

November 2, 2018

Virginia:

AT A SPECIAL CALLED MEETING of the Nelson County Board of Supervisors at 9:00 a.m. at Veritas Winery in Afton, Virginia;

Present: Ernie Q. Reed, Central District Supervisor
Jesse N. Rutherford, East District Supervisor
Thomas H. Bruguieri, Jr. West District Supervisor-Chair
Larry D. Saunders, South District Supervisor – Vice Chair
Thomas D. Harvey, North District Supervisor
Stephen A. Carter, County Administrator
Candice W. McGarry, Administrative Assistant/Deputy Clerk
Debra K. McCann, Finance and Human Resources Director
Sandra Shackelford, Planning and Zoning Director
David Blount, Retreat Facilitator (TJPDC)

Absent: None

I. Call to Order

Mr. Bruguieri called the meeting to order at 9:24 am with all Supervisors present to establish a quorum.

Mr. Carter overviewed the agenda, noting that Mr. King was unable to attend the meeting as he was in South Carolina. He noted that staff would like to introduce information related to the Nelson County Historical Society's plans for the 50th Anniversary of Camille under Other Business.

Mr. Carter then noted that in terms of the County's finances, Rockfish River Elementary debt was paid off as of October of this year; however it would be replaced by a similar amount of debt for the library expansion and renovation. He added that unless the Board allocated it, there was approximately \$700,000 in recurring contingency that would come back next year as well as an equal amount of non-recurring funds. He noted this could potentially mitigate the shortfall that Ms. McCann would be discussing.

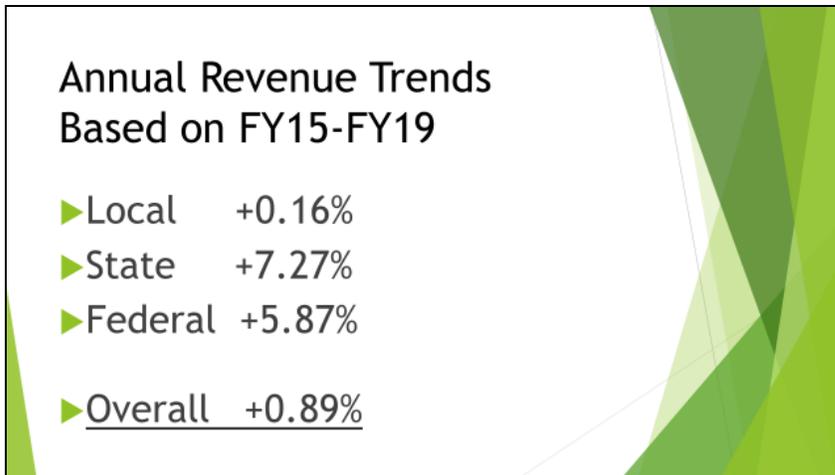
II. Guest Speaker – Mr. David King (King Family Vineyard) 9:15 – 10:15

Mr. King was not able to attend the meeting due to a prior obligation.

III. Strategic Planning Session

A. Financial Overview **10:30 – 11:15**

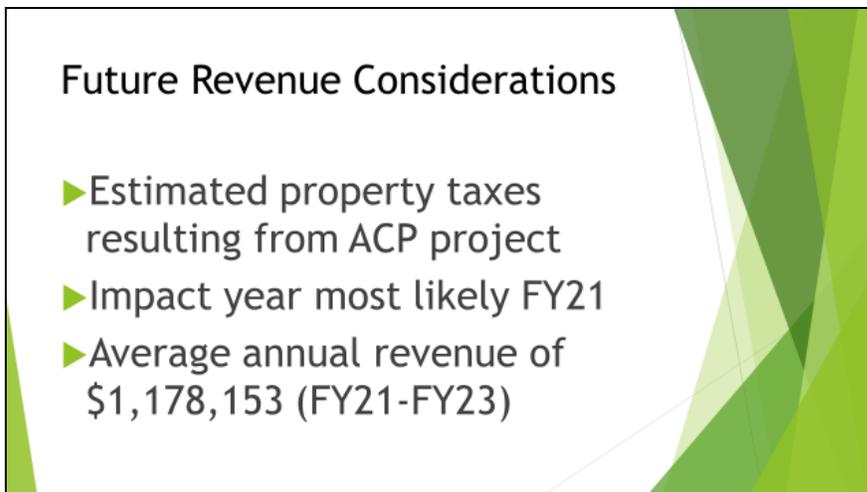
Ms. McCann presented the following financial overview:



Ms. McCann noted that she looked at FY15-19 to see what average operational revenue trends were and applied that average going forward. She noted that capital projects were not included and local revenues showed an average increase of less than 1% at 0.16%.

Ms. McCann then noted that local revenues made up of primarily real estate and personal property taxes were static with not much growth. She noted that building permits were trending downwards, there was a significant drop in court fines and forfeitures with FY15 being \$308,483 to FY18 at \$150,368, while there was steady growth in meals and lodging taxes, interest earnings, and ambulance billing.

Ms. McCann then noted that the increase in State and Federal funds was attributed to CSA, as expenditures went up, the revenues also went up; however it cost the County more money. She added that the increase in DSS funding was due to an increase in the Foster Care program.



Ms. McCann noted that she used tax revenue information from Dominion for the ACP but pushed out the initial impact date to FY21. She advised that those revenues were not a certainty and were to be determined. She noted the current \$0.72 real property tax rate was used and that information was received in 2015-16 and was projected by Chmura Group from Richmond. She noted that ACP taxes fell under the public service tax and Mr. Carter noted that the County would get those numbers from the SCC.

Future Revenue Considerations

- ▶ Estimated property taxes resulting from CVEC project
- ▶ Most significant impact year likely to be in FY22 depending on project schedule
- ▶ Total increase in annual revenue of \$180,000 at project completion
- ▶ Budgetary impact assumes no tax rebate

Ms. McCann noted that the CVEC values were provided by Gary Wood and were preliminary. She added that the maximum revenue was projected to be \$180,000 once everything was complete in Nelson.

