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Deputy Clerk

DEBRA K. MCANN
Director of Finance and
Human Resources

10 December, 2015

To: Board of Supervisors
From: S. Carter *SA*
Re: Agenda – Strategic Planning Retreat

Submitted herewith is the agenda and supporting information for the Board's continued meeting on December 15, 2015 at 8:30 a.m. at Veritas Winery for the conduct of a strategic planning session (retreat).

Mr. Chip Boyles, Executive Director, of Thomas Jefferson Planning District will serve as facilitator for the meeting. The working agenda for the retreat is attached (behind) the standard agenda as is input from County departments, the intent of which is to provide additional perspective(s) to the Board in working together during the retreat to establish the Board's priorities (and not for the Department's input to be a focus of the Board's meeting). It is also noted that the Ms. McCann, Director, of the Department of Finance and HR has completed a very good summary of financial and personnel reference information, which the Board may find to be very helpful. The reference summary(s) is included with her department's input to the Board.

The meeting is scheduled to begin at 8:30 a.m. with coffee and pastries. Thereafter, Mr. Boyles will engage the Board individually and collectively to produce by the end of the session (planned to conclude by 3 p.m.) a consensus on short and long term goals, objectives and priorities that this Board of Supervisors determines are most important to the continued well-being in all respects of Nelson County.

Candy, Chip and I look forward to meeting with the Board on 12-15 and are hopeful that the session will be both enjoyable and productive.

AGENDA
NELSON COUNTY BOARD OF SUPERVISORS
December 15, 2015
THE CONTINUED MEETING CONVENES AT 8:30 P.M.
VERITAS WINERY, AFTON VIRGINIA

- I. Call to Order**
- II. Board of Supervisors Retreat**
- III. Other Business (As May Be Presented)**
- IV. Adjournment**

DECEMBER 15, 2015

**WORKING AGENDA
NELSON COUNTY BOARD OF SUPERVISORS
RETREAT**

- 8:30 Breakfast**
9:00 Introductions
9:30 Review of today's agenda & meeting goals
9:45 County Mission & Services
10:00 Priority Issues Identification
11:00 Break
Consolidation of List
11:15 Dot Placement
11:45 Lunch
12:45 Confirm highest priorities
1:00 List action strategies/assignment/measurement for each
priority
2:00 Wrap up discussions
3:00 Adjourn

10 December, 2015

To: Board of Supervisors
From: S. Carter
Re: Input for Board Retreat

I offer the following input for the Board's review and consideration, as the Board prepares for its retreat on December 15th.

1. Budget and Finance (Fiscal Stability): Maintain the County's present financial strength and fiscal stability. Consider, when the Board deems this to be appropriate and potentially as the source of funding for a significant capital outlay project, an expansion of the County's tax base that would not, necessarily, be a direct impact to property taxes but, rather, would be an enhancement to local revenues that could be utilized beneficially and constructively.

2. Economic Development, Infrastructure & Planning: Provide for comprehensive growth and land use strategies, perhaps master plans, for the Route 151 and 29 Corridors. This would encompass assessments of the adequacy or lack thereof of public infrastructure (water, sewer, broadband, public property for business/industry expansion, housing, recreation, etc.) coupled with land use strategies aimed at fostering economic development while also maintaining the County's rural character in balance with the environment. The proposed Corridor Plans would be blue prints for planning of capital expenditures, land use management, etc.

3. Community Facilities: a) Related to #2 above, authorize a recreational master plan. As the Board was told during a previous retreat held at the Hotel Roanoke, recreational facilities are a hallmark of an excellent community. Nelson County lacks such facilities. As stated in #2 above, the RMC would be the basis for short and long term development of indoor and outdoor facilities accessible, including the necessary capital planning. b) Consider setting aside funding and/or initiating an expansion project for Nelson Memorial Library, which is well utilized but undersized.

4. Land Use Planning: a) Insure that the County's Comprehensive Plan is kept current and meets the Board's short and long range goals for Nelson County. b) Authorize and approve amendments to the County's zoning ordinance that are deemed necessary and appropriate but do not provide for overt and unnecessary regulation by the County's local government.

