy to make a recommendation for annual contributions, with the Board of Supervisors approving the amounts during the budget process. He said they went through an extensive process to determine the appropriate size of the fleet and at what intervals the apparatus should be replaced, and used this to formulate a model policy. Mr. Eggleston stated that when they changed the funding policy and moved the apparatus into the CIP, the Board forgave \$1.4 million in outstanding loans. He said the Board decided to co-title the apparatus to establish a sense of ownership and partnership.

Mr. Eggleston stated that volunteers wanted to continue some level of fundraising, believing that this was part of their autonomy and tie to the community. He said that some people liked the concept of raising funds, so it was decided that public donations would be used to fund building repairs and major renovations, while the County would fund basic operating expenses. He said that over time they have consolidated a lot of purchasing into the Fire/Rescue budget, including personal protective equipment,

fuel, and fleet maintenance. Mr. Eggleston presented a graph of operational funding since FY09, which showed a steady increase over the past several years, and he attributed this to Fire/Rescue getting a handle on the true costs of providing service to a large county with a lot of activity. He presented an additional graph showing annual dollars spent on apparatus purchases since FY08, with a total of \$12.7M over this time which comes to \$1.2 million annually in CIP funds.

Mr. Eggleston reminded them that at a March 2017 Board meeting, Supervisors expressed willingness to dedicate additional funding for unmet needs. He said they worked with the Office of Management and Budget to gather data and then held a work session with the FEMS Board to discuss ways to support the volunteers. He said the FEMS Board made the following four recommendations: increase funding for station volunteer recruitment, clarify how uniforms are funded, increase volunteer meal allowance bonus for holidays and special events, and provide funding for grounds maintenance and janitorial services. He said that some stations pay for janitorial services out of their own funds, while others perform janitorial services themselves, but they feel this is a basic operational expense that should be picked up by the County. He said some additional recommendations that came out of the work session were to seek additional contractual initiatives for trash, utilities, and cable/internet; and review the concept of a central quartermaster. He said as a result of a successful recruitment effort at the University of Virginia, the Seminole Trail company had more volunteers than projected and so another recommendation was to establish a process to request additional funding, mid-year. He next presented a list of the estimated budget impacts from a policy change on certain items in the next budget cycle, consisting of the following items and amounts: increase in recruitment funding of \$5,000, meals/holiday bonuses of \$5,000, janitorial services of \$77,580, and grounds maintenance of \$56,750, for a total of \$144,330. He said that Fire/Rescue supports these changes.

Mr. Eggleston mentioned that in 2016, the County funded an assessment of the condition of volunteer facilities, and a ten-year capital needs estimate of \$2.492 million was estimated for roofs, doors, parking lot paving, etc. He said the County supplied funding for minor maintenance and one-time maintenance costs and could offer assistance in long-term planning for the volunteer companies. Mr. Eggleston emphasized that ownership, flexibility, and autonomy to make their own decisions were all important factors to local fire companies. He stated that some stations are multi-generational and members have an emotional attachment to them.

Ms. Mallek asked what the process was to allocate funding for items that are in need. Mr. Eggleston replied that it went into the CIP process, was evaluated, and competed with everything else for funding. He said he imagined that a maintenance item would be prioritized over one that funds expansion or renovation.

Ms. McKeel asked if CIP issues regarding buildings would take another year to resolve. Mr. Eggleston confirmed this and said the FEMS Board is not yet ready to make a recommendation, though they are ready to make a recommendation regarding operational funding.

Ms. McKeel asked for confirmation that maintenance items were considered first. Mr. Eggleston confirmed this.

Ms. Mallek said there was the question of defining what maintenance is.

Mr. Dill asked how they apply for funding. Ms. Mallek replied that it is through the budget process and that many items on the list never get funded, and she hopes Fire/Rescue can come before the Board with specific, necessary changes so they do not lose track of these items.

Ms. McKeel added that she hopes they will return before the Board in time to have items considered for the next cycle and not be delayed again. Mr. Eggleston emphasized that the building assessment he reviewed lays out projects for each year and they want to assist local stations to prepare for cost outlays in advance.

Mr. Randolph thanked Mr. Eggleston for providing the various financial reports, as they were very useful in understanding the capital reserve levels of the fire stations. He observed that they have a sort of public-private partnership under the tax code and are working with fiscal resources provided by taxpayers. He asked how many of the fire stations are 501(c)(4), as these do not allow dollar-for-dollar deductions of charitable contributions received. Mr. Randolph suggested that they work with stations to determine the value of changing status to 501(c)(3), as these contributions are 100% deductible and can increase contributions from the public. He said his second question is whether the capital reserves of the volunteer fire companies are at a reasonable, necessary, and appropriate level. He said he has observed that some of them have substantial reserves, and he hopes FEMS will factor this in when determining needs, as this is a question that taxpayers can rightfully ask. Mr. Eggleston replied that some fire companies, like Scottsville, have saved a substantial sum to replace their building, but not all companies are in such good financial shape and would likely approach the County for assistance.

Ms. Mallek commented that since 1965, there have been three different buildings for the Earlsyville Department that were 100% funded from donations. She said that Western Albemarle has been saving for years to get out of its building and move south of the tracks for better access to the majority of their clientele. She said that judging by recent costs for fire buildings paid for by the County over the past 10 years, it is an essential element to have cash reserves. She said she was thrilled by the proposals and it has been a very long time coming. She referred to Mr. Randolph's comments about the charitable classification of the volunteer departments and suggested they work with Representative Tom Garrett to fix this.

Ms. Palmer noted that a common remedy of some organizations was to establish a foundation so that they are both 501(c)(3) and 501(c)(4). She expressed her pleasure that the proposed funding policy change has been brought forward, and she supports it.

Mr. Dill expressed his support for the proposal. He asked if the \$2.5 million identified in the assessment could be a single CIP item that they could fund over the next five years rather than breaking it up into pieces. Mr. Walker responded that the study was intended to enable the volunteers to prioritize capital needs for their facilities. He said the unresolved issue identified by the FEMS Board was using their own funding, participating in the CIP process, or a combination of the two. He said the information provided by the assessment was key in determining how they should prioritize the maintenance needs of each of the facilities. He said the next step, after determining needs in priority order, was to find out how best to proceed to fund them, by the County, volunteers, or a combination.

Mr. Trevor Henry, Director of Facilities and Environmental Services, addressed the Board. He stated that he manages the capital program on the budgeting side with Ms. Allshouse and agreed with Mr. Walker's comments that this could be treated in multiple ways. He said that it is worth drilling down in a bit more detail on how this might be requested and how they might want to fund it. He said it could be a single maintenance replacement program like they do with local government and school projects or, depending on the nature of the programs, they could break them down by specific location.