Mr. Carter advised that Mr. Wood had noted that the revenues would all be real estate tax based and that assumed the Board did not provide any tax rebates. He noted that they had originally asked for financial assistance and he was optimistic that the network transfer would suffice for that.

Mr. Harvey stated he thought he had read that they had \$185 Million in grants. Mr. Carter noted that he thought it was a \$100 Million project, they were borrowing \$60 Million from the Rural Utilities Service, and had gotten \$8 Million to \$10 Million from the FCC. He added that they had gotten Tobacco Commission money also, but they did not have more in grants than the cost of the project. Mr. Carter advised that they would be starting at Martin's Store substation by the end of the year.

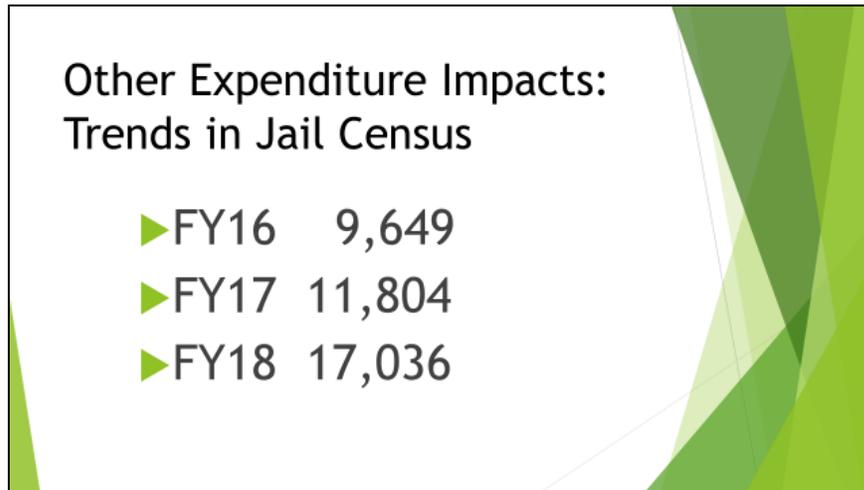
Expenditure Trends Based on FY15-FY19

- ▶ Average Annual growth of operational expenditures is 3.34%
- ▶ On average local funding also pays for about 1.3 million per year for various capital outlay purchases and projects.

Ms. McCann noted that operational expenditures were separated from capital expenditures and she noted that a lot of times carry over was applied to those projects. Ms. McCann noted that since FY15, new positions, E911 maintenance contracts which had grown from \$79,000 in FY15 to \$264,000 in FY19 to cover the radio network and 911 microwave network were impacting the expenditure growth. Mr. Harvey acknowledged that those expenditures had

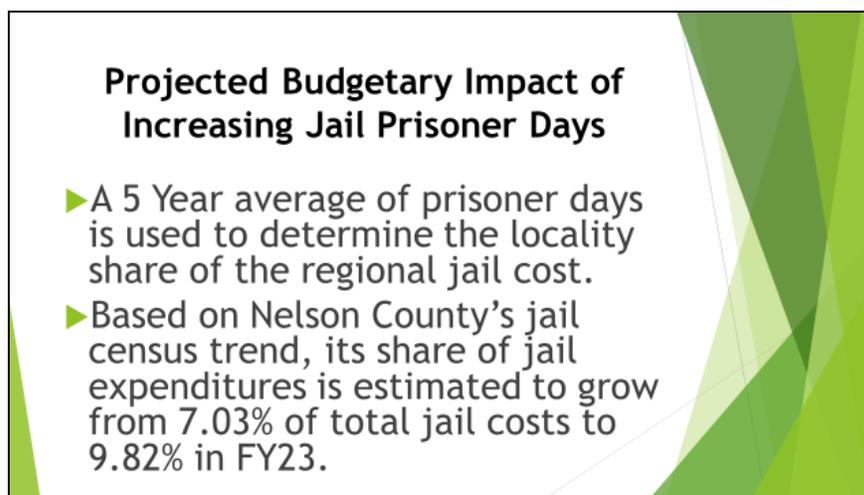
enhanced services and Mr. Carter agreed. He added that they needed to be more closely looked at however, the difficulty was that the County was hostage to them.

Ms. McCann noted that Paid EMS services were added, tipping fees went up, there was a 10% cost increase in maintenance costs, utilities, supplies and maintenance agreements for the new judicial wing, and again increases in CSA costs.



Ms. McCann noted that this information represented prisoner days which increased 76% from FY16 to FY18. Mr. Carter added that this had historically been 7% and now was over 10% of the jail population as related to Cville and Albemarle.

Mr. Carter advised that the State had resolved its issue of taking state remanded prisoners after the 1 year requirement. He noted that they could not, not arrest people; however he found it peculiar that the Sheriff had been 4 positions down for 2 years but was arresting more people than ever before.



Ms. McCann noted that the Jail had provided the prisoner population trends and she noted that in FY16, members had agreed to a 5 year trending which was mitigating yearly impacts. She noted the County would be impacted if the current trend continued. She advised that the current year was based on FY13-FY17 and reiterated that higher trends would have an impact going forward.

Estimated Jail Cost Projections
Census growth 9,649 in FY16 to 17,168 in FY23

Year	5 Yr Average	Locality Share	Nelson Cost	Annual Increase
FY19	7.03%	8,995,335	632,372	25,626
FY20	7.59%	9,265,195	703,228	70,856
FY21	8.18%	9,543,151	780,630	77,401
FY22	9.00%	9,829,445	884,650	104,020
FY23	9.82%	10,124,329	994,209	109,559

Note: Locality Share assumes 3% annual ACRJ Budget increase.

Mr. Bruguiere suggested that they look at joining the Blue Ridge Regional Jail and Mr. Carter noted the challenge would be buying out of ACRJ and buying in to BRRJ. He added that the costs were not the fault of the Jail as he thought it was one of the best managed jails in the state.