5. Public Schools: Maintain the excellence of the County's school division, including maintaining school facilities. Increased local funding outlays should, however, be done with sensitivity to insuring the Board is working to strengthen and improve, etc. all areas of local government responsibility.

6. Emergency Services: Consider a study, perhaps an evaluation, of the overall set of emergency services (Fire, EMS, possibly Law Enforcement) to identify and implement improvements that will strengthen and improve service emergency services in Nelson County.

7. Broadband: Continue funding and support of the expansion of the local broadband network. Access to the Internet is or has become essential and to the extent possible everyone in Nelson County should have access to broadband services. Be prepared to support more direct operations of the network by County personnel

8. Historic Resources: Continue the support for historic resources in Nelson County.

9. Transportation: Continue the Board's efforts to provide for needed transportation improvements in Nelson County.

10. County Operations and Personnel: a) Maintain and increase where necessary funding to insure County departments and personnel are able to operate effectively (i.e. County networks, equipment, facilities, etc. are current and cutting edge). b) Give full consideration and support for adequate staffing levels in all County departments and offices. c) The County's workforce is not the workforce of 17+ years ago. It has changed and is comprised of well-educated and/or experienced personnel all of whom effectively manage a myriad of duties and responsibilities. Compensation should reflect this excellence and insure that the County can continue to attract and maintain outstanding personnel who are able to significantly contribute to the effectiveness in all aspects of the County's local government.

11. Don't let Nelson County fall behind. This Board has made significant accomplishments. Continue to work together, set the bar high; don't be afraid to make difficult decisions. Do what you deem best for Nelson County but keep the County moving forward. Nelson County is and has all of the attributes of a great community. Don't let the County fall short and being the best it can be. You can do it!

I'm sure there is much more to suggest. But the task is the Board's. I'm hopeful the above and the input from County staff provide a degree of perspective to assist the Board in having a productive retreat.

Board of Supervisors Retreat
December, 2015
Finance Department

- 1) **Fiscal Year 2014-2015 End of Year Reconciliation**
- 2) **Fiscal Year 2016-2017 Budgetary Impacts**
- 3) **Other Information**
 - A. **Employee Counts and Payroll Cost Data**
 - B. **Summary of FY15 & YTD FY16 Insurance Claims**
 - C. **EMS Revenue Recovery Financial Summary**

FY15 End of Year-General Fund including Debt

	Accrual Basis
YTD Revenues:	\$ 34,529,339
YTD Expenditures:	\$ 32,398,568
Adjustments for fund balance allocated in FY16:	
Unspent Contingency Carryover	\$ 1,345,601
Broadband Improvement Carryover	\$ 60,500
Courthouse Project	\$ 1,426,225
Unspent carryover to School Fund	\$ 338,889
	<u>\$ 35,569,783</u>
Use of Prior Year Fund Balance	\$ 1,040,444
 Fund Balance Reconciliation:	
General Fund Balance @ 6/30/2014	\$ 20,507,836
General Fund Balance @ 6/30/2015	<u>\$ 22,638,607</u>
Change in Fund Balance	\$ 2,130,771
 Allocations of Fund Balance to FY16 Budget:	
Contingency Carryover	\$ 1,345,601
Broadband Improvements Carryover	\$ 60,500
Courthouse Project	\$ 1,426,225
Unspent carryover to School Fund	\$ 338,889
	<u>\$ 3,171,215</u>
Use of Prior Year Fund Balance	\$ 1,040,444
Adjusted General Fund Balance @ 6/30/2015	\$ 19,467,392
 60 Day Cash Requirement	 \$ 7,914,823

*Based on Draft Audit Report Exhibit 5

FY15 Revenue/Expenditure Budget vs. Actual

Revenue:	Budget	Actual	Variance
Current Year	\$ 33,218,188	\$ 34,529,339	\$ 1,311,151
Year Ending Balance	\$ 2,333,388		
Total Revenue Budget	\$ 35,551,576		

Significant Factors Contributing to Variance (Revenue exceeding budget):