Ms. Mallek said the savings to the County in terms of staffing costs provided by volunteer companies was enormous, and they should move beyond the fact that they would be owning these buildings and just get them up to snuff. She said it was outrageous that volunteers who work full-time jobs have to live with 30-year-old linoleum, and they should have a decent place to work, which would also have a positive impact on attracting volunteers. Ms. Mallek mentioned that fire companies in her district have been on the CIP list but were way down at the bottom, and she gave an example of a fire station that has no place to sleep for volunteers.

Ms. McKeel asked Mr. Eggleston if he feels comfortable that Ms. Mallek's concerns would be addressed. Mr. Eggleston replied affirmatively.

Ms. McKeel asked Mr. Henry if he is satisfied with the recommendation for right now that, rather than changing it at midstream, they allow the FEMS Board to come back. Mr. Henry noted that in his short time on the CIP, the requests he has seen have been for expansion and not maintenance, and it would be a new step in the CIP if they were to include maintenance. Ms. Mallek replied that these were page two items.

Mr. Dill said what he is hearing from Ms. Mallek is that they keep making a priority of maintenance above new capital expenditures. Mr. Eggleston commented that it is a matter of what is a one-time capital item, and they need to plan for these in the operational budget, while big ticket items should be submitted in the CIP. He said it is a matter of sitting down with them and working out a five-year plan of maintenance.

Ms. McKeel said she thought they all would like to support what is coming from FEMS.

Ms. Mallek stated that FEMS has been using the needs assessment as their doctrine, which is why they are frustrated because they keep asking for things the County has already paid for. She expressed hope that something would be brought forward very soon so they could carry on to the next step.

Ms. Palmer then **moved** to adopt the ACFR Volunteer Funding Policy as County policy. Ms. Mallek **seconded** the motion. Roll was called and the motion carried by the following recorded vote:

AYES: Mr. Dill, Ms. Mallek, Ms. McKeel, Ms. Palmer, Mr. Randolph and Mr. Sheffield.

NAYS: None.

	<i>FIRE RESCUE</i> ALBEMARLE COUNTY	
	STANDARD ADMINISTRATIVE POLICY	
	Subject:	Volunteer Funding
	Reference Number:	SAP-DEP-007
	Effective Date:	1 December 2003
	Last Revision Date:	12 July 2017
Signature of Approval:	 J. Dan Eggleston, Chief	

Purpose:
The purpose of this policy is to outline the funding policies for volunteer fire departments and rescue squads.

Background:
This policy was adopted by the Albemarle County Fire Rescue Advisory Board (ACFRAB) at the November 2003 meeting, approved by the Board of Supervisors on 23 February 2006, and revised September 2010.

Definitions:
Basic Operating Costs: Basic operating costs include building utility costs, buildings & grounds maintenance, communications, fire suppression, emergency medical & rescue services, vehicle expenses, administrative expenses, training, and uniforms.

One-Time Costs: One-time costs include major vehicle repair, hoses, nozzles, ladders, self-contained breathing apparatus, personal protective equipment & gear, radio purchases, pager purchases, defibrillators, cascade equipment & compressors, kitchen appliances, rescue equipment, building repairs & improvements (paving, HVAC, etc.).

- Policy:**
1. Basic Operating Costs
 - a. Annual funding of basic operating costs will be provided as a quarterly contribution to each volunteer station.
 - b. The funding will be based on an annual review by the FEMS Board and the County of Albemarle.
 - c. An annual audited report will be provided to the County as part of the annual budget process.
 - d. The annual Profit and Loss statements will be submitted per the annual schedule and in a standard format
 - e. Future adjustments of budgeted operating costs will be based on an audited history of the previous years.
 2. One-Time Costs
 - a. One-time costs should be identified separately from operating costs and will be considered for funding separately from the annual operating contribution. These may be submitted at any time during the year and will be considered on a case-by-case basis.
 3. Fundraising Costs
 - a. The following costs associated with fundraising are not included as a basic operating cost: painting & repairs to space, expendable items for space, janitorial items for space, office supplies, postage, printing, professional services, and/or licenses.
 4. Consolidated Purchase of Goods & Services
 - a. ACFRAB will strive to consolidate the purchase of goods and services to achieve better pricing. As consolidation occurs, the line items associated with consolidated goods and services will be eliminated or will reflect the revised price structure.
 - b. Items to be considered for consolidation include the following:

<ol style="list-style-type: none">i. Long Distance Telephone Serviceii. Fuel Oiliii. Fuel for Apparatus	<ol style="list-style-type: none">iv. Trash Disposalv. Linen Servicevi. Radio/Pager Repair
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- vii. Small Tools & Equipment
 - viii. EMS Supplies
 - ix. Vehicle Repairs Outside the County
 - Vehicle Maintenance Facility
 - 5. Uniforms
 - a. Foam is provided to stations by the County; thus, no additional funds will be provided for such.
 - b. Self-contained breathing apparatus (SCBA) maintenance is funded by the County; thus, no additional funds will be provided for such.
 - 6. Loan Payments
 - a. Outside loan payments obtained before 2003 are considered a basic operating cost. Outside loans after 2003 will not be considered a basic operating cost.
 - 7. Capital Expenses
 - a. Buildings - The County will consider participating in the construction or improvement of volunteer stations on a case-by-case basis
 - b. Vehicles and Apparatus
 - i. The ACFRAB Apparatus Fleet Plan establishes the basis for replacement of emergency vehicles.
 - ii. A Capital Improvement Program (CIP) for emergency vehicle replacement will be developed and recommended by ACFRAB according to the regular schedule established by the County.
 - iii. The vehicle replacement schedule will be based upon consideration of vehicle age, mileage and mechanical condition.
 - iv. The County will fund replacement of emergency vehicles (including chassis replacement and/or refurbishment) based on ACFRAB adopted standard specifications or alternatives specifically approved by the County operations chief.
 - v. Any variation from, or addition to, the adopted specifications will be a cost directly born by the volunteer department.
 - vi. Vehicles that are funded by the County, in part or in whole, must be procured under the direction of the County Purchasing Office. All vehicle purchases must comply with the Virginia Procurement Act, and County Purchasing Policies which require one of the following:
 - a. Competitive bid or proposal process
 - b. Use of an applicable governmental contract through cooperative procurement
 - c. A qualified sole source procurement (in cases where a unique vendor is required and compelling circumstances are documented).
 - vii. Vehicles purchased with County funds shall be co-titled to the volunteer department and the County of Albemarle
 - viii. When a volunteer department is ready to initiate a vehicle purchase (or refurbishment), the department chief or designee shall contact the County Fire Rescue operations chief and request initiation of a procurement process.
 - ix. The operations chief shall verify that adequate CIP budget funds have been appropriated and consult County Purchasing about the appropriate purchasing method. When the best method has been determined, and all related requirements for that method have been met, the operations chief will submit a purchase requisition to County Purchasing for action.
 - x. Supplemental equipment procurement using County funds must also comply with County purchasing requirements.
 - xi. During production of fire and rescue vehicles, the volunteer department chief or designee will typically coordinate any pre-construction, post-paint and/or final acceptance visits with the manufacturer.