Mr. Harvey noted that they were doing more transports and it was complicated. Mr. Rutherford supposed some of the issue was that Nelson was in the wrong judicial district. Mr. Carter advised that BRRJ had capacity and ACRJ was at or over capacity. He noted that if they went to the BRRJ, prisoners would be taken to Amherst not to Lynchburg and since they used a satellite system. He added that the old Amherst jail was expanded and housed regional partners as well as did the Lynchburg facility.

- FY19-FY23 Projections**
- ▶ Revenue and expenditure growth trends were applied to FY19 budget projections.
 - ▶ Adjustments were applied for the ACP and CVEC project impacts on property tax
 - ▶ Adjustments were applied for the increased jail costs based on projected increases in jail census (prisoner days).

Resulting Shortfalls Projected

FY20	(\$604,685)
FY21	(\$98,816)
FY22	(\$691,815)
FY23	(\$1,269,844)

Ms. McCann noted that expenditures were increasing at a higher rate than revenues and future years were not looking good. She reiterated that these were projections and she noted that the FY19 recurring contingency if not obligated would be available to cover the shortfall next year. She added that in FY21, the ACP revenue started hitting and then in FY22 expenditures ramped back up. Ms. McCann also noted that in FY24, two pieces of debt came off the books and that freed up \$1.3 Million. She noted there were different things that could be done; such use of fund balance to pay the debt off early which would cover the shortfall or use fund balance to just cover the shortfall in FY23.

Mr. Carter explained that debt was recurring but would come to an end and the fund balance was strong enough that they could use it to retire the debt and help operations. He added they would have some decisions to make and it was in flux.

Ms. McCann advised that the County would have another reassessment in FY22 and staff was not sure what that would bring. Mr. Carter noted that recent house sales were looking better and average costs were higher last year than this year; however Wintergreen seemed to be getting better which had declined significantly this past reassessment. He noted that values were hopefully stabilizing and instead of seeing negatives, they would see positives in FY22.

Debt Considerations

- ▶ New Library Debt with average annual debt service payment of \$261,115
- ▶ Reduction in debt from Rockfish River VRA/Lit Loan which had annual payment of \$239,972
- ▶ Net debt increase of approximately \$21,143

Ms. McCann noted that the bond documents had been signed and the VRA rate was 3.295%.

Debt Service Considerations Continued...

- ▶ Due to accelerated principal payments within debt schedule for Lease Revenue Bond for NCHS/NMS, FY23 will reflect increased debt service payments of \$141,713.
- ▶ This deepens the FY23 shortfalls shown previously.

Other Information... Real Estate Tax Collections

FY16	\$17,574,988	-0.4%
FY17	\$17,616,234	0.2%
FY18	\$17,788,333	1.0%

Ms. McCann noted that the percentages were the change from the previous year. Ms. McCann noted that in 2014, the Board set the tax rate from \$0.60 to \$0.72 which did not fully equalize the real estate revenue. She added that \$.75 would have equalized it. She added that they increased the personal property tax rate to \$3.45.

Supervisors and staff briefly discussed the Real Estate tax rate increases with some stating that it went to \$0.65 before going to \$0.72, however staff noted what was shown in the audit was \$.60 to \$.72. Mr. Harvey then noted that in the last reassessment, Wintergreen benefitted and the rest of the county was hurt. Mr. Carter noted that the rejected 2012 reassessment showed a decrease of 22%.

Other Information...
Personal Property Tax Collections

FY16	\$5,369,740	0.5%
FY17	\$5,475,569	2.0%
FY18	\$5,646,721	3.1%

Note: Includes Commonwealth Reimbursement providing PP Tax Relief

Ms. McCann reiterated that in 2015 the personal property tax was raised from \$2.95 to \$3.45.

Mr. Carter advised those numbers included approximately \$1.6 Million in tax relief and that as people bought more expensive cars, the amount covered decreased. It was noted that in FY15, the rate increase generated around \$700,000.

Considerations.....
Value of a Penny on Tax Rate

- ▶ Real Estate \$230,864
- ▶ Personal Property \$14,837
- ▶ Assumes 95% collection rate.

Ms. McCann noted that staff had looked briefly at increasing the vehicle license fee and noted that the County could go up \$2 but that would only generate about \$40,000. Mr. Rutherford noted how many more houses per year they were building in Nelson that should be generating a lot more in taxes.

Mr. Carter advised that Wampler Eanes was helping the Commissioner capture those houses that were not on the books. He then noted that staff needed the land books completed immediately after January 1st but has not gotten them until April or May. He noted that would allow staff to use actual numbers instead of estimates. He noted the 4-6 month lag to be a concern. Mr. Rutherford reiterated that he knew there was construction of over \$6 Million per year in the county. Mr. Carter advised that it was being captured in supplemental billings; however it would be very helpful to have the actual numbers before the budget was

November 2, 2018

finished. Mr. Rutherford noted that they were building 3-5 new houses and Mr. Carter noted that as long as people were getting building permits and certificates of occupancy were being issued, the values were getting captured. Mr. Harvey added that they should be on record even with a temporary CO.

Mr. Carter applauded the Commissioner of Revenue for being more aggressive about things than her predecessor was in trying to collect taxes.

Ms. McCann then reviewed the following sheet regarding fund balances:

<u>Fund Balance Summary Information</u>	
6/30/2018 Fund Balance	\$22,513,661
Allocated to FY19:	
Yr Ending Balance	\$2,752,418
Asset Forfeiture	<u>\$123,504</u>
Balance	\$19,637,739
90 Day Operating Balance	\$10,154,475
Remaining Fund Balance	\$9,483,264
<u>Other Fund Balances @ 6/30/2018:</u>	
Reassessment Reserve	\$134
Collateral Reserve	\$459,254
Courthouse Project	\$20,692
Debt Service	\$263,176
Capital Fund	\$705,251
Broadband Fund	\$192,666
EMS Loan Fund	\$554,193
Piney River Water & Sewer	\$164,135
Ryan School Apt. Reserve	<u>\$39,245</u>
	\$2,398,746
<u>Contingency Balances as of 10/9/2018:</u>	
Recurring Contingency	\$725,425
Non-Recurring Contingency	<u>\$1,300,581</u>
	\$2,026,006

Ms. McCann noted that the Collateral Reserve was set up for California Sidecar and was no longer needed. She noted that there were a few more invoices left to pay related to the Courthouse project that totaled about \$6-\$8 thousand and would reduce that fund balance.