Revenue Category	Budget	Actual	Variance
General Property Taxes	\$ 21,643,524	\$ 22,462,776	\$ 819,252
Bank Franchise	\$ 60,000	\$ 91,266	\$ 31,266
Sales Tax	\$ 1,069,590	\$ 1,125,811	\$ 56,221
Lodging Tax	\$ 420,000	\$ 514,579	\$ 94,579
Meals Tax	\$ 920,000	\$ 976,490	\$ 56,490
Building Permits	\$ 115,000	\$ 143,960	\$ 28,960
Transfer Station	\$ 160,000	\$ 194,609	\$ 34,609
EMS Revenue Recovery	\$ 450,000	\$ 520,664	\$ 70,664

Expenditure:	Budget	Actual	Variance
Total Expenditure Budget	\$ 35,551,576	\$ 32,398,568	\$ (3,153,008)

Significant Factors Contributing to Variance (Expenditures below budget):

Expenditure Category	Budget	Actual	Variance
General & Financial Administration	\$ 1,498,572	\$ 1,394,799	\$ (103,773)
E-911	\$ 331,442	\$ 229,227	\$ (102,215)
Regional Jail	\$ 759,636	\$ 533,152	\$ (226,484)
Motor Pool	\$ 288,788	\$ 229,251	\$ (59,537)
Transfer Station	\$ 1,025,072	\$ 961,932	\$ (63,140)
Building & Grounds	\$ 713,224	\$ 644,755	\$ (68,469)
Social Services	\$ 1,138,354	\$ 1,039,913	\$ (98,441)
School Division	\$ 14,634,328	\$ 14,295,439	\$ (338,889)
Contingency	\$ 1,402,355	\$ 21,416	\$ (1,380,939)
Radio Project	\$ 920,824	\$ 440,288	\$ (480,536)
Other Capital Outlay	\$ 194,602	\$ 98,389	\$ (96,213)

*Based on Draft Audit Report Schedule 1 & 2

FY17 Budgetary Impacts

1) Replace AS400 Server used for financial administration (Treasurer, Commissioner of Revenue, Finance, Building Inspections). Estimated cost of replacement is \$42,000. The existing system was purchased in June 2008. The County has agreed to a 2 year maintenance extension through June 2017. The operating system can no longer be upgraded and it is anticipated that IBM will no longer maintain the server. At such time, the system will truly be at end of life. The recommendation is to replace the server at the end of FY2017.

2) Currently billing of broadband services and installations is being handled by the network operator. It is uncertain if the operator is going to continue this obligation. At such time that billing becomes a staff responsibility, the recommendation would be to increase the current part-time finance employee by 2 days per week making the position full time. The additional expense could be shared between the county and the Broadband Authority.

Employee Counts and Payroll Cost Data

Groups	Total Number	Number of Part-Time	Number of Full-Time
OVERALL	151	53	98
Boards	3	3	0
Constitutional Offices (incl Registrar)	54	12	42
County	75	37	38
DSS	19	1	18

New Hires/Appointments FY16

LINDSEY, KATHLEEN	Clerk's Office - PT
SPENCER, JOYCE	Commissioner of Revenue's Office - PT
SNAPP, HALEY	Registrar's Office - PT
CARTER, LESLIE	Commissioner of Revenue's Office - FT
ESPINOZA, REBECCA	Sheriff's Office - FT
ANGUS, STEVIE	Sheriff's Office - PT
GRAHAM, HEATHER	Finance & HR - PT

Conversions FY16

WRIGHT, KEVIN	Animal Control PT to FT
SWOPE, LYNNETTE	Animal Control Officer to Shelter Attendant
BERRYMAN, JAMES	Security to Deputy
KENNISON, JONATHAN	Deputy to Security

Terminations/Resignations FY16

CARTER, LESSLIE	Treasurer's Office
LOVERN, LAURA	Finance & HR - PT
WIMER, AUDREY	Commissioner of Revenue's Office
HOWELL, JESSICA	Sheriff's Office - Dispatcher
SPENCER, RUFUS	Convenience Center

