

An adjourned meeting of the Board of Supervisors of Albemarle County, Virginia, was held on December 11, 2019, at 1:00 p.m., Lane Auditorium, County Office Building, McIntire Road, Charlottesville, Virginia. The meeting was adjourned from December 4, 2019.

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

ABSENT: None.

OFFICERS PRESENT: County Executive, Jeff Richardson, Deputy County Executive, Doug Walker, Assistant County Executive, Trevor Henry, County Attorney, Greg Kamptner, and Clerk, Claudette Borgersen.

Agenda Item No. 1. Call to Order. The meeting was called to order at 1:06 p.m., by the Chair, Mr. Gallaway.

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Agenda Item No. 2. Legislative Priorities Discussion with Delegate-Elect Hudson.

Mr. Gallaway introduced the presiding security officer, Officer Crickenberger, and County staff.

State Legislators Present: Delegate-Elect Sally Hudson

Mr. Kamptner said this would be a quick review of the same slides the Board had received on December 5.

Mr. Kamptner said there were some successes in the past year, with the key ones being the statutory changes that were required to allow the County Courts project to proceed. He said the other piece of legislation was a change to the notice requirements regarding zoning violations, which returned the State law back to where it had been about three years before where it allowed notices to be provided by either certified or registered mail. He said this provided a cost savings to local governments across the Commonwealth.

Mr. Kamptner provided a quick overview of the Board's 2020 legislative priorities. He said the one they would talk about the most would be the first three on the list, which are ones that appear to be on the table for 2020: in-kind resources for volunteer firefighting and Emergency Service Providers (EMS); carrying specified loaded weapons in public areas; and monuments and memorials legislation.

Mr. Kamptner said they would briefly talk about impact fees, equalizing taxing authority for counties, and increasing the minimum tree canopy. He said some of these are multi-year initiatives that have State-wide support by localities. He said they would discuss those, though not quite extensively as the first three priorities.

Mr. Kamptner said under Virginia Code Section 15.2-953, localities have the ability to donate property and money to volunteer firefighting and EMS providers. He said what they do not have the authority to provide are in-kind resources. He said given the trend that is happening with volunteer (with both firefighting and EMS providers) not only in Albemarle County, but nationwide, the County's desire was to obtain enabling authority to provide in-kind resources.

Mr. Kamptner said the slide identified some of the types of resources that the County would like to provide, which would allow the County's contributions to the volunteer companies to go even further. He said in the current budget, the County anticipates that it will be providing about \$1.5 million to the volunteer companies. He said they already provide a number of financial and property contributions to the volunteer companies, but that this enabling authority would allow the County to better assist them and let the County public's tax money go even further.

Mr. Kamptner said two pieces of legislation the Board has supported the past two years (both of which failed in committee in 2018 and 2019) were legislation that would give localities more control over war memorials and monuments. He said also being added to the current list of eight localities, in Virginia Code Section 18.2-287.4, who have authority to prohibit carrying specified loaded weapons in public areas. He informed Delegate-Elect Hudson that those are identified as conditional requests, and at the time that the Board adopted its legislative priorities in September, it was uncertain how the General Assembly would be composed in 2020. He said they are still waiting for committee assignments.

Delegate-Elect Hudson said that "conditional request" sounded like a technical term that has a more formal definition than what she understands.

Mr. Kamptner replied that it does not. He said at the time, the Board was waiting to see how the elections would go.

Mr. Gallaway said there are things to prioritize in the packet where, with the make-up of the General Assembly politically, there was the question as to if it made sense to continue to bring things back if no changes are made. He said the Board has included some items that are of interest to the Board, but that they have accepted the reality that until such time the Assembly had a different make-up, that these items would likely not proceed.

Ms. McKeel said this is where they were currently.

Mr. Randolph said it was unconditional, in terms of the Board's view, that there should be an increase of powers of local control. He said there was a news article that day about a number of different counties and cities in the Commonwealth that are interested in seeing greater power seated to the local level, by the General Assembly, to ensure there will be discretionary decision making in pursuit of local governmental objectives of health, safety, and welfare. He said this item would be one of those.

Mr. Kamptner said regarding impact fees, this is a multi-year, State-wide initiative. He said local governments have been pursuing shifting to impact fees and away from proffers to deal with the impacts of new development. He said he included in the Board's materials a separate set of slides that go into more depth, noting that they had had a work session that dealt with the proffers versus impact fees issue. He said what the Board and what other localities would eventually look for would be enabling authority to establish an impact fee program, which would be a fee imposed on all new residential development.

Mr. Kamptner said proffers are currently collected to deal with the impacts of new development only for those residential units and commercial projects that go through a rezoning process (i.e. residential to commercial district or a residential district to a mixed-use district). He said with this being the case, the localities' ability to address the impacts of new development through proffers is limited.

Mr. Kamptner said there are also ramifications because of the current system, as it eliminates the incentive for localities to proactively rezone property because if they do so, they lose the ability to collect proffers. He said it also incentivizes developers who may have a low-density residential zoning designation on their property to develop this way, rather than going through the rezoning process.

Mr. Kamptner said the effect of this is that in Albemarle County's urban ring, there are zoning designations for residential that may be R1 (minimum lot size of 1 acre) in our urban development area that have been in place for 50 years. He said in the 50 years since then, the County's Comprehensive Plan (which establishes the 20-year development vision for the County) has evolved significantly, and the form of development has evolved significantly as well as transportation impacts and needs. He said there is a very forward-thinking Comprehensive Plan and a zoning map in the urban ring that is for 1969-1980, with some limited rezonings that have occurred in the decades since.

Mr. Kamptner said this is a multi-year initiative. He noted that he attended a meeting of the High Growth Coalition, which has been working on this for years. He said this potentially has a long-term beneficial impact for not only addressing impacts, but also letting a locality zoning better match its Comprehensive Plan.

Mr. Kamptner said to give an example of how deficient proffers are, he was at a Senate Subcommittee workgroup over the summer and Loudoun County was there, who told the group that their proffers (about \$55,000 per residential unit) address only 2% of their capital needs. He said Loudoun County is adding multiple schools every year to keep up with their demands for growth.

Mr. Randolph told Delegate-Elect Hudson that once she is full-time in Richmond, Senator Stuart (a Republican Senator from the peninsula) has been one of the leaders in opening the potential of impact fees being implemented in the Commonwealth. He urged her to have her staffers meet with his staffers to have a discussion about that. He said there has been a great amount of interest and that the reality is, given the fact that Virginia is fairly esoteric and is the only state with proffers, most of the states are using impact fees, which is a cleaner way for a municipality to address growth. He said it was also a fair way because everyone who is growing contribute to the pots that are then distributed out for different purposes (e.g. schools, police stations, libraries).

Mr. Randolph said that impact fees are a cleaner way to operate and put the responsibility for growth with new residents rather than having existing residents pay for future growth, which usually has negative externalities associated with it (e.g. more cars on the road, more kids in a classroom). He said Delegate-Elect Hudson would be hearing much more about this, and that this was an introduction to proffers versus impact fees.