- xii. Production change orders must be reviewed and approved by the County operations chief. Failure to do so will result in the volunteer department being responsible for all associated costs.
- xiii. Once a new or refurbished vehicle has been accepted by the volunteer department, the volunteer chief shall notify the County operations chief of final acceptance and approval for payment. Prior to delivery of the vehicle, the volunteer department and County operations chief must communicate about any issues that might prevent acceptance and cooperate to resolve any such issues in advance of delivery. When the vendor invoice has been received and approved by the County operations chief, the operations chief will forward authorization for payment to County Finance. If the invoice is received in advance of final acceptance, a check for the payment may be prepared and held by the operations chief, pending final acceptance notification from the volunteer department chief.
- xiv. Upon notification of final acceptance, the County operations chief shall notify the County's volunteer department vehicle insurance policy agent of the addition to initiate proper insurance coverage.
- xv. Upon receipt of payment, the vendor shall provide the County operations chief with notice of payment received and provide the vehicle Manufacturer's Statement of Origin (MSO). The MSO shall list the volunteer department and the "County of Albemarle" as co-owners.
- xvi. After delivery of a new vehicle, the volunteer department chief or designee typically coordinates supplemental equipment mounting and installation, including communications equipment. It may be appropriate to include some or all of these costs in the vehicle's replacement budget, as funding is available. This activity must be reviewed by the County operations chief in advance for funding consideration and any necessary procurement action(s).
- xvii. When a new vehicle is ready for DMV registration and titling, the volunteer chief or designee should notify the County operations chief, who will provide a packet with:
 - 1. A DMV title application with County (co-owner) information
 - 2. A copy of the vendor invoice
 - 3. The vehicle Manufacturer's Statement of Origin.

The volunteer chief or designee can then take this material to the DMV for processing. "Volunteer Emergency Vehicle" license plates should be utilized.

- xviii. A copy of the DMV title shall be returned to the County operations chief.
- xix. Requests for reimbursement involving vehicle purchases, refurbishment or supplemental equipment "after the fact" are not allowable.
- xx. Once a County-purchased apparatus is sold at the end of its useful life, the proceeds after the sale will go back to the individual volunteer department. If the volunteer department originally upgraded the apparatus being sold, the volunteer department will receive the percentage of the proceeds used for the upgrade to use at their discretion. The remainder of the proceeds will go back to the volunteer department and must be used to upgrade the new apparatus.

Example: Apparatus cost at time of purchase is \$200,000. The volunteer department added \$20,000 in upgrades (10% of the total price). The apparatus is sold at the end of its useful life for \$5,000. The volunteer department will receive the upgraded percentage (10% or \$500) to use at their discretion. The remainder (\$4,500) must be used to upgrade the cost of the new apparatus.



Master Chart of Basic Operating Costs:

Building Utility Costs	1a Electricity
	1b Fuel Oil or Gas (for heat, cooking, etc.)
	1c Water & Sewer
	1d Cable TV/DSS: Basic level of cable or DSS at the established cost according to the Office of Management & Budget (OMB) worksheet. May also include internet costs.
	1e Trash Disposal
	1f Other
Buildings & Grounds Maintenance	2a Building Maintenance (routine HVAC, plumbing, generator repairs, painting, cleaning supplies, paper products, oil trap service, water and septic system maintenance, etc.)
	2c Building Supplies (cleaning supplies, paper products, light bulbs, etc.)
	2d Linen Service (only provided for stations with duty crews)
	2e) Janitorial Services provided to stations based on formula developed by ACFR, OMB, and FES. This formula will be based on square footage of building and will exclude bay space as well as space used for fundraising.
	2f) Grounds Maintenance provided to stations based on formula developed by ACFR, OMB, and FES.
Communications	3a Telephone (land-based) including land-line costs. May also include internet costs.
	3b Mobile Telephone (expense for each front-line apparatus & two chief officers at the established cost according to the OMB worksheet.
	3c Alphanumeric Pagers (expense for each front-line apparatus and two chief officers) at the established cost according to the OMB worksheet.
	Front line apparatus includes engines, tankers, brush trucks, and a first due EMS response vehicle. Although not further defined by the committee, the volunteer funding policy implies that ambulances, squads/special rescue, and first due EMS response vehicles are included for rescue squads.
	3d Radio and Pager Repairs & Replacement (Includes County 800 MHz system as well as mobile and portable radios on other systems necessary to support mutual aid operations)
	3g Other
Operations (Fire Suppression & EMS)	4a General Supplies (stay-dry, fire-line tape, supplies for the Haz Mat unit @ St-4 & the Haz Mat trailer @ St-7, etc.)
	4b Small Tools (generally, tools and equipment less than \$500)
	4c Maintenance (maintenance and service of portable pumps, equipment, extrication equipment, hydraulic pumps, cascade systems, etc.)
	4d Meals for Duty Crews (allowance for duty crew meals only provided for stations with duty crews at the established cost according to the OMB worksheet.)



	One meal per 8 hour shift is to be used as a budget figure. Although most evening crews are 12 hours, it usually includes only one meal. Requested departures from this will be considered on a case-by-case basis. Include specific request information in Explanation/Justification column on budget spreadsheet. 4f Other
Emergency Medical & Rescue Services	5a General Supplies (generally, cost of disposable supplies)
	5b Small Equipment (generally, tools and equipment less than \$500)
	5c Maintenance (maintenance and service of defibrillators, etc.)
	5d Other
Vehicle Expenses	6a Fuel (includes gas & diesel)
	6b Preventative Maintenance (includes funds that were reimbursed by the County.)
	6c Repairs (Stations shall deduct insurance reimbursements from repairs to vehicles before declaring repair costs.)
	6d Other
Administrative Expenses	7a Office Supplies
	7b Postage
	7c Printing
	7d Dues
	7e Professional Services (accounting, etc.) Audit services only.
	7f Licenses
	7g Other
Training	7h Recruitment
	8a Training (includes tuition, books, instructor expenses, etc.) at the established cost according to the OMB worksheet.
	8b Subscriptions
	8c Travel (includes lodging, meals, and mileage costs associated with out-of-town training) at the established cost according to the OMB worksheet.
Uniforms	8d Other
	9a Uniforms (Funding for duty uniforms for all members and Class A uniforms for two members at the established cost according to the OMB worksheet.
Loans	
	Building Apparatus

- Reference:
- [ACFRAB Annual Budget Timeline, Deadline, & Expectations](#)
 - OMB Volunteer Operating Costs Worksheet

Agenda Item No. 5. **Work Session:** Draft Economic Development Strategic Plan.