November 2, 2018

She noted that the Debt Service fund had a balance due to using an estimated amount for the Courthouse financing and that had built up a balance over the last few years. Ms. McCann then explained that the Board had set aside funds for the TRES building envelope within the Capital Fund. Mr. Harvey noted that the EMS Loan Fund was not really an advantage to the County as that could be used at any time. Ms. McCann noted that \$63,000 of the Piney River Water and Sewer fund was a required debt service reserve. She added that the Board was paying that debt off and had allocated 1/3 of the payoff in this year. She added that she had contacted Rural Development and would get that payment sent in. She noted that would shorten the span and she would advise on how much quicker than the original term date of 2047 it would be paid off. Mr. Carter advised that the Ryan School Apt. Reserve was a requirement for the tax credit program, it was De Minimis now and was never transferred back to the general fund.

Mr. Carter then noted that because of interest rates increasing, the County had realized more interest earnings. He added that perhaps they should not deplete the fund balance because of it contributing to those earnings.

Mr. Bruguere asked what the continuing fund balance was and Mr. Carter noted it was around \$19 to \$20 million. Ms. McCann noted that they had a 90 day operating balance and with a twice per year tax collection that was generous; however it kept the County from having to borrow money during the year to operate.

Mr. Carter advised that if they raised property taxes effective June 2019, they would realize a onetime windfall by getting three collections in one year. He added he was not advocating for that, just noting it. Mr. Bruguere noted that if they had to raise taxes, he would like to see it done for a targeted reason, such as paying off debt. Mr. Carter noted that hypothetically, if the Board raised taxes for whatever reason, they may have enough money to pay off debt then. Mr. Harvey noted he'd like to see taxes lowered sometime.

Mr. Bruguere noted that if they have the nonrecurring contingency, perhaps they could look at paying off the library fund quickly. Mr. Carter advised that VRA may not allow for that to be paid off early. Mr. Bruguere stated the County should have no loans with over 20 year terms and Mr. Carter noted that staff advised to keep terms as short as possible with the Piney River 3 debt being an anomaly. Ms. McCann advised that if the library costs came in less than what was borrowed, the extra funds could be applied to the interest payment.

Ms. McCann noted staff was being conservative on its estimates in using a 95% collection rate.

Mr. Rutherford then asked how much taxable land was lost to conservation easements and Mr. Carter noted that came under land use and was worth about \$4 Million. In response to questions about the 700 acre property in Norwood to be deeded to the Department of Game and Inland Fisheries, it was noted that property would be nontaxable if owned by the state. Mr. Harvey stated that land use was the only way people could hold onto large tracts of land.

Mr. Carter then noted that the Commissioner wanted to increase the time that the land use team went out or have someone on a part time basis to check the land use properties. He noted they were mostly checking new properties and she probably needed more expertise than herself to evaluate them.

November 2, 2018

Mr. Rutherford stated he knew a developer who owned thousands of acres in Nelson who used creek credits for his development. He added that it took every use he could use it for though. Mr. Bruguire noted that creek exclusion money for cost share was taxable to the property owner.

B. Reports (County Departments & Offices)

11:30 – 12:15

Constitutional Offices:

Circuit Court Clerk

- Possible future addition of part or full time employee due to case load.

Mr. Saunders asked how much the County got back in court fines. Mr. Carter advised that the big ticket item there was in traffic fines, which several years ago brought in \$300,000 plus and the current budget showed \$180,000. He added that current projections showed it coming in under \$100,000. Mr. Saunders inquired about Clerk's revenue and Mr. Carter noted that depended as some went to the State and some went to the County. Mr. Saunders then asked if those funds would pay for the new position the Clerk wanted. Mr. Carter then noted he was unsure if that office was currently self-supporting, noting that it was under Judy Smythers. Ms. McCann noted that generally all that money came in under court fines and forfeitures. Mr. Harvey commented that estate taxes could take three years to come back to the County. Ms. McCann advised that the Clerk updated that annually during budget time. She added that the amounts were variable because it was unknown as to whether or not heirs would show up to make a claim during the time they had to come forward. Mr. Carter noted that the County relied on the Clerk and Mr. Shrader for tax sales. Mr. Carter noted that the Clerks had the ability to support themselves and under Ms. Smythers was the first time that had happened.

Commissioner of Revenue

- Add part time employee to complete annual land use verifications.
- Provide for increase in compensation to office staff.

Commonwealth Attorney

- Increase compensation of Assistant Commonwealth Attorney and office's employees.
- Continue increase in case load may result in addition of a second Assistant Commonwealth Attorney position (provided by Compensation Board by 2021).

Mr. Carter noted he would not object to increasing the Assistant Commonwealth Attorney's compensation and Ms. McCann noted that many times there was a wait to get additional positions from the Compensation Board.

- Current office space is not sufficient to provide for additional staff.

November 2, 2018

Sheriff

- Evidence room is too small
- DVR & camera system in Interview Room needs to be replaced
- Increase in staffing for Investigator position
- Purchase Cellbrite Technology Software (\$16,000 and \$3,000 annually)
- Employ full time Bailiff

Mr. Carter reported that currently, they employed two part time Bailiffs that would be retiring.