Mr. Kamptner said currently in the proffer system, there is an incredibly and ridiculously complex set of laws with multiple scenarios. He said different rules will kick in when an application is filed. He said it was complicated and that he wouldn't spend much time on it, but that what they are seeing firsthand is that their Community Development staff is struggling with its complexity.

Mr. Randolph added that the laws are convoluted.

Ms. McKeel expressed that they do not work.

Mr. Kamptner said regarding equal taxing authority with cities, counties have historically dealt with rural issues, and cities have dealt with urban issues. He said what has happened over the past 50 years (which was probably compounded, given the Moratorium on City Annexation since 1987) is that many counties have taken on urban characteristics. He said at the same time, they lack the same taxing authority. He said there has been an ongoing state-wide initiative for counties to obtain equal taxing authority with cities.

Mr. Kamptner said there are key personnel that are new in their positions (e.g. Director of the Charlottesville Albemarle Convention and Visitors Bureau, and the Director of the Chamber of

Commerce), and so the Board put a hold on whether or not to pursue equal taxing authority or more authority for its current Transient Occupancy Tax (hotel tax), which is currently capped at 5%. He said a number of other localities have obtained additional legislation to increase that amount.

Mr. Kamptner said to give an idea of how much the Transient Occupancy Tax provides Albemarle County, in FY 19, it was approximately \$1.2 million, which was \$1.2 million out of approximately \$60 million of all the non-real property tax revenues collected. He said though it was not huge, it touches on a theme of addressing the impacts that can be created by visitors who otherwise are not paying real property taxes while in the area. He said those visitors do impact the roads and may also impact emergency services. He noted that this was another multi-year initiative to deal with.

Ms. Palmer said that when this was brought up to the legislators in the past, some have suggested that there be a coalition of high-growth or urbanizing counties to try to work together for this. She said it was not necessarily broad brushed across all counties but should concentrate on urbanizing counties.

Mr. Kamptner said the Board was considering legislation that would amend Virginia Code Section 15.2-961, which is the enabling authority that allows the County to require that development preserve or plant a minimum tree canopy. He said this was currently on hold, as there is a study underway.

Mr. David Blount (Thomas Jefferson Planning District Commission) said on two fronts, legislation is expected in the coming session to direct a study by DEQ of the use of tree canopy as a stormwater BMP. He said it was somewhat different than the issue the Board has been discussing, but specific to the Board's discussions, there are a couple of provisions in the Watershed Improvement Plan that was released in late summer that directed the Department of Forestry to look at urban tree canopy. He said it makes specific mention of increased local authority, in that realm. He said he believed there may be some movement on this in the coming year, and perhaps on a couple different fronts.

Mr. Kamptner said regarding financial support for Biscuit Run Park, the Board adopted one resolution stating its position itself, and has adopted a second resolution (which was the one included in the Board materials) requesting that the local General Assembly delegation support \$5 million in funding in the State budget. He asked Mr. Randolph if there was anything new to report on this.

Mr. Randolph added that the Governor is due to present his budget on December 17. He said the Board was hopeful that there would be \$5 million included for FY 21 in DCR's dedicated amount. He said if it is not, they hope they can get it in there, as it is critical. He said the reality is that the County would be able to open this park to meet the needs of the same overall constituency, but at less cost per user of the park than would have occurred had it been a State park. He said \$5 million of mitigation money was meant to come to the County that is now tied up in lawsuits as well as federal mandates that they cannot move forward.

Mr. Randolph said it was thus even more critical that there is money available, as the Board can only go so far in its CIP to fund this, given all the other needs on the table. He said they were looking at about \$55 million over the next five fiscal years in capital projects alone, without Biscuit Run being part of that, as the County is continuing to grow by 1,200-1,400 people per year. He said this is why the Board thinks it's fair and reasonable to ask for \$5 million this year, then come back the next year and following year as well. He said he would be in touch with Delegate-Elect Hudson to discuss this.

Ms. Palmer said she was thinking the schools and early voter registration were the things that the whole Board wanted to talk about.

Mr. Gallaway asked if Ms. McKeel's topic was one about schools or early voting.

Ms. McKeel replied no. She asked for those topics to be addressed first.

Mr. Gallaway said there would be information coming to Delegate-Elect Hudson for the schools, acknowledging that she had just met with the School Board Chair prior to the meeting. He said he knew information that would be coming that speaks to the issue, but by and large, they would try not to be too quick with sharing the issue. He said they want to make sure that there is school funding from the State and how it impacts a locality. He said the School Division would be asking for more funds, as they should, but that the Board was trying to make sure they understand the thread all the way to local resources.

Mr. Gallaway said if Delegate-Elect Hudson had not had a chance to do it, there was a 2015 JLARC study released in the fall that talked about how State funding has diminished for school divisions around the Commonwealth, noting that this started in the pre-recession years. He said they were currently standing at about a \$600-per-student deficit from where the State has funded in the past. He said what the JLARC study found was that in the Southeast, all the cost burden shifted to local entities, and that more so in the Southeast region, Virginia took on a bigger burden than other states did. He said there has been a real impact on local governments throughout the entire State.

Mr. Gallaway said that what this meant for Albemarle County is that they are sending more resources to the School Division to backfill what the State used to fund, leaving the County with less resources to fulfill the needs they want to address. He said Mr. Randolph had mentioned a \$55 million CIP over the next five years, and that there was a \$150 million critical needs list, adding that this was not even the entire list.

Mr. Gallaway said when they start talking about DSS, affordable housing, climate change, and other strategic priorities the Board has identified, they are being asked to dedicate resources to those. He said when they are backfilling the gap that the State has not been doing with the Department of Education, this restricts the Board from using those dollars. He said if the State finds their way to getting more money to education, that frees up those resources for the Board to attack local issues that they haven't been able to do for the last 10 years.

Mr. Gallaway said there are gaps identified and that although he wouldn't be getting into those details in the meeting, he would make sure that information is sent to Delegate-Elect Hudson so she can see how this impacts the County locally. He said there would be micro-ways to address that, with many things that the School Division gets unfunded mandates on that come down as edicts from the State, and the funding doesn't follow. He said perhaps they could broaden how SOQ positions are funded, so when raises come up, they are not just funding a percentage of the teaching force, but the actual teaching force.

Mr. Gallaway said there are also ways at the macro level. He said in their joint meeting with the School Board that year, School Board Member Koleszar spoke to increasing the whole pie for everyone. He said there were different ways to get at the issue, but every dollar that comes down from the State to help the School Division frees up local resources to go towards the County's local needs.

Delegate-Elect Hudson asked a follow-up question. She said one of the places where she will be seeking mentorship and support from the Board is how to be a constructive player in that process as a freshman legislator who will care deeply about the priorities, but likely will not have a seat on the Appropriations Committee that ultimately steers those decisions. She said Senator Deeds would be on the Senate Finance Committee and may be able to have more direct influence over those priorities. She said if the Board has guidance on the role that she can play as a member who will be inside of the House, but outside of that Committee, she was all ears.

Mr. Gallaway said he was sure the Board will be following the lead of those working down in Richmond. He said the Board would certainly be helpful, in that regard.

Ms. McKeel added that she knew the School Division was going to prepare a one-page information sheet. She asked Mr. Alcaro if they had this.