The Executive Summary as presented to the Board states that an Economic Development Strategic Plan was partially completed prior to the departure of the County's Economic Development Director in November, 2016. DecideSmart, a consultant team from Richmond with significant experience in local government economic development, was selected to work with staff to complete a draft strategic plan. The draft plan including recommended focus areas was reviewed with the Board of Supervisors and the Economic Development Authority (EDA) on May 26 and feedback was provided, including a request for more specifics on the goals, objectives and strategies. Community stakeholders also had an opportunity to provide feedback in person and on line. The revised draft plan reflects feedback from the work session and stakeholders and provides additional details. Priorities of the draft Economic Development Strategic Plan are important for informing the Economic Development Director hiring process, which will be reviewed with the Board at this meeting. Approval of a draft strategic plan, along with the hiring of the new County Executive, are key milestones in the process of hiring the Economic Development Director as outlined below:

- Joint work session to review draft concepts - May 26, 2017 - **completed**
- Opportunity for feedback from key stakeholders/public - June, 2017 - **completed**
- Economic Development Director hiring process under development - June, 2017 - **initial draft completed for review with the Board**
- Draft plan with suggested revisions based on input back to BOS for endorsement - July, 2017
- ED Director hiring plan finalized - July, 2017
- Hiring of New County Executive - on-board by September, 2017
- Selection process initiated for new Director of Economic Development - October, 2017
- Adoption of final plan and development of additional necessary action steps - pending hiring of County Executive and Director of Economic Development**

At the joint work session on May 26, staff and the consultant team highlighted key data points that illustrate critical economic development realities, reported on themes that emerged from the material review and stakeholder interviews, and introduced draft mission and focus areas for discussion by the Board and EDA members. The revised plan reflects the following major revisions along with some relatively minor adjustments:

Mission statement - edited to substitute “promote” for “foster and encourage” and to incorporate natural resources and character into the list of other outcomes.

Guiding principles - edited to combine elements and reduce the number of principles to a more manageable number.

Proposed Focus Areas - edited and expanded upon to create a more standard, detailed strategic plan format including goals, objectives and specific strategies.

Action Items Underway - while full action planning and implementation of the Economic Development Strategic Plan will depend on the capacity, expertise and leadership that will be provided by a permanent County Executive and a new Economic Development Director, there are many initiatives already underway in support of the plan goals that will continue to be pursued - major actions currently underway are identified in the plan.

Glossary of Terms - definitions will be added for terms that might be unfamiliar or unclear to the public.

Piedmont Virginia Community College Next Steps - the draft Strategic Plan includes some initial items related to workforce development involving PVCC. In the last several days, PVCC President Frank Friedman has provided a set of possible next steps based on the June 19 joint meeting - that document is provided as Attachment A for further discussion on July 12.

*The revised draft Economic Development Strategic Plan will be provided as a separate attachment by the close of business on Friday afternoon, July 7. ***Provided as Attachment B****

The priority elements of the Economic Development Strategic Plan will provide an important framework for the hiring of a new Economic Development Director. Human Resources Director Lorna Gerome will be present at the meeting to present a proposed hiring plan for that selection process, which will be initiated immediately following the County Executive hiring process. Once these two key leadership positions are filled, the draft Economic Development Strategic Plan will be finalized, including complete action plans, and full implementation will get underway.

There is no direct budget impact associated with this agenda item.

Staff recommends that the Board 1) Endorse the Draft Economic Development Strategic Plan; and 2) Endorse the proposed Economic Development Director hiring process.

Mr. Walker acknowledged that this has been an iterative process over the last several months in trying to bring the draft plan to a point where they took advantage of the significant work done by the previous Economic Development Director in positioning the County to be in a good place to move forward with understanding of what a new Director was going to be recruited to do. He said there was alignment between the Board's economic development program's goals, priorities, and principles, and recruitment of professionals to best fit these intentions. He said they obtained feedback from Supervisors about the draft plan and then took it out into the community, including an open business appreciation session hosted by the Economic Development Authority (EDA). Mr. Walker noted that they obtained additional feedback and have incorporated this into the draft plan. He said that staff now seeks the Board's endorsement of the draft so that staff can continue with next steps, which include the recruitment of an Economic Development Director. He emphasized that it would remain a draft, and that they are not approving the plan.

Ms. Lee Catlin, Assistant County Executive, presented, stating that she is accompanied by Ms. Susan Stimart. She recalled the Board's May discussion with the EDA about a conceptual first look at a draft plan that had recommended focus areas and some additional information. She said it was a good discussion and staff appreciated the level of energy and the desire to get to something with more substance. She recalled the community stakeholder event mentioned by Mr. Walker, at which they allowed those who were involved earlier in the process to provide feedback. She said the draft before them reflects feedback from Supervisor, EDA, and community member comments. Ms. Catlin stated that their agenda for this item includes review of draft plan revisions, obtain feedback and direction, and review of the Economic Development Director recruitment process. She said they want the recruitment of an Economic Development Director to parallel that of recruitment of a new County Executive. She said the desired outcomes are an endorsement of the draft strategic plan and the recruitment process for a new director.

Ms. Catlin referred to the draft plan attachment provided to Supervisors, which has undergone a change in format from a consultant report style to more of a strategic plan format. She referred to some critical edits made to the mission statement at the request of Supervisors. She said that one change was to remove “foster and encourage” and replace with “promote,” which was a more action-oriented word. Ms. Catlin stated that the original mission statement had natural resources and community character as a tag on at the end, and Supervisors asked that it be incorporated in the mission statement so that it was more a part of what they are trying to accomplish. She noted that staff had done so. She said the next major part of the draft plan that was reworked was guiding principles, as the Board had felt the list was too long and asked that it be tightened up and reworked. She presented a slide with the revised guiding principles.

Ms. Palmer expressed concern that the bullet about organic growth, with special focus on existing businesses that anchor the economy, was taken out. She said the new plan takes the emphasis off of existing businesses, to some extent. Ms. Catlin responded it was incorporated into the third bullet, which had entrepreneurship and organic growth.

Ms. Palmer expressed satisfaction with Ms. Catlin's response.