- Pay off-duty officers contracted to private businesses via County payroll

Mr. Carter noted that paying off-duty officers contracted to private businesses through the payroll had been a big hassle, he had refused to do it, and would continue to do so. He then noted the County Attorney's opinion that unless the Board had an ordinance allowing it, the Sheriff's Department could not legally contract out their services. Mr. Harvey noted that if they were not contracted by the event, they would still have the right to go in the event and check whatever they wanted to. Ms. McCann noted this mostly pertained to working off duty at LOCKN Festival. Mr. Harvey noted that the County was liable in those situations and it was noted that LOCKN did pay the County for use of the patrol cars etc. during that time. Mr. Saunders noted that they ought to look at getting out of it altogether, they were down staff and should not be working events when they should be working the County. Mr. Rutherford noted that LOCKN did use deputies from other counties as well. Ms. McCann noted that being the case, if they were to run their pay through the County payroll, the County would have to get all of their information as well. Mr. Bruguere noted that they could use the security firm employees to hold people until the Sheriff's deputies got there. Ms. Shackelford noted that the Security firm did do background checks and it was helpful to have law enforcement on site. It was noted that it would not have to be Nelson County law enforcement.

- Funding in FY19-20 for four additional patrol vehicles

Staff reported that the Ford Explorers cost \$45,000 and their equipment cost was another \$14,000. Mr. Bruguere stated that when they were fully staffed, they would see about vehicles and Mr. Saunders suggested they be fully staffed for sixty days before considering it.

Treasurer

- Implement BAI.net to improve customer service

Mr. Carter advised that staff was scheduling a meeting to look at this now. He added that he did not think BAI offered modules that were very viable for Planning and Zoning, Building Inspections, or Parks and Recreation so staff was investigating other alternatives. He added that the purpose of the enhancements was to offer more interaction with the public.

Mr. Rutherford added that the Treasurer and Commissioner could take payments online and it would reduce the functions of staff by 20-30% and streamline the processing of payments. Mr. Carter noted that the Treasurer could take online payments currently and there was also

November 2, 2018

some means of viewing information now. Mr. Carter further advised that the County currently used the Bright and Associates (BAI) system that was based out of Tennessee. He noted that they were tailored for Virginia municipality operations and the finance package was robust but was not so much for the other County functions. Ms. McCann added that she thought more online access was a good thing; however the County's population was aging and those people would still come by or call those offices. She reiterated that overall, it would be a good thing.

County Departments

Animal Control

- Fund full time Shelter Attendant position
- Increase funding for training
- Need additional office space for Animal Control Officers

Mr. Carter noted that the department was down one ACO and they may put them temporarily in the old Finance office. He added that there was a small office at the Animal Shelter; however they had to contend with dogs barking etc. while having to do paperwork. He added that they probably did need more space. Ms. McCann added that the old Finance office was used for the assessors during reassessment.

- Authorize use of fire arms for ACO staff

Mr. Carter advised that he has always said no to this request and stated that they could use tasers. He added he was concerned about them shooting someone or their dog. Mr. Saunders asked if they were carried in other counties and Mr. Rutherford noted that many times, they worked under the Sheriff's Department so they did. Mr. Carter noted that the ACOs were advised to call for backup if necessary, use their baton, pepper spray, or taser. Mr. Harvey stated that people had been mauled by dogs and Mr. Carter noted that had never happened previously and it was up to the Board.

Mr. Rutherford asked about the revenue generated from the department and Mr. Carter noted it was not much. Ms. McCann advised that annual revenue from dog tags was approximately \$12,000. Mr. Reed asked when the last rate change was and Mr. Carter noted it was within the last 20 years. Mr. Rutherford noted he thought the lifetime dog license was a good thing and their mistake was lumping it in with the dogs running at large ordinance.

- Fund new ACO vehicle in FY 19-20
- Evaluate ACO fees

Building Official

- New software program/equipment to improve efficiency and public access
- Conduct contractor seminar(s) related to 2015 Building Code
- Employ new permit technician in advance of employee retirement

Mr. Carter noted that Debbie Harvey may retire in a year and they wanted to get ahead of the curve on training.

November 2, 2018

- Permanent office facility that can accommodate growth

Ms. McCann advised that the number of building permits issued had been trending down.

Economic Development & Tourism

- Continued marketing of Route 29 Corridor for economic development
- Continued planning & marketing of the village of Lovington

Emergency Services

- Complete Standard Operating Procedures for Dispatch, Fire & EMS
- Acquisition and training for new Computer Aided Dispatch System
- Rearrange Dispatch Center for Bull-pen configuration
- Add software programs to enhance operations
- Prepare for NG911 Cutover and FirstNet implementation

Mr. Carter noted this was being federally facilitated.

- Fund new position of Communications Supervisor

Mr. Carter advised that there was a Senior Dispatcher position; however that was the only place to step up to.

Finance & Human Resources

- Create full time Records Manager position for County wide operations

Mr. Carter noted that at some point, the County would become more automated. Mr. Rutherford asked if BAI could offer a cloud based system and Ms. McCann noted she did not think so. Mr. Carter advised there was no central records management system currently and the County may need to move to that.

Information Systems

- Microwave network upgrade (2019 – funding budgeted)
- Radio System Upgrade (2019 – Cost TBD)
- Next Generation 911 implementation (2020 – State Funding)
- Redistricting (2021 – No anticipated cost requirements)
- Refresh County GIS Website (2021 – Cost TBD)
- Add radio capacity to #4 ECC position (2021 Cost TBD)

Maintenance & Solid Waste

- Maintain County's operational facilities in good condition
- Evaluate Courthouse parking lot to address water flow concerns
- Replace exit gate at Rockfish Collection Center

Mr. Carter advised that the cost to replace the gate was about \$10,000.

Parks & Recreation

- Increase operational budget and add staff to enhance/expand programs
- Develop new recreation facility (indoor and outdoor uses)
- Create & build new play spaces at designated locations
- Establish public access point at Rockfish River for canoes/kayaks
- Purchase 12 passenger mini-bus for trips

Mr. Saunders noted they could lease a bus a few times per year cheaper than buying something.