Delegate-Elect Hudson said that she had the sheet.

Ms. McKeel said when they were talking about \$660 per student, and there are 14,000 students in the County, they were talking about real money. She said they could use some help at the State level with making up that difference. She said Mr. Gallaway covered the issue well.

Mr. Gallaway said that since the JLARC studies were commissioned by the State, the findings in that report were solid. He said there have been other articles over the past couple years that speak to other micro-ways to get there. He said between the School Division and the Board speaking to the issue, they could figure out some strategies that could help. He thanked Delegate-Elect Hudson for the invitation to be a team member with her on this.

Mr. Gallaway brought up the topic of early voting and an unfunded mandate.

Delegate-Elect Hudson said she has had some extended discussions with Jake Washburn about the issue.

Ms. Palmer said to be very clear about discussions, the 45 days suddenly requires the County to immediately devote capital improvements money to that effort, with no workaround.

Ms. Mallek said she did not think they were ready for this discussion.

Ms. Palmer said she was only saying that this will hit a budget and will rob from other areas. She said they were hoping for some help there.

Delegate-Elect Hudson said she knew that the State Board of Elections has heard this loud and clear. She said she had a phone call with Commissioner Piper recently on a number of election reform issues but made sure to pass along that message from another person that the localities are concerned about having the funding to do this right.

Ms. Mallek said it was significant and that they need to live up to their obligation.

Ms. McKeel said it was not that the Board is opposed to early voting, noting that they were excited about it and that it was the right thing to do. She said they just have to figure out how to pay for it. She said similarly to schools, they don't want to have to "rob Peter to pay Paul."

Delegate-Elect Hudson said that this message was being heard loud and clear inside the Democratic Caucus, which has put election reform at the top of the agenda. She said they understand the urgency of doing it well because if it rolls out poorly, it sours momentum over the effort more broadly. She likened it to HealthCare.gov, noting that the execution can undermine the broader effort.

Ms. McKeel said it was a matter of making the pie bigger, not just slicing the pie in different ways.

Mr. Gallaway said these were the two priorities that came from the fall, and then there were other specific items that he would give each Supervisor a few minutes to speak to.

Ms. Palmer said one thing she wanted to mention that was “hot off the press” with the Governor’s new announcement was his continued interest in joining the regional greenhouse gas initiative, adding that she knew Delegate-Elect Hudson was very familiar with and supporting this effort. She said this would involve removing language from the budget to allow the County to move forward with that, as well as any legislation that could improve it.

Ms. Palmer said there was a suggestion that in order to get other counties and cities throughout the Commonwealth on board with talking about climate change and getting ready for it, there is legislation saying that counties will need to, in their Comprehensive Plans, put a resiliency plan together. She said she thinks this is a great way to get everyone to start talking about it.

Ms. Palmer said the precedent for this was that there was a severe hydrologic drought from 2000 to 2003 in the State, and the State then required all localities to develop a 50-year comprehensive identification of all water sources and develop a 50-year water supply. She said this went through the Commonwealth and that she thought it was very successful, and that the County now has a 50-year water supply plan. She said in 2015, the Hampton Roads PDC was required to have a resiliency plan to deal with sea level rise.

Ms. Palmer said if Delegate-Elect Hudson needs any help in determining how to make this happen and going through bills, she knew that she would be very much involved in all the things she could be, acknowledging she likely still didn’t know which committees she would be on. She said she knew there were many people who were interested in this and that she understood that Delegate-Elect Hudson was, too.

Delegate-Elect Hudson said it was a wonderful suggestion. She said they have just passed the deadline for submitting new drafts for new ideas to the legislature, and so the mechanism for achieving the goal was to find another bill that they can tuck it into, unless someone already has. She said she would be keeping an eye out for an opportunity to do so, adding that there are 3,000 bills. She said if this was a priority, a very helpful thing to do is to also be on alert for where the House bill would be coming in where this could naturally slide in, and then they could talk to the sponsoring patrons of that bill as to whether or not they could amend it.

Delegate-Elect Hudson said it is much easier to amend the text of the bill before it becomes publicly listed on LIS. She said it needs to be formally amended, as opposed to adjusted with the drafters behind the scenes. She said if the Board gets word of another bill from another legislator before she does that has not yet been publicly filed, but is still in the drafting process, if they can tuck it in sooner rather than later, it is logistically simpler.

Ms. McKeel asked Mr. David Benish (Chief of Planning) if he could let the Board know of priorities as they come across.

Ms. Palmer said there are also wonderful local organizations that are watching these matters closely, and so she would reach out to them and see if they could be on the watch as well.

Ms. Mallek said it would be no surprise that, from her perspective, the non-partisan redistricting was still the number one priority and that the focus of the greater caucus and Assembly would live up to what she perceives to be a moral obligation to continue with this.

Ms. Mallek said to disallow that the local government level, who is closest to the citizenry and have them not have the flexibility to react to local citizens’ desires is a real handicap. She said, for example, that they cannot regulate where sewer sludge goes that causes incredible heartburn in the urban-rural interface where people who live in urban neighborhoods are having to deal with this on the next property. She said they have water protection matters that they need to be able to take care of to protect their own reservoir, and yet they are precluded from doing so because a legislation was passed to benefit one business in one faraway county. She said yet, all the counties and all similar businesses are treated the same way in a single one-size-fits-all way.

Ms. Mallek said this has been a disaster in the past. She said she and Mr. Kamptner have spent many summers working on preventative and defensive measures for particular legislators who want to make every winery in the Commonwealth grandfathered so that they can never plant another vine. She said there is an amount of effort that is wasted and invested in protection because people in the legislature seem to think they know everything and that those in the local government, as well as citizens, don’t know anything.

Ms. Mallek said she hoped Delegate-Elect Hudson will be able to use her persuasive abilities to educate her colleagues that they are all representing the same people, and that they have an obligation to stop treating them like children and share some of the responsibility.

Ms. Mallek said the tree canopy bill is somewhat different from her constituents’ point of view, and in some other districts as well, where there has been a lot of development happening. She said perhaps in a second year, the more local effort will happen. She said she was sorry that it was diverted from the

Arlington version into a forestry matter, as it sounded like a punt to her. She said citizenry is very upset that there is nothing local government can do to prevent demolishing a forest on 50 acres, then coming back and planting tiny trees that will take 100 years to replace the ones that were cut down.

Ms. Mallek said some communities have had the ability for decades to say that only some percentage (far greater than 10%) can be removed to prevent making everything a "tabletop" that may be easy and fast for the bulldozer operator, but certainly doesn't result in quality development.

Ms. Mallek said it would be fascinating, recalling her first budget in 2008 when she was panic-stricken most of the time, especially in August (near the beginning of the recession).

Delegate-Elect Hudson said this was not a great time to learn how to budget.

Ms. Mallek added that during that time, the State called to say they were not going to send \$6 million for the schools. She said they never want to have to return to that point, and that hopefully, Delegate-Elect Hudson could prevent that.