Ms. Palmer noted that "respect for heritage and the environment" was taken out, although she is not crazy about the comment "respect for heritage." She expressed concern that the part about the Comprehensive Plan that stated "promote quality-of-life that embraces our heritage, preserves the environment, etc." was removed. She said they should be sure they use the Comprehensive Plan as the guiding tool.

Ms. Catlin said they could put that element back in, and it was not their intention to reduce the focus on the Comprehensive Plan.

Ms. Palmer said she thinks the Comprehensive Plan and environmental issues ought to be in a guiding principle.

Mr. Sheffield said it would be good to know what prompted staff to make changes.

Ms. Catlin said they emphasized at the last meeting that this was an economic development strategic plan and that the Comprehensive Plan has very extensive environmental protections, so instead of trying to pull in environmental protection aspects and blend them in with what was intended to be an economic development plan, they would reference that this was nested under the Comprehensive Plan. Ms. Catlin offered to make this point stronger, and said they were under the impression that the economic development plan was not intended to be duplicative as an environmental protection document.

Ms. Palmer said some people would read selective chapters that interested them and they may read something and not pick up on the full context.

Mr. Sheffield asked that staff record the requests made by Supervisors so they would not be operating in a two steps forward, one step back fashion. Ms. Catlin said that what they heard from the Board was they wanted to prop up and value organic growth and entrepreneurship of existing businesses.

Mr. Randolph pointed out that this was goal 1 on page 7 and it was going to create an environment where both organic growth and entrepreneurship of existing businesses were done, and it was unmistakable that Goal 1 was to strengthen existing business retention and expansion efforts.

Ms. Catlin noted that the mission included enhanced natural resources and community character.

Ms. Mallek said on page 4, they are very clear about the County's vision and the Comprehensive Plan.

Mr. Dill wondered if they need to have targeted industries mentioned, such as medical device and financial services, as this almost implies that they are not as interested in other types of businesses. Ms. Catlin replied that the idea of targeted industries is not that these are the only ones they are interested in, but that this provides a comprehensive look at what the community is best suited to support in terms of assets and workforce. She said it is a "leading edge" list but was not meant to exclude.

Mr. Dill noted the list is several years old, and the target industries may not be the leading edge anymore. Ms. Mallek responded that she does not think they have changed that much, and the list includes everything but warehousing and retail and she does not think they are focused on chasing warehousing and retail.

Ms. Catlin noted the targeted industries are broad categories and they need to drill down to determine the specific needs of these industries and determine if, given where the economy is now, these should still be the targeted areas.

Mr. Randolph acknowledged the tremendous amount of time and effort devoted to coming up with the list of targeted industries as part of a regional process and suggested they not change these. He said it would help serve as a map for the new Economic Development Director and County Executive, and the course could assume a different direction as needed.

Ms. Catlin stated that targeted industries were not exclusive to what they deal with every day, and Ms. Stimart deals with people across the entire spectrum. She said a target industry allows them to be a bit more focused in terms of site readiness.

Ms. Mallek recognized the complexity of being prepared before they know what types of businesses are coming and described it as a chicken-and-egg scenario. She wonders how to take the first step, reasonably, financially, and prudently, and still be ready to jump when the right moment arrives.

Mr. Dill said mention of targeted industries does not seem appropriate for this document, which is a general economic development plan. He stated that part of the plan would be to have periodic reviews of the industries they are targeting. Ms. Catlin offered to have it say "currently, these are the targets but these would be refreshed as appropriate." She offered to amend the language to include comments about them being subject to change as the economy evolves.

Ms. Palmer observed that the language under Goal 4 was changed from "targeted industries" to "businesses."

Ms. Catlin continued the presentation, stating that the Board had requested more detail in the Goals and Objectives areas. She said they have taken focus areas in the consultant's report and put them into goals, objectives and strategies. She noted that the list was not exhaustive and work would continue once the new Economic Development Director and County Executive came on board. Ms. Catlin stated that they want to provide enough thought and guidance to get a handle on what some of these things might look like. She said they have not listed every single item being considered, but have noted where there was an action underway that these were not static strategies and objectives, as many are in motion. Ms. Catlin noted that they would put together a glossary as the Board suggested.

Mr. Randolph said that from his professional experience, it would be useful to assign some responsibility for goals and objectives and to start focusing on who in addition to what. He noted that some aspects would be the responsibility of the Board, some would be responsibilities of staff and others the responsibility of the County Executive. He suggested they develop areas of responsibility so that when the new Economic Development Director starts he/she would not be overwhelmed.

Ms. Mallek noted that this would also help to determine where there are gaps in staffing.

Ms. Catlin said they would move towards development of an action plan with areas of responsibility as suggested by the Supervisors. She emphasized they have not put the goals and objectives in priority order as this would be another task to be done after further discussion. She said they have determined that Goal 1 would be to strengthen existing business retention/expansion efforts and improve the business climate; under this goal are three objectives of expand existing business visitation program, continue efforts to streamline development review processes and address costs of doing business in the County, and maintain ongoing dialogue between the County staff and the general business community. She noted that for Objective 1, there is an action item underway regarding Business First. Regarding Objective 2, she said there is a lot of foundational effort underway and that community development has been coming forward with items on which other actions would be built. Regarding costs of doing business, she said that last year Ms. McClintic had worked on this and prepared some informative material that now need to be updated and closely assessed, so the Board can understand how Albemarle compares with other communities.

Mr. Randolph commented that any business interested in relocating to the County would have done its homework and due diligence and would know this extremely well.

Ms. Palmer noted that people have been asking the County to lower connection charges for many years, and other communities have connection charges. She said they have an excellent system and ratepayers have been paying for years, and the burden of growth should not be placed on existing residents.

Ms. McKeel stated that for Objective 2, they could offer expedited review and permitting for designated redevelopment areas such as Rio.

Ms. Palmer, referencing Objective 2, asked why "while not compromising established standards" was taken out. She asked if they are assuming this is a given. Ms. Catlin confirmed this and said they can restate this if they need to.

Ms. Catlin next presented Goal 2, to improve the County's readiness to accommodate desired business activity. She said that Objective 1 was to support the growth of targeted industry clusters. She said that one action item underway is the GO Virginia Region 9 program, which is looking at targeted industries at a broader, regional level which would be helpful to the County in its work. She said that Objective 2 is the increased supply of ready product, building, and sites. She said the strategic plan priorities pertaining to urban redevelopment and revitalization and Rio/29 Small Area Plan focuses attention on active areas, such as Crozet downtown and Woolen Mills, and actions for those priorities are underway. She said the third strategy under Objective 2 is to determine and implement specific action steps for longer-term green field options with the highest site readiness potential. Ms. Catlin stated that Ms. Palmer suggested they add "in the development areas" to this strategy. She noted the action item regarding funding the Board had approved for the Berkmar Drive to Lewis and Clark connector study is listed under this objective as "infrastructure improvements."