RETIRED/RETIRING FY16

MCDONALD, WILLIAM	Sheriff's Office - Deputy	Effective 10/1/16
BROOKS, WILLIAM D.	Sheriff	Effective 1/1/16
PAYNE, JEAN	Commissioner of Revenue	Effective 1/1/16
WRIGHT, VASCO	Sheriff's Office - Deputy	Effective 1/1/16
NAPPIER, ELSIE	Sheriff's Office - Secretary	Effective 2/1/16
HARGROVE-HUDSON, LUCY	Sheriff's Office - Dispatcher	Effective 2/1/16

Monthly Payroll Expense:

Gross Wages 11/2015	\$324,152
Cost of Benefits 11/2015	<u>\$114,062</u>
Total November Payroll Cost	\$438,213

Note: Information as of 12/4/2015

FY15 Insurance Claims

Vehicle:

Animal Destruction (deer, bear)	3
Struck fixed object	2
Windshield	2
Damage by others (vehicle, personal)	3
Contributory driving conditions	1
Total Vehicle Claims	<u>11</u>

Property:

Lightning Damage (Transfer St. scales)	1
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Worker's Compensation:

Animal Bite	1
Slip & Fall	1
Hurt by another object	2
Total WC Claims	<u>4</u>

FY16 Insurance Claims to Date

Vehicle:

Animal Destruction (deer, bear)	1
Struck fixed object	1
Struck another County vehicle	2
Total Vehicle Claims	<u>4</u>

Worker's Compensation:

Animal Bite (spider)	1
Slip & Fall	1
Physical Altercation	1
Total W/C Claims	<u>3</u>

EMS Revenue Recovery

	Receipts	Operating Expense	Capital Expense	Capital Detail
FY10	\$419,288	\$398,889	\$66,440	Computers
FY11	\$381,582	\$390,498		
FY12	\$383,701	\$406,264		
FY13	\$488,991	\$649,184	\$7,106	Nelson Rescue
FY14	\$499,050	\$665,844	\$33,966	Bunk Renovation
FY15	\$490,210	\$717,313		
FY16	\$450,000	\$760,156	\$13,500	Auto Pulse

Notes:

Initiation of program provided 2 staffed ambulances 7A-5P M-F

Ambulance Service rates were increased effective 4/1/2012

Billing company changed to EMS Management Consultants 12/1/2013

FY13-Increased service (1 ambulance 24/7/365, 1 ambulance 5A-6P, M-F)

FY13-Increase of \$34,000 in mileage paid to agencies (ambulance rotation)

FY14-Increase of \$23,000 in mileage paid to agencies

FY15-Partial year implementation of increased service (1 ambulance 8A-6P, Sat-Sun)

FY16-Full year implementation of increased service noted in FY15

FY16-Receipts/Expense are budget numbers rather than actuals.

Billing Rates:

BLS	\$470
ALS1	\$550
ALS2	\$775
Mileage (loaded)	\$13

Prepared 8/28/2015

County of Nelson

Information Systems

December 10, 2015

To: Steve Carter
From: Susan Rorrer
Re: Priorities for 2015

The following is a list of priorities for Information Systems.

1) Addition of Staff in the Information Systems Department

The department is currently understaffed and unable to meet the demands of the current workload. Work related to the Broadband network has significantly increased the amount of work required to be completed by the department. Anticipated changes to the contract with the Network Operator are expected to further increase the workload. Next Generation 911 is also expected to increase the department workload as call routing will be solely reliant on GIS data that must be kept current and accurate with real time updates provided to the Emergency Routing Database (ERDB) or Location to Service Translation (LoST).

2) Assessment of Options for Improved Radio Communications Coverage, Radio Equipment Purchase and Replacement

The current radio communications coverage in the county contains some gaps in coverage that impact the ability of emergency responders to communicate during incidents. An assessment will need to be conducted to determine the most efficient and effective means of addressing these gaps.

The County will also need to establish a budget for the purchase of additional equipment needed by agencies and replacement of broken equipment.