Mr. Dill said aside from the specific bills that the Board members have agreed they would like to support, in general, there are climate change goals among the County, City, and UVA that will be very difficult to reach until they take more dramatic action. He said in every part of what the General Assembly is working on, there should be an awareness of trying to make it easier to do what is appropriate in the right situation in terms of wind, solar farms, and that kind of thing.

Mr. Dill said everyone is so interested and has a high priority for doing something about climate change, but when it comes down to talking about economic growth and transportation, it seems to always be a tertiary priority. He said he would want to see this be the focus as virtually everything that is done, to make regulations easier to finance, to limit the power of Dominion, set rules, and the like.

Mr. Randolph said he wanted to also talk about climate change and CO2, but with a different spin. He said he wanted to relate it to the gas tax. He said if they continue with the status quo where they have more automobiles that are hybrid and electric, the Commonwealth collects fewer dollars each year because cars are more efficient with internal combustion engines and are super-efficient with alternative engines. He said a different paradigm is needed if they are truly going to address the transportation gridlock that is not only in Northern Virginia or Hampton Roads, but is happening in Central Virginia and Albemarle County as well.

Mr. Randolph suggested being innovative and creative with this, and to look at perhaps an annual mileage fee, as cars have to be inspected annually in the Commonwealth. He said when they are inspected, the odometer can be read, and it is clearly a violation of State law to set one's odometer back. He said there may be some healthy fees collected with people who don't follow that law, if such a regime is put into place.

Mr. Randolph said they could create categories so that retirees who may drive 1,000-4,000 miles a year pay an annual fee of "x" amount than someone who drives 4,000-10,000 miles a year, who would pay "x + y." He said anyone who drives 10,000 miles a year and greater are the individuals who are really putting stress on the road, such as people who commute to their jobs near Midlothian and have to be in the car for extended periods of time (noting he was one of these individuals when he lived in New York State and Connecticut).

Mr. Randolph said there ought to be different rates so that they are fairly collecting the impacts of tires and weighted automobiles, noting that the lightest-weight hybrid or electric car still comes in at close to 2,000 pounds, which will wear down the surface of the road and contribute to infrastructure needs, going forward.

Mr. Randolph said there is an antiquated approach to addressing developing transportation infrastructure, and not only for automobiles. He said some of that money could be creatively used for bikeways and multi-modal transportation, with a spillover effect into buses. He urged Delegate-Elect Hudson to consider this as she goes forward and to be as creative as she can.

Ms. McKeel said she wanted to speak about the need for transit support. She said the Board hardly goes to a meeting or discusses a topic in the County where transit doesn't come up. She said as a County and City, they are struggling with the transit system, and that there was no doubt that transit was moving in different directions. She said they haven't figure out exactly where it would go, but that there are some core needs. She said she would share those with Delegate-Elect Hudson, and that they could certainly agree that there is a lack of sufficient funding to currently meet transit needs in the State.

Ms. McKeel said one drafted bill she would like to mention is a draft to reinstate the business deduction for transit commuter benefits, which could be very helpful. She said the purpose is to allow a business deduction for employers who provide their employees with transit or ride-sharing benefits. She said they used to have this, but it was eliminated in 2017. She said it would be very important not only at the local level, but at the State level, for all businesses because those businesses are currently competing with Maryland, Washington State, Minnesota, California, and others. She said those states (especially Maryland) offer business deductions.

Ms. McKeel said she would provide Delegate-Elect Hudson with information that she would like her to consider very seriously.

Ms. McKeel said another issue that could be important for the County are transit passes for working families. She said it was amending budget item 364 to add a change of \$5 million for the first year, and \$5 million for the second year, from the Temporary Assistance to Needy Families block grant. She said this would greatly help with transit, through an equity lens, for working families and asked Delegate-Elect Hudson to consider it.

Ms. McKeel said she had another transit impact that has come into her world because of her association with the Virginia Transit Association. She said one of the new disruptions being seen in transportation is a similar model to the Airbnb's, allowing for peer-to-peer car rentals that would act similarly in allowing citizens to rent out their vehicles to others using an app-based digital marketplace. She said this could result in a reduction in revenues to localities. She said she would provide Delegate-Elect Hudson this information.

Ms. McKeel said if the Airbnb model has moved to the car rental industry, the impact on Virginia's transportation funds would be significant. She said this gets back to what the Board has been discussing about receiving less monies. She urged Delegate-Elect Hudson that when something comes up around transit in the session, to consider its importance. She said it is not only Northern Virginia, Hampton Roads, and Newport News that need transit, but that Albemarle needs it as well.

Mr. Gallaway invited Delegate-Elect Hudson to share any initiatives or things she would be focusing on.

Delegate-Elect Hudson said she would divide her thoughts into two parts: one about the specific initiatives she is hoping to patron, and then separately, her committee service. She said as far as a general theme, the two priorities for her in the legislation that she will be introducing is both election reform and local authority. She said to her, those are two variants on the same theme, which is making government responsive to our needs. She said the redistricting bill was priority number one, explaining there has been no greater threat to government accountability in Virginia than gerrymandering in the last decade.

Delegate-Elect Hudson said in addition, a number of specific initiatives she has introduced are all about local authority. She said some of this is about granting the city greater flexibility in its toolkit for addressing the affordable housing challenges, or equal taxing authority for the counties in trying to ensure all localities have those same flexible toolboxes. She said some of it is about wages and procurement policy.

Delegate-Elect Hudson said one issue she has heard a lot from constituents about, but that the Board hadn't mentioned, was about local authority to better regulate pollutants and toxins, particularly those that come from single-use plastics and polystyrene, adding that the local Sierra Club advocates feel strongly on this. She said a bill has been put in for drafting to allow that local authority but have not yet released it and would like to talk to the Board about it. She said they were very blessed with citizen advocates in the community who have been elevating those issues.

Delegate-Elect Hudson reiterated that the general theme running through the bills is the local authority, and especially for the monuments.

Delegate-Elect Hudson said that separate from this is her committee service. She noted that she is an economist, by background, and that her hope is to serve on the committees where she can best make use of that professional skillset, which are Finance, and Commerce and Labor. She said the Finance Committee has been a sleepy place under the Republicans, as far as the majority, as they are not entirely interested in raising revenue.

Delegate-Elect Hudson said they would all have to come to grips with the honest reality that they will have to "grow the pie." She said there is no way to make good on their commitments, on many fronts, without raising revenue and that there were lots of ways to do this. She said some of this was about being more thoughtful about the ways that they consolidate existing tax credits and deductions and that it didn't necessarily mean big tax increases. She said that adjusting tax rates should be left on the table.

Delegate-Elect Hudson said some of the issue was about meeting overdue, old promises such as funding the schools. She said that especially in high-cost communities like Albemarle, she hears a lot from the local service providers about how they cannot reimburse their employees at the same rate as people in Northern Virginia because the State Code hasn't acknowledged that Charlottesville and Albemarle are high-cost communities in the same way that they are.

Delegate-Elect Hudson said some of the issue was about being more creative with additional instruments, such as vehicles' miles traveled.

Delegate-Elect Hudson said as far as the Commerce and Labor side, this was about trying to address the two top priorities that she hears from constituents, which are health care and climate change. She said both health insurance and energy regulation run through the Commerce and Labor Committee, as there is no standing committee on the environment and energy. She said therefore, most of the State's climate change legislation runs through Commerce and Labor.