Ms. McKeel commented that they should not add something if it was assumed and did not understand why Ms. Palmer wants to add "in the development areas," as this could be assumed.

Ms. Palmer said she thinks it is a good idea to have it in the strategy, though she understands it is in an action item.

Ms. Mallek, referring to Goal 2, asked where they addressed encouraging and learning about new financing vehicles to bring infrastructure online and things other counties are doing. Ms. Catlin replied that under Objective 3, "Develop robust incentives and a strategic assets tool box," the strategies are to put structures in place for exploring public-private partnerships, and to adopt specialized zones. She said the next one was to identify and implement financial incentives and taxing structures and working with the EDA as an implementation partner. Ms. Catlin stated that other strategies are to revise guidelines of the Economic Opportunity Fund to permit matching for grants that do not require a local match, provide expedited regulatory review for priority target industry projects, and expand efforts to help businesses take advantage of grant programs and state and federal financing opportunities.

Ms. Mallek asked if they are addressing rural businesses and rural business locations, which need the ability to evolve without a monumental process. Ms. Catlin said they could add language as desired, and the fact that agribusiness and food processing was a target industry gave it status in this plan in terms of identifying site locations for targeted industries.

Ms. Mallek said there had to be a faster track or some businesses will not exist three years from now.

Ms. Palmer agreed with Ms. Mallek, stating that she hears a lot of comments about this issue.

Ms. Catlin agreed to include mention of rural businesses.

Ms. Mallek referenced Goal 6 dealing with building the tourist sector, which she said is incredibly important to the County. She expressed support to identify a champion who would develop product and put together packages to increase visitation.

Ms. Palmer returned to the issue of green field options in the development area. She said she did not think it was clear to have it under action items but not under strategies. Ms. Palmer stated it is important that the community knows they are trying to redevelop in the development area. She requested this one change and said if there is some reason why they cannot put these two words in then that is fine.

Mr. Randolph **moved** that the Board endorse the Draft Economic Development Strategic Plan. The motion was **seconded** by Ms. Mallek. Roll was called and the motion carried by the following recorded vote:

AYES: Mr. Dill, Ms. Mallek, Ms. McKeel, Ms. Palmer, Mr. Randolph and Mr. Sheffield.

NAYS: None.

Ms. Palmer said she has additional questions that she would send to Ms. Catlin by email.

Ms. Mallek said that as they think about expanding recreational opportunities, this is another item that spills over into zoning, so they should think outside the box.

Economic Development Director Hiring Process

Ms. Lorna Gerome, Director of Human Resources, addressed the Board about the hiring process for an Economic Development Director. She presented a template with a recruitment action plan, which she said first allows time for the appointment of a County Executive and for him to assess the position. She said they also built in time on the front end to allow for focus groups and surveys, which would occur in August, after which time they plan to have a profile developed to share with a County Executive. She said the tentative posting for the position would be in October, with selection of a candidate around mid-December and a start date in January.

Ms. McKeel stated it is disappointing that it is so far away, but she understands why.

Ms. Catlin stated they would work to compress the schedule as much as possible. She asked for Board endorsement of the template.

Mr. Randolph **moved** that the Board endorse the proposed selection process for an Economic Development Director. The motion was **seconded** by Ms. Mallek. Roll was called and the motion carried by the following recorded vote:

AYES: Mr. Dill, Ms. Mallek, Ms. McKeel, Ms. Palmer, Mr. Randolph and Mr. Sheffield.

NAYS: None.

Recess. At 6:00 p.m., the Board recessed. The Board reconvened at 6:10 p.m.

Agenda Item No. 6. **Discussion:** Revised Charge for Solid Waste Alternatives Advisory Committee.

The Executive Summary as presented to the Board states that the Solid Waste Alternatives Advisory Committee (Committee) was established by the Board of Supervisors at its March 2, 2016 meeting as a standing advisory committee. The Committee's charge is to develop sustainable materials management policies for consideration by the Board, with an initial focus on public education and engagement related to waste reduction, materials reuse, recycling and composting, greenhouse gas reduction, and waste disposal.

Over the course of its first year, the capacity of the Solid Waste Alternatives Advisory Committee to expand its focus has exceeded original expectations. In order to better reflect the evolved Committee and solid waste program, staff has drafted a revision of the charge (Attachment A) for consideration by the Board of Supervisors.

The original Solid Waste Alternatives Advisory Committee charge (Attachment B) was developed under the assumption that a Sustainable Materials Management Coordinator position would be created in

the Facility and Environmental Services (FES) Department in FY 17. Further, the original charge contemplated that any modifications to the scope of the committee subsequent to this position being filled should be approved by the Board.

The County did not fund the envisioned Sustainable Materials Management Coordinator position in either FY 17 or FY 18; however, existing FES staff collectively has been able to provide a limited level of support to the Committee's initiatives. Moreover, Committee members have dedicated substantial time outside of the monthly meetings to advance Committee interests and initiatives and have consequently reached a place where the Committee is in a position to investigate and discuss additional topics beyond education and engagement.

To fully capture and better reflect the evolution of the Committee and current state of the solid waste program, staff has drafted a revision of the original charge (Attachment A). The revised charge retains the Committee's current responsibilities, while acknowledging the expansion of the County's future solid waste objectives as envisioned by the Board. The revised charge contains four significant changes:

1. Removal of the emphasis on education as lone primary focus;
2. Clarifies the responsibility to provide policy recommendations to the Board;
3. Includes the consideration of the optimal location for the Coordinator position if and when it is funded, and;
4. Modifies the Committee membership by specifying that staff are not voting members.

There would be no budget impact as a result of changes to the charge.

Staff recommend that the Board approve the revisions to the SWAAC charge as described by the attached original and revised versions of the charge.

Mr. Trevor Henry stated that he would discuss a proposed revision to the charter of the Solid Waste Alternatives Advisory Committee. He said the Executive Summary articulated the changes, which were mostly administrative. Mr. Henry stated that the Board had chartered the Long Range Solid Waste Solutions Committee in 2014 to study solid waste management as a public policy issue and to make recommendations to the Board for best practice. He said the committee completed its work in October 2015, and in 2016 the Board chartered the Solid Waste Alternatives Advisory Committee with the first meeting held in June and monthly meetings since then, with the first semi-annual report presented to the Board in February 2017. Mr. Henry noted that the original charter called for the hiring of a staff person to support the committee and solid waste management efforts; however, funding was not provided to make this hire and so the committee's work was emphasized to be public education and engagement. He said Facilities Development merged with General Services and a new Environmental Services division was created, and they were sorting things out and decided to put off hiring until the dust settled which he said has now occurred.