3) Replacement or Upgrade of 911 Systems

The 911 call processing equipment will require an upgrade. Grant funding to pay approximately 50% of the estimated \$350,000 upgrade cost has been requested from the state and is expected to be approved. The Computer Aided Dispatch system will also need to be replaced. The vendor went out of business and the system is being temporarily supported by another vendor to allow clients time to transition to a new system. The mapping system is also due for upgrade.

4) Replace County Administrative Telephone System

The current telephone system is scheduled for sunset in 2017. After that date the system will no longer be supported by Avaya.

5) Deploy New County GIS Website

The County's current website is outdated and prone to performance issues. A new website needs to be deployed to deliver information in an effective and user friendly manner.

From: Maureen A Kelley
Sent: Wednesday, August 12, 2015 10:30 AM
To: Steve Carter <SCarter@nelsoncounty.org>
Subject: RE: Board of Supervisors - Retreat

Tourism and Economic Development:

Completing the Rockfish Valley Area Plan

Implementing the Lovingston Master Plan

Updating the zoning ordinances relating to lodging, farm markets and special events

Discussing increasing sewer and water capacity of the service authority

Nelson County Parks & Recreation
August 2015

Needs:

- Future -Recreation Facility
 - * Most important* Athletic fields – Soccer/Football (all purpose), Baseball/Softball
 - Current Baseball site need substantial improvements but the property is owned by Oak Ridge
 - Indoor Pool – share with school
 - Large Gym
 - Rooms for classes

Budget:

- Future Budget increase for Trail Maintenance
 - Virginia Blue Ridge Railway Trail
 - Bridge Inspections
 - Mowing
 - General maintenance/upkeep
 - Claudius Crozet Blue Ridge Tunnel
 - Tunnel Inspections
 - Mowing
 - General maintenance/upkeep

Projects

- Claudius Crozet Blue Ridge Tunnel
- Sturt Property
 - Martha Warring is going to complete a Stewardship Plan for the property early 2016. Our objectives for the plan are:
 - Protect rare, unique natural areas
 - Recognize historical/Cultural Resources
 - Maintain the scenic forest
 - Non-wildlife related outdoor recreation (hiking, trail biking, horseback riding)
 - Forest stand management
- Howardsville Turnpike – future project-hiking trail from the Humpback Gap to Chapel Hollow Rd
- Water Access Tye & Rockfish River
 - 4 possible access points
 - Rucker's Run (Tye)
 - Yagel's property just east of Tye River Rd
 - Wood's Mill Wayside (Rockfish)
 - Janet Hunter's property on Rockfish River Rd
 - Have construction plans from VDGIF
 - Need funding & easements



To: Chair and Members, Nelson County Board of Supervisors (BOS)

CC: Steve Carter | County Administrator

From: Tim Padalino | Planning & Zoning Director

Date: December 4, 2015

Subject: Dept. of Planning & Zoning "Priority Subjects" for BOS Consideration

The following "priority subjects" are respectfully presented for your consideration during the upcoming BOS retreat. These represent the P&Z Department's input on Countywide subjects we consider to be of utmost importance; A and B are both highly important priorities and are fundamentally interconnected.

Thank you for your consideration of these priority subjects; I remain available to answer questions and participate in any BOS discussion about these Department priorities. Please contact me for more info.

A. Urgent need for long-range planning to be a priority focus of the BOS, PC, and County staff:

This is a critically important time for Nelson County: market forces continue to result in ongoing economic development and dynamic tourism activity in the Rockfish Valley; and at the same time, other areas that could accommodate growth and redevelopment (such as Lovingston and other locations) are not experiencing much (or any) economic development activity.

Nelson County still has a good (but time-sensitive) opportunity to proactively take steps to ensure that all the various current and future changes to our community are as positive, harmonious, appropriate, and beneficial as possible. The long-range planning activities of highest importance and greatest value for all Nelson residents, businesses, and stakeholders are (in order of priority):

1. Rockfish Valley Area Plan
2. Village of Lovingston Master Plan review / update
3. Nelson County Comprehensive Plan review / update

B. Urgent need to increase Departmental resources for Planning & Zoning:

The variety, complexity, and regulatory nature of services provided by Planning & Zoning make it an inherently challenging environment. However, the situation has morphed from challenging to simply overwhelming due to the ongoing gap between the demands placed on Department staff and our capacity to consistently accomplish everything. Simply put, Department staff are in need of additional resources to effectively carry out the numerous duties required and requested of us. This could include:

1. new full-time position: entry-level planner (see attached – previous request/justification)
2. budget amendment: provide funding for "professional services" to allow Department (with advisement from County Administration) to enter contractual arrangements with appropriate third-party partners and obtain technical assistance as necessary



To: Chair and Members, Nelson County Board of Supervisors (BOS)
Mr. Stephen A. Carter, County Administrator, Clerk of the BOS
Mrs. Debbie McCann, Director of Finance

From: Tim Padalino, Planning Director and Zoning Administrator

Date: June 3, 2015

Subject: Final Justification re: Budget Amendment Request

In response to an inquiry made by Mrs. Debbie McCann on May 29th, and in preparation for the Board of Supervisors meeting and actions on June 9th, I am providing a final request for a budget amendment to establish a second full-time planner position in the Department of Planning & Zoning (P&Z). This requested position would be an entry-level position and would provide critical support in the following areas:

CURRENT DEVELOPMENT REVIEW & CODE ENFORCEMENT

Stormy and I need assistance in handling current development review responsibilities. She and I are currently handling an extremely large workload for current development reviews, requests, applications, etc. We are continuously struggling to properly process everything, including the preparation of detailed meeting minutes for the PC and BZA; review, coordination, and approval of special events permits; and processing all applications for site plans, amended site plans, special use permits, and rezonings. There is also a large number of administrative zoning permits that we are responsible for reviewing and processing. We also provide frequent customer service and technical assistance to various members of the public, including citizens, members of the business community, and local, regional, and state regulatory agencies.

As Zoning Administrator, I have the responsibility of interpreting the Zoning Ordinance and providing informational guidance, as well as formal determinations, which requires much time, focus, and effort. I also have the responsibility of developing proposed ordinance amendments (as necessary and if appropriate), based on existing activity patterns in the County and public needs.

P&Z responsibilities also include reviewing and approving all plats of division, boundary line adjustment, reconfiguration, or vacation. Additionally, code enforcement activities require P&Z staff to conduct research, site visits, and inspections; to compose and enforce notices of violation; to prepare for zoning appeals or court hearings; and to communicate with property owners and concerned citizens.

The Department of Planning & Zoning cannot properly perform all of these “current development review” and “code enforcement” services for members of the public with just one full-time trained planner on staff and one administrative assistant. Even with the approximate 12-15 hours of assistance per week provided by Mr. Grant Massie, part-time planner, the current service demands exceed what we are capable of doing. This results in some critical services going unmet – as well as other services being delivered with less efficiency, less effectiveness, or lower quality than what is intended and required.

LONG-RANGE PLANNING & STRATEGIC PLANNING

The Rockfish Valley Area Plan (RVAP) is an important project which is being almost entirely neglected. We have the capability (skills) to do this type of strategic planning work in-house – we simply don't have the capacity (time). With an additional full-time planner on staff, I could effectively re-start this important project. Many of the County's most prominent businesses believe this is an important project at an important time; and just as importantly, the RVAP would also benefit residents by ensuring that there is a strategic framework in place for guiding change and land development patterns in the Rockfish Valley.

Additionally, the Comprehensive Plan needs to be reviewed and updated in the near future. This is an important document which requires County attention sooner rather than later.

Finally, residents and citizen groups have recently requested that the County re-focus resources on planning for the revitalization of the Lovingston historic district. This is an important opportunity, given that this is the County Seat and that Lovingston contains a concentration of available infrastructure (such as public water and sewer). Lovingston has a lot of potential, and represents a great opportunity for efficient economic redevelopment.

Currently, P&Z staff have almost no capacity to address these important issues.

CONCLUSION

In summary, staff morale is low, demands exceed our capability to provide necessary services, and a second full-time planner position seems to be a genuine necessity – not a luxury or convenience.

Therefore, I respectfully request that the Board of Supervisors respond to this budget amendment request by establishing a second full-time planner. This would allow P&Z staff ...