- Develop Sturt Property
- Fund new equipment for operations and maintenance responsibilities (truck, zero turn mower, cut & level drag)

Mr. Rutherford inquired as to why there was no crossover with the school's maintenance department on that and it was noted that they did not maintain their own fields properly with it many times being left up to the coaches. The county fields to maintain were noted to be the Lions Fields, the Nelson Center, and the Rockfish Ruritan Park. Mr. Carter noted that recreation wanted to move soccer from there to Rockfish River Elementary School.

Mr. Saunders advised that Home Depot had donated a mower to the Lions Field when use of that first started. Mr. Carter noted that mower was no longer in place and the County had bought a mower; however manpower was an issue with the volunteers not wanting to do it. Mr. Bruguiere noted there were two fields at Fleetwood not being used. Mr. Carter noted that the recreation complex design included outdoor fields for soccer and baseball and Mr. Harvey noted that there was a problem getting kids to one central location because of the size of the county.

Planning & Zoning

- Complete Rockfish Area Plan
- Complete & adopt update to Comprehensive Plan including related zoning Amendments (on-going)
- Implement electronic record keeping and acquire new operational software to improve coordination, efficiency public access

Ms. Shackelford reported that she had spoken to one company who quoted a \$60,000 estimate for implementation and an ongoing cost of \$10,000 to \$15,000 per year which could be split between them and Building Inspections. She added the cost was lower without the public portal option. She noted benefits were that both departments could communicate with each other through the software; which would be especially good if they were not in the same location in the future. She added that it could be integrated with BAI.net and the GIS and could store electronic files making information more accessible.

Mr. Carter noted that the County was technologically capable; however the challenge with those was the high upfront costs and then the high recurring maintenance costs. He added he was not saying they should not do it, however they needed to be aware of those costs.

November 2, 2018

Mr. Harvey asked if anyone was coordinating all of the County's software and Mr. Carter noted that ultimately Susan and Andrew would keep up with it. Mr. Harvey noted he did not want to have satellite groups and Mr. Carter stated they wanted it all to be integrated and Mr. Rutherford added that the intent was for it to work with BAI.net. Mr. Brugiére stated that every department ought to be able to access everything with the goal being to get everyone on the same page. Ms. McCann noted that the BAI.net gave them the ability to access information on the system without having the software on the system itself. She noted as an example that the Sheriff could look up budget information rather than calling the Finance Department. She added that the County had a tremendous amount of historical data with the BAI system and it was extremely difficult to transfer that data to a new system. Mr. Carter noted he agreed that they did not want a hodge podge of systems but rather wanted an integrated system. It was noted that some BAI modules were not as great as others currently. Mr. Carter noted that staff was looking at them seriously and would come back with recommendations. Ms. Shackelford noted the software would be good for external entities such as VDH and DEQ to utilize.

- Promote current staff to Zoning Tech position & add part time administrative assistant

Ms. Shackelford in attendance noted that the major issue was that there was no backup for her if she was out of the office; whereas, Tim Padalino had Grant Massie and Fred had Tim before that.

Mr. Reed then asked to be reminded of the backup plan if the McGinnis building was sold. Mr. Carter advised that they could possibly utilize the old Board of Supervisors room space as the Nelson Center was not going to work.

Mr. Carter then noted that the Alpha area at the High School could be used for the School Board and free up that hallway of offices. It was noted that the Alpha area was about 8,000 square feet and it was separate from the rest of the school. Mr. Carter noted that they had contemplated doing some career technical stuff there.

Mr. Reed asked about the price for the building and Mr. Carter noted they wanted over \$100,000 for it. He noted they could fit a new facility at that location however 50% of the property was in a floodway.

Mr. Saunders noted that the Blue Moon Antiques building could house all offices that were currently in rental property and could be bought for less than \$15 per square foot. He added that the architects building evaluation was good and they could utilize it in phases. Mr. Harvey added that the building had a new roof on it.

Registrar

- Provide adequate office space & improve current phone system
- Anticipate voting machine replacements by FY25-26
- Transition by FY 22-23 from lap top poll books to iPad type equipment

Social Services

- New or expanded office facility is needed

November 2, 2018

Mr. Harvey noted he would like to see how much these requests would cost. Mr. Carter noted that when the budget was first built, the Board would see everyone's requests and staff would work its way back to balancing the budget. He added that while staff cut things, they would still be shown to the Board on the reports. Ms. McCann further noted that the Board would be shown specific things on the considerations list for them to decide on. Mr. Carter then noted that staff would aim to balance the budget without a tax increase. Ms. McCann also noted that department heads were asked to look at their departments needs long term, therefore, some of those items would not necessarily be included in the next budget year.

Mr. Carter noted that things such as the new CAD system were essential and were not cut out; however it was generally up to the Board to deal with optional things.

C. Lunch

12:15 – 1:00

Supervisors broke for lunch and Ms. Shackelford exited the meeting.

D. Board Goals, Objectives, and Initiatives

1:00 - 4:00

Mr. Blount asked the Board to go around the table and each provide a goal, objective, or initiative that was important to them.

Round 1:

Mr. Reed: Mr. Reed noted the need to address departmental space needs

Mr. Rutherford: Mr. Rutherford noted the need for integrated software for departments.

Mr. Harvey: Mr. Harvey noted the need for controlled growth (growth management) in the Rockfish Valley. He noted that the last Comprehensive Plan had been done in 2002 with very few revisions. It was noted the budget contained \$10,000 to work with TJPDC to relaunch a rework of the Comprehensive Plan.

Mr. Harvey stated the Rockfish Valley Area Plan was based on Charlottesville concepts of development and it was not what the valley needed as it was already overdeveloped. He added that one could not get through there on the weekends and much of the traffic was claimed to be cut through traffic. He noted that neighboring counties were regulating growth without grandfathering and the County had been burnt many times with exempt agricultural buildings in the County. He added that the by right nature of those operations needed to be addressed. Mr. Blount noted seeing revisions now on controls such as noise - decibels and hours for the events being held at those establishments. Mr. Harvey commented that the ones that were trying to regulate things were the ones already in business. Mr. Saunders noted that traffic was bad everywhere in the County now and he noted how long it took him to pull out from his business onto Route 29 going south as an example.