Mr. Henry reviewed activities of the committee, stating that they had updated a recycling and reuse document which was placed on the County website. He said there has been a great focus on pharmaceutical collections and how the work was done, as well as looking at grant options that could fund a permanent drop-off station at the police department. He said they worked with Rivanna on potential recycling expansion with particular focus on expanding the hours and adding a day at the McIntire facility. He said the Rivanna, County, and City boards have all approved this. Mr. Henry stated that the examples he has provided of their work were to show the scope of the original concept. He said that Jesse Warren and Teddy Hamilton of SWAAC have worked closely with Mr. Harper, Chief of Environmental Services Division, and County staff to look at what the County does internally with its waste. He said that he, Greg Harper and Andy Lowe, have looked internally at resourcing and feel that Mr. Lowe could support the SWAAC at a more formal level and they propose that he be named as the dedicated resource to support SWAAC, the logistics of the committee, website updates, public communication, and engagement.

Mr. Henry reviewed the proposed changes and said they would clarify that reporting is semi-annual, continue with the public education and engagement program, and clarify responsibilities in terms of providing policy recommendations. Additionally, he said they erroneously included County staff and a Rivanna staff member as voting members on the committee, and they propose that the charter have them as supporting members. He said the final and potentially controversial change is that the original charge was to help define roles and responsibilities for the sustainable materials management coordinator, a position the committee recommended to be part of the County and housed in General Services, now Facilities and Environmental Services. He said the proposed change would assess where that position should be housed, either within the County or within Rivanna. He said if recycling is a focus for the County in terms of managing an increased program, then they should take a look at having Rivanna manage this.

Ms. McKeel noted that this subject was on the Consent Agenda, but was taken off at the request of Ms. Palmer and Mr. Henry to make sure that everyone was comfortable with the changes.

Ms. Palmer said she felt it would be helpful to have an update on what was going on, especially as they go into strategic planning. She stated that the leadership change at Rivanna has made a difference as they now have an Executive Director who has solid waste experience.

Ms. Mallek said she was confused and does not understand how the committee would evaluate where the staff person was supposed to go.

Ms. Palmer stated that the committee had been working with Rivanna and County staff to get a handle on how the whole system works. She said they have professionals on the committee with engineering and planning expertise and would be joined by the Virginia Recycling Association Director this month. Ms. Palmer stated that she thought they had the expertise to consider where the staff person should go.

Mr. Henry said he thinks they have learned about the internal operations and what they could do, but it centers on what the focus of the work would be in the future. He said the discussion should include Rivanna and County staff and not just the committee by itself.

Ms. Mallek asked for a summary of the public education efforts over the past year that would continue.

Ms. Palmer mentioned the website.

Mr. Henry said website clean-up as well as updating of maps.

Mr. Randolph said he likes the idea of staggered terms and suggested language that limits service on the committee to two terms of four years, for a maximum service of eight years.

Ms. McKeel asked if there were any objections to term limits and there were none.

Ms. McKeel **moved** to approve the proposed changes to the SWAAC charge. The motion was **seconded** by Mr. Randolph. Roll was called and the motion carried by the following recorded vote:

AYES: Mr. Dill, Ms. Mallek, Ms. McKeel, Ms. Palmer, Mr. Randolph and Mr. Sheffield.
NAYS: None.



County of Albemarle Solid Waste Alternatives Advisory Committee

Revised (2017) Charge Statement, Goals, Membership and Organization

Introduction

On October 7, 2015, the Albemarle County Long Range Solid Waste Solutions Advisory Committee – a temporary body appointed by the Board of Supervisors (Board) to identify best practices for the management of solid waste in Albemarle County – submitted its final report to the Board. The report included a recommendation for the creation of a standing committee to advise the Board and a dedicated staff person to support the committee's work.

On March 9, 2016, the Board established the Solid Waste Alternatives Advisory Committee (Committee) and approved an initial charge statement. This revised charge reflects current thinking by Board representatives and County staff on expectations of the Committee and available County resources based on the committee's first year in service.

Charge

The Albemarle County Solid Waste Alternatives Advisory Committee (SWAAC) is a standing advisory committee to the Albemarle County Board of Supervisors. The establishment of this Committee is consistent with the County's Comprehensive Plan, the organizational vision of Albemarle County, and the Regional Solid Waste Management Plan facilitated by the Thomas Jefferson Planning District Commission. The Committee will provide general information to the Board in a semi-annual update, including a summary of matters being considered by the Committee and a rolling, six-month work plan. The Committee will submit specific policy recommendations to the Board as they are developed and will support recommendations with thorough budgetary and environmental impact analyses of the recommended policy implementation.

Topics for consideration by the Committee shall include:

- public education and outreach
- waste and litter reduction
- materials reuse
- recycling and composting
- greenhouse gas reduction
- Ivy MUC waste collection and transfer operations (master planning and recycling plan)
- waste disposal

The Committee will also provide input on the job description for a Sustainable Materials Management Coordinator position and a recommendation on the timing of funding. This evaluation will include input on whether the position will serve the County best by being located at the Rivanna Solid Waste Authority (RSWA) or within the Facilities and Environmental Services Department.

Membership

The Committee will consist of six to eight voting members appointed by the Board of Supervisors with appropriate background, experience, and interest. Appointments will be based on Board and staff recommendations, nominations from community and business groups, and individual applications. Members will be added to this Committee through the normal Board appointment process.

Length of Term: Initial appointments will include two four-year appointments, two three-year appointments, and two two-year appointments. Thereafter, appointments will be for four-year terms with a maximum duration of service limited to eight years.

The voting members of the Committee shall include:

- one Professional Engineer
- one technical expert in any solid waste management-related field
- one representative with public policy interest/experience
- two to four Albemarle County resident(s) with interest in sustainable materials management

The Board shall appoint two members of the Board of Supervisors to serve as liaisons to the Committee; one shall be the Board member serving on the RSWA Board of Directors. In addition, the Committee shall invite appropriate staff from the RSWA and the City of Charlottesville to represent those organizations.