- to better deliver “current development review” services;
- to more effectively handle “code enforcement” activities;
- to undertake important “long-range planning” services that are critically needed at this time of rapid change in the history of Nelson County; and
- to avoid staff burnout.

Thank you for your time and consideration. For more information, please see the attached document, which is the original budget amendment request from January 2015.

Budget Amendment Request: Dept. of Planning & Zoning



To: Chair and Members, Nelson County Board of Supervisors (BOS)
Mr. Stephen A. Carter, County Administrator, Clerk of the BOS

From: Tim Padalino, Director of Planning & Zoning

Date: January 12, 2014

Subject: Justification for Budget Request re: New Full-Time Position

Summary: This request seeks authorization for new full-time entry-level planner position, to be funded, established, and staffed as quickly as possible. The requested budget amendment is \$59,000, as calculated below (with the assistance and guidance of Debbie McCann):

- Recommended salary of Grade 15, Step 9 = \$40,193
 - Translates to \$57,335 budget line item [to account for FICA, insurance, and all other benefits, as determined by Director of Finance and HR in February 2014]
- Total budget amendment request = \$59,000 [to account for computer (#7007) and other office supplies (#5401)]
- This figure would represent the following increase:
 - 37.6% increase in the approved 2014-15 budget for Dept. of Planning & Zoning;
 - 0.16% increase relative to the County expenditures budget for 2014-15

Reason: There is an ongoing imbalance between the Department's workload and Department staff's capacity to sufficiently provide necessary services. One full-time planner cannot effectively provide the important services currently required of this Department. This is especially true considering the complexity, technical nature, and legal dimensions of planning and zoning; and considering the level of service demand that has been steadily increasing over the previous two years.

Please consider the following types of services required of the Dept. of Planning & Zoning:

- Interpreting Zoning Ordinance to formally provide official County guidance regarding proposed use(s) of private property(s)
- Interpreting Subdivision Ordinance to formally provide official County guidance regarding proposed land records activities

Budget Amendment Request: Dept. of Planning & Zoning

- Reviewing and processing all Site Plans
- Reviewing and processing all Class B and Class C Communication Tower Permits
- Reviewing and processing Special Use Permit applications
- Reviewing and processing all Rezoning applications
- Reviewing and processing all Variance applications
 - *Please note that for each of the types of submittals listed above, the following actions are involved:*
 - Conducting site visits and communicating with applicant(s) and adjoining property owners
 - Coordinating review with Site Plan Review Committee members (VDOT, Health Department, Soil & Water Conservation District, and others)
 - Correctly publishing legal notices of public hearings and providing public notification to adjoining property owners
 - Analyzing application materials and preparing written staff reports, maps, and photographs
 - Preparing and delivering public presentations for the Board of Supervisors, Board of Zoning Appeals, and/or Planning Commission
- Reviewing and approving numerous types of administrative permits, such as:
 - Amended Site Plans
 - Special Events Permits
 - Tower Permit Amendments (Co-Location and/or Tower Replacements)
 - Home Occupation Approvals
 - Temporary Travel Trailer Permits
 - New Sign Permits
 - Wayside Stand Permits
- Investigating and enforcing residential and commercial Zoning Ordinance violation(s)
- Reviewing and approving all preliminary and final subdivision plats, boundary line adjustment plats, and reconfiguration plats
- Reviewing and approving all Building Permit applications and Certificates of Occupancy
- Reviewing and approving all Business License applications
- Evaluating current Zoning Ordinance provisions and preparing proposed amendments (in coordination with County Administration, County Attorney, Planning Commission, and Board of Supervisors)
- Regularly assisting the public with spontaneous requests for guidance and assistance
 - Emails, phone calls, and walk-ins
- Assisting other County Departments with various requests (typically County Administration and Economic Development & Tourism)

Budget Amendment Request: Dept. of Planning & Zoning

With respect to the duties listed above, an additional full-time staff position now seems to be a true necessity.