Mr. Saunders: Mr. Saunders noted the need to eliminate rental space by County departments.

November 2, 2018

Mr. Bruguere: Mr. Bruguere noted they ought to do something for the people of Nelson such as expand parks and recreation facilities; have a pool near the High School. He noted though that the average citizen could not sustain tax increases.

Round 2:

Mr. Bruguere: Mr. Bruguere noted the need for new revenue sources and economic development. He added he would like to see Broadband based businesses come into the County in the future. Mr. Rutherford echoed those comments noting the need for a 100 person job producer near Lovington.

Mr. Saunders: Mr. Saunders noted that more growth was needed in the other areas of the county to relieve development stress from the Rockfish Valley.

Mr. Harvey: Mr. Harvey noted a priority to be emergency services; noting that on the rescue squad side of things, 80% was done by career staff and that may need to be increased in the upcoming budget. Mr. Carter inquired if there was interest in the County becoming an agency; noting his thought to begin the process of having an umbrella agency for emergency services. The recent dissolution of Lovington Rescue Squad was briefly discussed with Mr. Harvey stating he had wanted to keep the Nelson Rescue charter going because they were the first one in the county. Mr. Carter then clarified that he would not pursue anything unless the Board directed it. Mr. Harvey noted that the county had to do something when calls were not getting answered and the County purchasing vehicles for them had been a tremendous help. The large fluctuations in volunteer membership was discussed to be a large factor. Mr. Bruguere noted that it was also hard for volunteers to keep up with the training required and the costs associated with it. He added that families did not have the time to run calls anymore and EMTs required 180 hours of training. Mr. Harvey advised that Rockfish Rescue had maybe 2-3 people and that was not enough to keep a roster going.

Mr. Rutherford: Mr. Rutherford noted a priority to be emphasis on the Lovington area of the County such as finding it a new niche such as for data hubs and technology growth. Mr. Carter added that he had met with state and regional Economic Development Partnership staff and noted that Nelson should have a technology center on the other side of the county. Mr. Rutherford noted that an important step would be modernizing the Comprehensive Plan so that companies could see that the County was working towards that. Mr. Harvey suggested that staff coordinate to refocus on other areas of the county. Mr. Carter advised that Ms. Kelley was more focused on Route 29, however the Route 151 corridor was inviting to people. He added that there was a need to protect the area from overbuild; however he noted that Wintergreen was a draw for people and that had enhanced their business. The desire to create an upper middle class job market was also noted and it was reiterated that Wintergreen was the anchor on Route 151.

Mr. Reed: Mr. Reed noted that his remaining priorities were all subplots of what had already been discussed.

November 2, 2018

Round 3:

Mr. Bruguiere: Mr. Bruguiere stated that they needed to seriously look at County spending and review needs from a conservative perspective; emphasizing conservative County government growth.

Mr. Saunders: Mr. Saunders cited the need for a hotel in Lovington, noting that per the Service Authority, Lovington had the water and sewer capacity to do it. He added that lodging was needed for tourist accommodations.

Mr. Harvey: Mr. Harvey noted that sewage issues in the valley were a priority as there were businesses that were currently pumping and hauling sewage. He added that there needed to be better coordination between Planning, VDOT, VDH etc. and better permitting coordination/monitoring. Mr. Carter advised that Ms. Shackelford relied on permits being issued by those agencies and he added that sooner or later the Service Authority would have to examine what to do with wastewater in the valley. It was noted that their rates were regulatory driven a lot of times.

Mr. Rutherford: Mr. Rutherford noted that Community Centers were important and perhaps could be integrated with Parks and Recreation.

Mr. Reed: Mr. Reed noted that in terms of the Schools, he thought a priority was investing in their behavioral issues with a preference to invest in people vs. capital. Mr. Rutherford noted they were seeing a worsening trend in behavioral issues with increases in the jail population, foster care etc. which was all interrelated. He noted there was a societal deficit and he questioned where the government fit in.

Mr. Reed noted that he thought they could break things down into things that served multiple sectors and those that served the County's economic vitality. He added that one end was mostly tourist driven but served the community as well and things that served the community were a priority to him.

Mr. Harvey: Mr. Harvey noted that the County had paid for Rockfish River Elementary School with the meals and lodging tax. He added that he wanted to think big and he supported building a recreational pool complex; which would take forward thinking; however there were opportunities to purchase property. Mr. Saunders noted that having one complex would make it hard to accommodate all of the areas of the county like Schuyler and Gladstone. He added that the County almost needed more than one complex. Mr. Bruguiere agreed noting that there was no place for children to go to learn to swim and that should be a necessity. Mr. Carter related that Allegheny County built a pool center in the middle of the county; not on the High School campus but in-between the schools. He then noted the previously explored three location options for a facility – the High School tennis courts area, area behind the High School, and the Larkin property. He added that he thought it could work being centrally located and the Larkin property collectively was 1,000 acres.

Mr. Rutherford suggested that a facility could be built and then operated by the YMCA and Mr. Carter acknowledged that operational costs of such a facility could be significant aside from the capital costs.

November 2, 2018

At the conclusion of this exercise, Mr. Blount distributed six (6) dots to each Supervisor with the instruction to place a maximum of two (2) dots on any one priority. Mr. Blount consolidated items related to office space/no rentals and growth related items. The results were as follows in priority order:

#1 Growth in Revenue Base/Broadband Tech Based Businesses (9 dots)

Mr. Rutherford noted that the Economic Development Authority needed to make economic development a priority. Mr. Carter advised that they did not have much money to work with and their main role was to help with a bond issuance such as with California Sidecar. Mr. Carter noted that the Central Virginia Economic Development Partnership helped market the county and they had paid some cost of the Small Business Association center in Charlottesville; so they were doing what they could. Mr. Rutherford asked how localities found data centers to bring in and Mr. Carter noted that the state helped Danville because they were considered a distressed community; which hurt places like Nelson.