Delegate-Elect Hudson said she feels it is a committee that she is qualified to serve on, and as a labor economist, she didn't know how they would get a committee title any closer to what she does. She

said it was also a bit of a long shot, as it is a coveted spot as a freshman because it is a great place to fundraise from. She said people like having seats on the committee where they regulate industry because industry provides the most support, noting that she wanted to be very transparent about this because she wanted to ask the Board for its help.

Delegate-Elect Hudson said the community has typically been represented on that committee, noting that Delegate Toscano was a member. She said that because it was a place someone usually comes to with seniority, it will be difficult for her to get a spot on this committee, despite her background. She said that although she will be the lone economist in the Assembly, getting a seat on the Commerce and Labor Committee was a stretch.

Delegate-Elect Hudson asked the Board to think of ways to be advocates for the community in terms of its relationships with the more senior people in Richmond. She said she has already done everything she can as a rank-and-file member of the caucus to express her interest in serving on that committee.

Delegate-Elect Hudson asked that if the Board had a strong relationship with other current, or former, representatives who are part of the broader leadership structure (either formally or informally), perhaps they could make it known that the community cares deeply about healthcare, adding there are two major hospitals within the district boundaries. She said the community cares urgently about climate change, and that work will happen in the Commerce and Labor Committee. She said their best shot at having a voice in that room is if she can serve in that spot.

Ms. Mallek said there was a recent headline about a 200% increase in healthcare premiums for the Albemarle area alone, adding it was disgraceful.

Ms. McKeel said this should be one of the factors.

Delegate-Elect Hudson agreed, noting that if she was talking about what she is hearing from people in knocking on doors and when constituents ask to speak with her, the topic is health insurance costs. She said that work does not go through the Health, Welfare, and Institutions Committee, but that it goes through Commerce and Labor because it deals with insurance regulation.

Ms. Mallek said it is somehow impacting business, who is in charge of everything. She said someone had mentioned about the cost to compete. She said it comes all the way through Culpeper County, so it is 30 miles up the road, and something that has been discussed for 15 years. She said she hoped Delegate-Elect Hudson would have success with this.

Ms. McKeel said that when she served on the School Board, they had several years of a huge initiative with the cost to compete, and that although they could easily draw the line and document the similarity of how they were exactly like some of the areas in Northern Virginia, they got nowhere.

Delegate-Elect Hudson said it would be wonderful if this was hinged to something empirical rather than being a geographic carve-out. She said if there was an objective measure of cost, they wouldn't have to adjust it every time.

Ms. Mallek said that this data must easily exist for someone in Delegate-Elect Hudson's role, as an economist.

Delegate-Elect Hudson said she was certain that it does, and that it likely has much less to do with economics and much more to do with politics, as far as the decision.

Ms. Mallek agreed.

Mr. Gallaway told Delegate-Elect Hudson that the Board values and appreciates the fact that she wanted to speak with them that day to review their priorities. He said he appreciated her sharing her initiatives and what she is focused on as well. He said he believed he spoke for the entire Board (as well as incoming Supervisors) that they are at Delegate-Elect Hudson's disposal to help her succeed. He said they were also there to help with anything they can do to help parties in the County.

Mr. Gallaway invited Delegate-Elect Hudson to stay, if she would like, for the County year in review to give her an idea of what they had done over the year.

Delegate-Elect Hudson said she would have to leave.

Mr. Gallaway said they would make sure to send the information to Delegate-Elect Hudson.

Ms. Mallek asked Delegate-Elect Hudson to share her staffs' contact information with the Board.

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Agenda Item No. 3. **Presentation** – Frank Batten School of Leadership & Public Policy, Master of Public Policy Student Report on Albemarle County Boards and Commissions.

Mr. Gallaway invited Ms. Lettie Bien to come forward, noting that she had worked with the Board on County boards and commissions as part of a degree in leadership and public policy through the



spring. She said some of the Board had a chance to meet earlier in the fall, and some did not, so they were hoping to get the chance for those who did not to hear about this. He said he believed this would serve as the kickoff for a much larger conversation.

Ms. Lettie Bien said she graduated in May with a Master's Degree from the Frank Batten School of Leadership and Public Policy at UVA. She said as part of the graduation requirements, she was to conduct a study for a client that addressed a specific issue or problem. She said this was called an Applied Public Policy Project (APP).

Ms. Bien said she is an Albemarle County resident who, in the past, has served on the County's Economic Development Authority. She said that serving on this authority was an honor for her. She said she wanted to do something that helped the community. She said the County agreed to be her client on a pro bono basis and allowed her to take a critical look at the boards, commissions, authorities, and committees that the Board of Supervisors appoints volunteers to. She said the County leadership had the insight and understanding that the structure and use of those entities needed some attention.

Ms. Bien said this was essentially an academic exercise where she was required to address a very narrow issue, this being, how to reduce the volunteer vacancy rates of Albemarle County commissions, committees, boards, taskforces, and authorities. She said there were some caveats, noting that the study was finished in April, and so any changes that have since occurred were not addressed that day. She said that also, throughout her presentation, she will often use the term "BACCTs" as a term of art and referring to any commissions, committees, boards, taskforces, and authorities so that they do not have to go through the entire title each time.

Ms. Bien said her intent that day was by no means to throw the County under the proverbial bus. She said that, in fact, her admiration for Supervisors (both past and present), the County staff, and the appointed volunteers has increased as a result of this exercise.

Ms. Bien said that she would explain her theory as to how they arrived at the point where the matter needed attention. She said Albemarle County grew quite rapidly, and from 2000 to 2010 alone, there was almost a 25% increase in that 10-year period. She said as the County grew at such a rapid rate, it appears that the desire also grew to allow for more input from residents to be more inclusive. She said it was through this concept that the BACCTs expanded as well, but with little definitive process or procedures to guide future evolution.

Ms. Bien said that things were moving swiftly, particularly residential and commercial development. She said that with more residents, there was a higher demand for public services. She said the BACCTs started to proliferate as the County was trying to stay abreast of this movement. She said in order to fulfill its obligation to a growing and complex community, it was necessary for part-time Board of Supervisors to employ BACCTs to expand their oversight and inform the Board of the many broad issues, as well as possible solutions.

Ms. Bien said that unfortunately, over the years, there has not been any successful effort to decommission BACCTs that no longer have viable missions and hence, a proliferation of BACCTs and a greater requirement for more volunteers. She said it should be clear to everyone listening that the County leadership, in allowing her to conduct the study and to present the results in a public venue, is surely committed to improve its processes and to be transparent in so doing. She said that to this end, the staff, elected officials, and volunteers get an "A+" from her, joking that it was better than anything she got at Batten.

Ms. Bien said she would set the stage. She said that to engage the community in an advisory and participatory manner, Albemarle County attempts to appoint more than 250 citizen volunteers to serve on approximately 50 different BACCTs. She said these can range in number from 15 or so volunteers on a neighborhood Community Advisory Committee to one volunteer on a criminal justice board. She said like many municipalities across the nation, Albemarle County is facing the problem of attracting citizens to serve on the municipal BACCTs. She said it has become increasingly difficult to identify and to attract volunteers willing, or able, to serve in those capacities.