Facilities and Environmental Services (FES) staff will support the Committee. The Environmental Compliance Manager will serve as primary support, with the Chief of Environmental Services and the Director of FES contributing, as needed. Support may include:

- managing the membership appointment process
- reserving meeting rooms and securing any necessary equipment (projector, phone)
- developing and maintaining a website specific to the Committee to facilitate information-sharing and to document Committee agendas, decisions, and recommendations
- working with officers to develop and revise work plans and set meeting agendas
- as time and resources are available, researching issues, preparing materials, and communicating with others to inform Committee discussions and implement Board-approved recommendations

Committee Organization

The Committee shall elect a Chair, Vice-chair, and Secretary for one-year tenures. Meetings will be held approximately once per month or as otherwise agreed to by the Committee, with the date and time of the meetings kept relatively constant. Additional meetings may be called by the Chair. All meeting dates and times will be publicized. All meetings will be open work sessions, where the general public is invited to attend to listen and observe only, unless public participation is deemed appropriate by the Chair.

No quorum shall be necessary to discuss business that is before the Committee, but no vote or action will be taken unless a quorum is present. A majority of the voting members of the Committee shall constitute a quorum. Decisions shall be made, if possible, by an indication of general consensus among the Committee members present. Staff will not participate as decision makers. When this method does not serve to establish a clear direction, the Chair shall call for a roll-call vote. When an agreement cannot be achieved on an issue, business shall proceed and the Secretary shall document and present minority positions for the Board of Supervisors' consideration. Facilitation will be provided in those instances when it is considered beneficial in helping the Committee achieve its stated purposes.

Agenda Item No. 7. **Presentation:** CAT Transit Service Update: Route 2.

Mr. Sheffield said he had suggested that Mr. Jones provide them with an update on the 5th Street Station route, which he said seems to be going well. He said that now would be the time to give direction if the Board wants to expand the route.

Mr. John Jones, City of Charlottesville Transit Director, presented. He said the route opened in October, coinciding with the opening of 5th Street Station, and the first month was modest with 1,267 passengers, but by June that had grown to 4,285 passengers, with 28,548 for the fiscal year. He said 30% were one-day cash rides, almost 20% were day passes, 9% were elderly and disabled, 12.5% were monthly pass holders, and some were UVA free riders. Mr. Jones stated that he feels ridership will continue to grow, with the service running seven days a week with ridership at all times of the day. He attributed ridership growth partly to the promotion of the Avon Street Park and Ride. Mr. Jones said the bus runs from 6:30 a.m. to 11:15 p.m. and Sunday hours are 7:35 a.m. to 5:45 p.m., with a 27 minute loop time.

Mr. Jones said they presented a scenario to the Board in 2015 of having the route serve

Southwood, PVCC, and Mill Creek as well as downtown Charlottesville and 5th Street Extended. He said that research indicates it would be possible to provide this expanded route on a cost-neutral basis. Mr. Jones stated that the County is already paying for the south portions of Routes 3 and 1, and they would be included in the new route and would no longer be needed. He said the possible expansion of the ADA transit zone would entail a cost. Mr. Jones stated that the main ADA customer in the area is Albemarle Health and Rehabilitation, but they are already in the County's paratransit area and thus would not add anything. He reviewed the benefits of adding service to the County as Mill Creek would be served, PVCC would gain Saturday service, Southwood would gain Sunday service, the regional jail would be served, and Monticello High School would be served seven days. He said one additional benefit would be that Charlottesville's Riverside neighborhood would gain some service as PVCC would no longer need to be served on Route 1. He said he would like to provide this information to Michael Baker, who is developing the transit plan.

Ms. McKeel asked Mr. Jones to provide additional information about ADA. Mr. Jones replied that he would.

Ms. Mallek noted that the proposed additions to the route would incorporate Southwood, but not Region 10 and Old Lynchburg Road.

Mr. Jones said they could look at Old Lynchburg Road and Region 10. He stated that they cannot run the bus through the driveway and get in and out quickly. Mr. Jones said the review process takes about nine months and suggested Supervisors contact his office with anything they would like to be studied.

Ms. Mallek asked what organization Mr. Michael Baker works for.

Mr. Jones replied that Mr. Baker is a consultant with Four Square Transportation Associates of Pittsburgh, which had been hired by the Department of Rail and Public Transit and the Thomas Jefferson Planning District Commission to conduct a study for JAUNT, CAT and Greene County.

Ms. Palmer commented that there are new apartment complexes going up on Sunset and Old Lynchburg Road, and she would like to have conversations about this as transit is really needed in those areas.

Ms. McKeel commented that some of the apartment complexes have their own transit.

Agenda Item No. 8. From the Board: Committee Reports and Matters Not Listed on the Agenda.

Mr. Sheffield announced that he would not be attending the August 2, 2017 Board meeting, as he would accompany his daughter to orientation at Virginia Tech.

Ms. Palmer noted that she had attended a police committee meeting with Ms. McKeel and would pass their annual reports to Supervisors.

Agenda Item No. 9. From the County Executive: Report on Matters Not Listed on the Agenda.

There were none.

Agenda Item No. 10. Closed Meeting. *(if needed)*

At 6:29 p.m., **Mr. Randolph** moved that the Board go into a Closed Meeting pursuant to Section 2.2-3711(A) of the Code of Virginia under Subsection (1), to discuss the performance goals of the County Attorney and the Clerk to the Board for the next year; under Subsection (6), to discuss and consider the investment of public funds in a proposed affordable housing project where bargaining is involved because, if made public initially, the financial interest of the County would be adversely affected; and under Subsection (8), to consult with legal counsel regarding specific legal matters requiring legal advice with respect to affordable housing projects. The motion was **seconded** by Ms. Mallek. Roll was called and the motion carried by the following recorded vote:

AYES: Mr. Dill, Ms. Mallek, Ms. McKeel, Ms. Palmer, Mr. Randolph and Mr. Sheffield.
NAYS: None.

(Note: Ms. Palmer left the meeting at 6:29 p.m., immediately after voting on the Closed Meeting motion.)

(Note: Mr. Sheffield left at 7:30 p.m., while the Board was still in the Closed Meeting.)

Certify Closed Session

At 8:18 p.m., the Board reconvened into open meeting, and Mr. Randolph **moved** that the Board certify by a recorded vote that to the best of each Board member's knowledge, only public business

matters lawfully exempted from the open meeting requirements of the Virginia Freedom of Information Act and identified in the motion authorizing in the closed meeting were heard, discussed, or considered in the closed meeting. Ms. Mallek **seconded** the motion. Roll was called and the motion carried by the following recorded vote:

AYES: Mr. Dill, Ms. Mallek, Ms. McKeel and Mr. Randolph.
NAYS: None.
ABSENT: Ms. Palmer and Mr. Sheffield.

Agenda Item No. 11. Adjourn to July 31, 2017, 10:00 a.m., UVA Alumni Hall, 211 Emmet Street South, Charlottesville, VA 22903.

There being no further business to come before the Board, the meeting was adjourned at 8:19 p.m.

Chairman

Approved by Board
Date 10/11/2017
Initials CKB