Supervisors discussed revenue options such as consideration of an admissions tax, a gross receipts business tax, and property taxes.

Mr. Rutherford emphasized proceeding with a CDBG Grant for Lovingson Revitalization.

Mr. Bruguiere emphasized fully funding Tourism and Economic development; expanding away from breweries and wineries to see what else could be attracted. Mr. Rutherford added that the County's broadband should be marketed and Mr. Carter noted having asked the regional partnership about how to leverage that.

#2 Schools Spending: People vs Capital (5 dots)

Supervisors agreed to have a joint meeting with the School Board. Mr. Rutherford stated he would rather spend money on trade classes than a field house for example. Mr. Saunders agreed that if students were taught a trade, they would find a job after school. Supervisors briefly discussed the pros and cons of athletic programs for students, with pros being it helped keep some kids out of trouble and if programs were successful, the attitude in school was different. Cons were noted that being a sports star did not help in getting a job after school. Mr. Reed added that investing in sports was good; however he preferred to invest in something that would have a broader audience, such as a recreation center that could serve both the school population and the community.

#3 Office Space/ No rentals (4 dots)

Supervisors suggested comparing the cost of a new facility in Lovingson with the cost of buying the Blue Moon Antique Building and renovating it. They also discussed looking at developing County-owned property such as: behind the Nelson Center, the 17 acres behind the Courthouse, the 17 acre property at Calohill, and the old Health Department building site. Mr. Carter advised that a study on office space would take some funding.

#4 Growth Management/Authority/Overgrowth (3 dots)

Supervisors discussed having the Planning and Zoning department review and present options for tighter zoning control. Mr. Carter advised that they would have to make it

November 2, 2018

stricter and they should consider their existing authority such as requiring more information from applicants if it was wanted.

#5 County Spending/Reductions (3 dots)

Mr. Carter noted that there had been limited growth in County employee positions in the last twenty (20) years. Mr. Rutherford noted that the BAI upgrades could be the next step and it was noted that even if some staff functions were automated, it could require more work. Mr. Rutherford then suggested that they look at the many different social groups that the Board spent money on and look at duplication of services.

Supervisors and staff discussed the budget process with the consensus being to continue the current budget review process; however, Mr. Harvey advised he would like to see greater Board input earlier in the process. Mr. Carter noted that the Board currently decided big picture items with staff making recommendations on the balanced budget. He added that there could be greater Board review of outside agencies.

#6 Bright System (3 dots)

Staff reported it was in the process of scheduling demonstrations of enhancements to the Bright System and the Board's consensus was for staff to analyze and report recommendations on integrated systems for the Treasurer, Commissioner, Planning and Zoning, Building Inspections, and possibly Parks and Recreation.

#7 Parks and Recreation/Pool Facility (2 dots)

Supervisors discussed revisiting the previous recreation facility designs with the focus being on the pool and phasing other sections. Mr. Carter advised that the limited swim center was about \$8 Million according to the previous Mosely study. The Board's consensus was to revisit the previous report and bring back lower cost options with a phased approach.

#8 Permitting Coordination (1 dot)

Supervisors discussed that there were no checks and balances during the permitting of Planning Zoning projects and they noted the desire to verify that outside agency permits were legitimate. Mr. Bruguere advised that during the site review phase was when those permits were checked and verified; which Mr. Carter noted was often after the fact of County approvals. It was noted that the County had requirements for minor and major site plans and the Board may want to require the submission of a major site plan with the outside agency approvals before it progressed to the Board for consideration. Mr. Harvey expressed concern about submissions not meeting code requirements. Mr. Carter suggested that they do away with the minor site plan and require a major site plan before the Board's consideration. Mr. Rutherford suggested they consider extending the start of a project permitted by Special Use Permit to beyond 1 year; noting that it was hard to get all of the required approvals in that timeframe for larger projects. Mr. Reed then noted that those affected by that could apply for an extension.

November 2, 2018

#9 EMS Services (1 dot)

Mr. Harvey noted that the system was working and the County needed to plan for continuity should Wintergreen not continue the contract for rescue services. He added that they needed to consider how to do that with the volunteers being an important part. Staff noted that incentive-wise volunteers did get discounts on Personal Property taxes and free ambulance transports. Mr. Harvey advised he wanted to head in the direction of having one major squad in the county for fire and rescue; noting that they were spending a lot of money for vehicles matching 50% for State grants and had no interest loans available. Mr. Carter advised that if there was a county organization, it could apply for the grant money. Mr. Harvey advised that volunteers were down to as few as 50 now, however he did not want to force anything on anyone. Staff and Supervisors discussed the role of the EMS Council and agreed that it needed to go back to the established leadership representation. Supervisors then agreed by consensus that the Board should meet with the EMS Council Chiefs and Captains.

IV. Other Business (With Consent of the Entire Board)

Introduced: Historical Society Plans for the 50th Anniversary of Hurricane Camille

Mr. Carter advised that staff had met with members of the Historical Society who had introduced their planning for the 50th Anniversary of Camille. Mr. Bruguier stated he preferred to forget the tragedy and they were always bringing it up.

Mr. Carter briefly over-viewed what they wanted to do over the next year including a broader presentation about Camille and putting pictures into film format. He added that they wanted to raise at least \$50,000 and they hoped the Board would contribute. Mr. Carter noted that they would be attending the November meeting to make a presentation to the Board and that they eventually wanted to expand their museum on Route 29.

Following the overview of the subject, no action was taken by the Board.

V. Adjournment

Mr. Carter then thanked the Board for their participation noting it was important for staff to know the Board's priorities outside of regular meetings.

At 3:30 PM, Mr. Rutherford moved to adjourn the meeting and Mr. Reed seconded the motion. There being no further discussion, Supervisors voted unanimously by voice vote to approve the motion and the meeting adjourned.