Ms. Bien said there are many reasons for the lack of volunteers, noting that her paper goes into depth on volunteer motivations, impediments, and local competition for volunteers. She said according to the County's website, on average, 20% or more of those board positions are vacant at any given time. She said this is one-fifth of the need that is vacant. She said those who serve tend to fill multiple board positions or are reappointed due to lack of application from new volunteers. She said the County would also like to see a more representative sample of County residents on the BACCTs from varying neighborhoods, different occupations, and income levels.

Ms. Bien said that for this study, she looked to have a goal of no more than a 5% vacancy rate at any given time. She said it was important to have volunteers because they serve as a representative voice for the community. She said they are critical to policy innovation and effective, inclusive decision making. She said as a point of fact, this is seen in action with all the County's various community action meetings, which seem to be very involved. She said BACCT meetings are public meetings and are subject to the Virginia public meeting requirements. She said failure to meet a quorum has adverse effects.

The audio recording was interrupted, so Ms. Bien paused her presentation until the issue was resolved.

Ms. Bien resumed her presentation, noting that she had just been talking about why volunteers are important to the County. She said there is a process that the Batten School uses to conduct these studies, and so part of the process was the research associated with looking at volunteers.

Ms. Bien said once the problem was identified, her next step was to research the issue. She said she looked at all the County documents and spent a day reading the entire budget, which she found interesting. She said she did what is called a literature review, which involves looking at peer-reviewed studies that are conducted about volunteers and municipal boards. She said she held interviews with peer counties (Fauquier, Hanover, James City, Montgomery, and Roanoke) to see how they manage and handle their committees and boards. She said she had discussions with professional associations. She said she interviewed Albemarle residents as well as all the Supervisors, many staff, and BACCT volunteers.

Ms. Bien said the objective of all this research was to become smart on the subject, to identify what was successful elsewhere and if it could be scaled to be usable in Albemarle County, all with the goal of coming up with some viable options for increasing volunteer participation.

Ms. Bien said she came up with four options, with the first being to let present trends continue (i.e. maintain the status quo). She said if something isn't broke, don't fix it, and that just because she believes something is broken doesn't mean it necessarily is or that the Board considers it broken. She said the second option is to develop a comprehensive outreach program. She said the third option is to initiate a volunteer training program. She said the fourth option is to consolidate and centralize a program, and hire a volunteer coordinator.

Ms. Bien said once the options are identified, they are each analyzed against a set of criteria that are believed to be key indicators for success. She said the criteria she evaluated each of the four options on are these: if it is effective; if it will meet the 5% goal; if it will meet the secondary goal of diversification; if it is politically feasible; if it will receive support from key stakeholders (those around the dais, in the audience, citizens, volunteers, and staff); if it is administratively feasible; if there is sufficient capacity on the staff to make any of the changes; if they need to add resources; and the cost to the County taxpayer, if any.

Ms. Bien said that while time did not allow for the reiteration of full analysis of each option, it can be read on the report that is now on the County's website. She said she hoped that everyone with an interest will read the 40-page report in full.

Ms. Bien said each option offered a different approach to affect change, and each had valuable features. She said the question was as to whether or not the recommendation ultimately made will solve the problem and provide a return on investment.

Ms. Bien presented an outcome matrix, which was a broad visual of the results of the analysis. She said Option 2 was the recommended course of action because it was the realistic first step towards meeting the goals of the County. She explained that although it did not rate as high as Option 4 in reducing vacancies, it can have a more immediate impact, especially if the expanded use of already-existing County mediums is utilized, such as Facebook, the County's television studio, and email.

Ms. Bien said that perhaps one of the most important findings in assessing the reasons why there might be a high vacancy rate comes down to communication. She said she found a significant void on the part of County residents, or a lack of knowledge, about the County boards, committees, and so forth, and citizens' opportunities to serve. She said many people had no idea about those committees.

Ms. Bien said the data void means that raising awareness and appealing to the broader Albemarle County community is a must. She said Option 2 can address this awareness campaign at minimal cost.

Ms. Bien said the four options presented were not mutually exclusive, nor exhaustive. She said she believes the County's volunteer rates would be significantly enhanced with implementation of select components of the options presented.

Ms. Bien said the study provides concrete actions for moving forward. She said regarding implementation of Option 2, the essential components of a comprehensive plan start with understanding the current situation as it relates to the boards and volunteers. She recommended the County conduct a thorough review, analysis, and an honest evaluation of the overall program. She asked if there were boards and commissions that have outlasted their usefulness or legal mandate and can, or should, be dissolved. She asked if there were any that they could consolidate. She asked why the County appoints volunteers on some of the community organizational boards that it funds, but not others.

Ms. Bien said in terms of surveying existing volunteers, there needs to be an understanding of the audience in order to target an outreach plan. She said a survey of currently-serving County volunteers should be considered, answering questions such as what motivates this cohort, why they serve, if they feel like they add value, and the suggestions they might have in any kind of reorganization.

Ms. Bien said the next step was identification of the goals and targets. She said the question was that, in order to meet those goals and targets, what neighborhoods or income demographics currently are not represented, or represented enough; and what occupations need to be on the various BACCTs. She

said they need to determine the best way to reach the citizens, and how it could be made easier for people to engage. She said that Fauquier County, for example, is now a bedroom community for Washington, D.C. and that all the people on their boards are not in that area during the day, but in D.C. She said Fauquier has moved some of their very key boards to night meetings as well as weekends in order to take advantage of those skillsets.

Ms. Bien asked what makes serving Albemarle County unique. She suggested that some information sessions could be conducted at various sites around the County to educate the community in order to generate volunteer interest. She said many of the Supervisors have town hall meetings, which was a perfect location and time to talk about boards and commissions.

Ms. Bien said the long-term sustainability of a pool of volunteers depends on a mix of creativity, communication, and value added, not just for the County, but for the volunteers as well.

Ms. Bien suggested having a budget for the plan. She said in the immediate short-term, they could expand on assets and resources that the County already has. She said the County's Facebook page has not mentioned the volunteer vacancies, nor marketed the BACCTs, for the entire year that she worked on the project, noting that she checked it every week. She suggested conducting some pricing models for social media engagement, direct mail, Twitter ads, and the like. She said the County cannot do things the way they have always done them if they want younger involvement in the community.

Ms. Bien suggested registration on a volunteer-matching website and engaging in local organizations that can serve as incubators for volunteers. She suggested perhaps they devise an incentive program for quality volunteer referrals.

Ms. Bien said that while the charge for the report was narrowly focused on how to increase citizen participation in the boards and commissions, there is a glaring underlying factor, which is the sub-optimal volunteer selection and onboarding method. She said the "elephant in the room" is the lack of an established, coordinated, and transparent process, adding that she knew this was a sore point for Ms. McKeel.

Ms. Bien said that there is no identified procedure, for example, for when a committee is formed and how it is formed, nor is there a path for sunsetting a committee when appropriate. She said the County might consider revising and implementing a cohesive, internal processes and procedures. She said that while the County has written some skeletal policies and procedures for its boards and committees, those documents are not comprehensive enough, and have not been implemented or followed.

Ms. Bien recommended a broad review of the County's needs and processes, revising the standard operating procedure for the application, recruiting, selection, training, and retention of the community volunteers. She said those revised procedures should then be operationalized such that there is a template for all County boards and commissions, populated by volunteers, that it adheres to. She said all of the BACCTs should meet a baseline requirement, whether it be for how minutes are handled or attendance requirements. She said there needs to be a foundation for all the committees, and then each committee can continue to have its bylaws for its specific use.

Ms. Bien said that in summary, the problem is that there is a one-fifth vacancy rate across all the volunteer BACCTs. She said they need to determine if some BACCTs should be dissolved or consolidated. She said the County should intelligently use all methods available for public awareness and recruitment, determine the best manner to encourage participation among its citizenry, and consider centralizing the volunteer activities to alleviate staff of the scatter-shot requirements of managing the various BACCTs.

Ms. Bien said she did not go into the aspect of County staff and how the management of all of the committees is separated out, and that there is not smooth, seamless work. She said it also takes away from a number of the County staffs' significant time for doing the work they truly need to be doing with regard to Community Development, clerks, or otherwise. She said standardization of the recruitment, application, selection, training, and retention of valuable volunteers was needed.

Ms. Bien said the report goes into much greater detail and that she was happy to answer any questions. She said it was her privilege to work on the study and that she was proud to be a resident of the County. She thanked everyone for their attention and time, particularly staff who provided her with enumerable documents and information. She said everything was transparent and that she thought this was terrific.

Ms. Palmer said the presentation was very helpful. She asked Ms. Bien if she looked at the CACs specifically in that they have a dedicated training process that staff carries out, which seems to be effective, from her experience. She asked if Ms. Bien did look at this, if it helped, as one of her suggestions was the training.

Ms. Bien replied that even on the Economic Development Authority, they received onboarding training, but that much of it tends to then be dependent on the strength of that committee or BACCT chairman. She noted that the CACs were an exception. She said there is certain training that all BACCTs have to have, such as conflict of interest, and then there are those trainings that are specific. She said the CACs, EDA, and a few others may be outliers in that, and that this was not the option that was recommended. She said she does believe that some components of all the options can be built into

a new process.

Mr. Randolph said he had not yet read the report with a careful eye, but looked forward to doing so. He said she has identified a problem where she is coming up with a solutions in a locality where the problem is actually a universal, national problem. He said there have been many people who have written about this, noting that he commonly cites Yale's Robert Putnam's book on "Bowling Alone," which identifies the fact that civic participation rates in the U.S. have declined rather precipitously over the course of the last 30 years.

Mr. Randolph said the ethos of community engagement, or what he would call the "community participation gene", seems to become genetically one that is more drifting than it is engaging. He said it is becoming harder to find people who are really willing to engage civically, except when they are reacting to something that they don't like, which is a NIMBY phenomenon. He said that to stay fully engaged and sustain that with a period of time, then develop a passion and commitment to the best interest of the community, in pursuit of that engagement, is something much harder. He said he started out in Philadelphia politics in the 1970s and that he has seen the phenomenon in Pennsylvania, Connecticut, and Virginia and that it is a challenge.

Mr. Randolph said another book that he thinks would inform some of Ms. Bien's thinking that he read in his doctoral work was Robert Michael's book, which was a comparative study of European socialist parties, called "Political Parties." He said he didn't know if Ms. Bien consulted that book, but that there is a key concept in the book called the Iron Law of Oligarchies. He said this law applies to political parties, but that there is a certain validity in terms of local government as well, and that this is that anyone who talks about organizational democracy is actually using an oxymoron.

Mr. Randolph said when one gets out in the community, they tend to find the same people doing the work over and over again. He said as much as one thinks they will be able to attract and draw in new faces, they may come and go and in reality, they will not be there. He said when push comes to shove, they end up using the same troopers time and time again, as they are the people who get things done and know how to get them done.

Mr. Randolph said it is a real challenge for the County because on the one hand, there is a sunset clause for participation on the CACs, which they should have, as they don't want to have people feeling perpetual ownership over one body over a long period of time and exercise too much influence. He said on the other hand, because there is a sunset clause for six years, they are losing leadership that is difficult to replace.

Mr. Randolph said he didn't have any answers on this and didn't want to cast any doubt of what Ms. Bien had recommended, but if they could organize their way out of this dilemma, the County would be unique in the annals of government in terms of having come up with a lasting and effective solution to address the issue.

Mr. Randolph said they know that there is a lack of awareness of American government, and that civics is not taught in many schools. He said fortunately, there is an excellent program at Monticello High School where seniors have to learn about public policy and be engaged with an issue. He said this is the exception, however, and not the rule in terms of the United States today. He reiterated that it is truly a major challenge.

Mr. Randolph thanked Ms. Bien for being bold and for venturing where the less intrepid have refused or were afraid to go in making recommendations to the Board. He said it was very helpful for the new Board, going forward, to consider this and come up with some recommendations.

Ms. Bien said that according to the Virginia Service Corporation, in 2017, 2.2 million Virginians, or 34% of the total population, volunteered a total of 232 million hours that carried an economic impact of about \$5.5 billion. She said Virginia ranked 22nd among all the states, but sit at second-best for the number of veterans who volunteer. She said this is a decline in the ranking, noting that in 2015, they were slightly higher.

Ms. Bien said if the County does reduce the number of its boards and commissions, then they will need less volunteers. She said the other issue is that the County certainly does not have 34% of its population volunteering and that when they do volunteer, religious and church organizations have the highest percent of those. She said professional associations, civic, and political is a very tiny 3% of the total piece of the pie.

Ms. Bien said if the people do not know about volunteering to begin with, then there is not the opportunity to ask. She said at every pickleball game she played, she asked every person if they were a citizen of Albemarle County and if they have served on a board. She said it was a deer-in-the-headlights look that she received. She said that some people indicated that they would volunteer, and that one of the faculty members at the Batten School went on the website to see what committees she could be on. She said this was a professor of public policy that didn't know the County had boards and commissions that she, as a resident, could serve on.

Ms. Bien said that while she agrees with Mr. Randolph that in the big picture, people are doing less volunteering, particularly for something that can sometimes be boring and finite, she believes the County owes it to the citizens to at least give it a shot and make sure that people are aware that there is such an opportunity for them to serve and be a part of the policy-making of their great County.

Ms. Mallek said that the study was terrific and a great jumping-off point. She said she loved the idea of the outreach effort to help people understand, as well as the town halls. She said she thinks the community over the entire County, but also particularly in certain neighborhoods, is still much more focused on participation than average. She said the more they participate, if they sense that they actually have a chance to have their voices listened to, they will come back again and be more involved.

Ms. Mallek said the biggest risk, such as what happened in 2010 with a different staff and consultants working on the Downtown Crozet zone, was that the people were very disrespected and that the staff had to throw out the consultant and rewrite the entire plan themselves because the consultant kept inserting their own words instead of those of the community. She said it has taken years to overcome that bad experience, but that the County has learned from it and it is far better now. She said that having a genuine interest to listen to people is very important.

Ms. Mallek said she believes there are people in the community who care, and that the economy has made it very difficult for people of moderate means to be able to leave their families and do other things, especially if it something major such as Fire and Rescue. She said if it is a 50-hour obligation a week, or a training matter, it is very difficult and that she hopes the County can figure out ways to help with that. She said she looked forward to having the information sessions.

Ms. Bien said to address Ms. Mallek's points, many studies talk about volunteers feeling value and that they are not just there pro forma to fill a seat. She said granted, there are some people who serve on boards because they have longer-term goals, such as running for office, learning about something in their neighborhood, or relating to the NIMBY issue. She agreed that the community was not average in terms of participation.

Ms. Bien said that there were many things that an organization can do to not incentive, but reward volunteers that are non-monetary. She said in the military, for example, units make a big deal about some of the soldiers who do good things, such as scoring well on tests, and there is a Soldier of the Month. She suggested having a Volunteer of the Quarter where they are recognized and have a front parking space for the month. She said it can be something with their name on it that is simple and shows the recognition. She said that while there is some altruism to do that, there needs to be some kind of value and recognition component.

Ms. Mallek said this was done right after Northside Library had opened where there was a luncheon and breakfast, and that these were well-attended. She said it was a small investment for the amount of work that people had done.

Ms. McKeel told Ms. Bien that she greatly appreciated her work. She said she hoped the Board members would be able to look at the entire report, as it does have some great pieces of information. She said she hoped that in January, the Board could come back and have a discussion about how they might take the information from Ms. Bien's report and look at the boards and commissions in their entirety.

Ms. McKeel said she didn't think the Boards of Supervisors have taken a look at their boards and commissions in 20 years. She said they add to the list, but they never stop to consider which boards and commissions are successfully completing their assigned mission, and how many could perhaps be consolidated. She said she was not interested in wholesaling and doing away with many of the committees, but that she did think that every organization, at some point, owes it to the volunteers and County to look at the process and determine how it can be improved.

Ms. McKeel said that for her community, she would like to see if she can improve the diversity among her committees, whether this is around gender or people of color. She said if they never start to have these discussions, they will never get there. She noted this would take time, however, and that it wouldn't happen in a matter of months. She said it is important, at least for her, that the Board comes back in January to determine how they might start this discussion.

Ms. McKeel said perhaps Ms. Bien was willing to help them along the way. She said she was not interested in hiring a consultant. She said the last thing she wants to do is jump in with another paid person, but that it may very well be that if the Board takes a comprehensive look, they may be able to significantly save staff time. She asked with the 62 active boards and commissions, if there were additional boards that were not active. She said there are currently 375 seats on those boards, with 59 seats being open.

Ms. Bien reminded that some of the BACCTs are State-mandated. She said that at least until Delegate-Elect Hudson does her work, they might not be able to do much with some of the BACCTs. She said there were not many of these, and that there are a handful that are tri-regional. She said it comes down to which of those boards are County boards and what can be done with those.

Ms. McKeel agreed, adding that they may ultimately determine that every board is worthwhile and needed. She said they may also determine that tweaks should be made. She said if nothing else, helping staff address the time that they are spending on the board was needed, as the Board owes it to staff to look at the BACCTs from a different lens and try to provide a more efficient process that actually has outreach to the community, and perhaps more transparency as well.

Ms. Bien said studies have shown that the smaller the board, the more productive and the less vacancies. She said to take, for example, an eight-person board that should perhaps be a five-person board. She said when the boards are evaluated, they should be done so multidimensionally with regard to those committees. She said perhaps the remaining three people could be on another board, particularly if the County decides to keep all the BACCTs. She said it was a question of the missions, tasks, and how they will be used.

Ms. Bien said that part of what Supervisor Mallek spoke to was value. She said there is no requirement for people on the YMCA Board, for example, to report back. She said the YMCA will appoint people from the City and County for their board, regardless, and so the question was to why they have to make it an extra task for the Board of Supervisors to look at and for Mr. Travis Morris to have to manage to make sure there are people on that board.

Ms. Palmer said she was thinking about the Solid Waste Committee, which recently asked for more people on the committee. She said when they looked at the charter, it was that it gave a choice as to the number of people, and that they happened to pick the lower number. She said they didn't have to go back and enlarge the committee. She said she didn't know how many committees were like this, where there is an option for the number of seats.

Ms. Bien said she thinks there has to be an operational reason, or something that makes sense, to enlarge or reduce a committee.

Ms. McKeel agreed. She said they never look, and so they don't know. She said she, for example, is on the JABA Board and is an appointed, at-large member from the County, but that the City, along with Nelson, Greene, and Louisa Counties, all have Supervisors appointed to that Board. She said Albemarle does not because years ago, Larry Davis said that they couldn't appoint someone to the JABA Board. She said she has to be very careful at the JABA meeting to say that she is the Albemarle County at-large member and is not representing the Board of Supervisors. She said she was happy to do that, but that perhaps it was time to look at the boards and at least treat the majority of the boards that fall under that designation the same way.

Ms. McKeel reiterated that she wanted the opportunity to talk about this again in January. She said the presentation was great.

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#### Agenda Item No. 4. Year In Review.

Ms. Emily Kilroy, Director of Communications and Public Engagement, said the approach for the Year in Review video was different from past years, and what they prompted staff to think about was what made them proud from 2019, as well as the projects, initiatives, and milestones they reached that make them remember why they love public service. She said they asked the people who were responsible for those milestones and projects to tell them, in their own words, about the work.

Ms. Kilroy recognized Ms. Sam Hart, explaining that she is always pushing staff to think differently about the way they share their stories with the community. She said the Board would see the shift in approach through the video, as Ms. Hart was the videographer, interviewer, editor, and producer. She said they would not have this video review without her work.

Ms. Kilroy played the video for the Board, which included short interviews with staff about the Climate Action Plan, Woolen Mills revitalization and WillowTree project, broadband project for the rural area of the County, Pantops Master Plan Update, Affinity Group, Employee Recognition event, middle school sports programs, summer rec camps, movie nights at Mint Springs Park, volleyball clinics, the County's 275th celebration, Fire and Rescue hiring process and public service covenant, bilingual speakers in DSS, time clock, and new support groups through DSS.

The video also featured short interviews about the joint CIP approach between the Board of Supervisors and School Board, collaborative management meetings through the Office of Management and Budget (OMB), Certificate of Achievement in Finance, Adopt an Elementary Program through the Police Department, transition of the County Code to Municode, Yancey School Community Center, County Seal refresh project, and the Southwood project.

Mr. Gallaway asked the Board members to hold their comments and reactions to the video until later.

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Agenda Item No. 5. Adjourn to December 18, 2019, 1:00 p.m., Lane Auditorium.

At 3:11 p.m., with no further business to come before the Board, Mr. Gallaway adjourned the meeting to December 11, 2019, 6:30 p.m., Agnor-Hurt Elementary School, 3201 Berkmar Drive, Charlottesville, VA 22901.

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Chair

Approved by Board
Date 08/04/2021
Initials CKB