The long-time status quo of having only one full-time professional to carry out all of these responsibilities is no longer effective. *(Please also note that those duties listed above do not even include any important long-range community planning efforts – such as reviewing and updating the Comprehensive Plan, or conducting the Rockfish Valley Area Plan).*

This need for additional resources has been anticipated and communicated at multiple times over the past 16 months, to both my direct supervisor and to the Board of Supervisors. *(Please recall my report and presentation for the Board Retreat which occurred in February 2014.)*

During the 2014 calendar year in particular, the anticipated increase in Department activities and responsibilities has come to fruition; and current trends clearly indicate that this increase in service demand will continue.

Therefore, my careful conclusion as Department head is that a new position for a full-time entry-level planner is a necessity.

Such a new position would be a very valuable use of limited County resources, towards ensuring that citizens receive effective services with respect to zoning, current development review, code enforcement, and long range planning. All of these services are essential for protecting and enhancing Nelson County's quality of life, special sense of place, and rural place-based economy.

As I remain committed to ensuring that County residents and businesses receive the high-quality planning and zoning services that they need and expect, I genuinely ask that you favorably consider this request for a new full-time planner position to be established and funded.

Thank you for your time and attention to reviewing this important matter; and I am glad for any opportunity to answer your questions and discuss this request in more detail, at your convenience.

Sincerely,

Tim Padalino
Director of Planning & Zoning



Addendum: New Position Request (Department of Planning & Zoning)

- **Suggested Description of Job Responsibilities:**
- Support Director of Planning & Zoning in all Department duties and responsibilities, towards satisfying two primary needs:
 - a. improving Department capacity to more efficiently and effectively carry out the wide variety of month-to-month duties for the Department's many "clients," such as County citizens, the business community, the Planning Commission and Board of Zoning Appeals, and others; *and*
 - b. increasing staff capacity to conduct policy reviews and propose Ordinance amendments (as appropriate), as well as facilitate/manage long-range community planning projects (as appropriate)
- This support will involve a wide variety of responsibilities, including:
 - assist with review and reporting of administrative applications (such as Tower Permit Amendments, Home Occupation approvals, and others);
 - assist with review of all Zoning Permit applications for completeness and content;
 - assist with research and production of various Staff Reports;
 - assist with enforcement of Zoning Ordinance, including the coordination of all Department activities relating to alleged zoning violations;
 - assist with administration of Subdivision Ordinance and with initial plat reviews;
 - manage and maintain Department's GIS data, to ensure County records reflect current approved rezonings, divisions, special use permits, tower permits, etc.; and
 - assist with daily and weekly inquiries from the public.
- **Position Qualifications:**
- Associate Planner must be responsible and dependable; must work well independently and collaboratively; must have excellent interpersonal and written communication skills; must be able to perform detailed work while also maintaining broader focus; and must be able to learn how to assist with a wide variety of tasks and work successfully in a team environment to ensure that deadlines are met and that Department programs and duties consistently remain on track.
- Education requirements include a Bachelor's Degree in the field of planning. Master's Degree, preferably in planning, is desired but not required. Previous professional experience is desired but not required.
- **Justification for Request:**
- 1.) The administration of the Planning & Zoning Department's typical daily, weekly, and monthly responsibilities remains an ongoing difficulty. The County is no longer in a "slow time," and there is a consistent gap between this Department's workload responsibilities and my personal capacity to adequately handle everything without a second (professional) staff member.

2.) Separate from the typical daily, weekly, and monthly responsibilities, there are additional important duties that I am unable to ever perform due to the major workload. These include:

a.) necessary policy reviews of Zoning and Subdivision Ordinance to identify appropriate amendments that would resolve major deficiencies and vagueness, for the purposes of improving the County's ability to enforce the Ordinances and improving the public's ability to understand the County's requirements and perform their professional services more efficiently;

b.) performing important long-range 'community planning' and 'community development' projects, such as updating the Comprehensive Plan (County-wide), and/or facilitating a "Rockfish Valley Area Plan" (North and Central Districts). Such projects should be County priorities to help avoid unplanned growth, to attract continued economic growth in target markets, and to guide that desired growth into the desired areas. In other words, the purpose of such long-range planning and/or strategic planning is two-fold: it is both an economic development tool and a community resource for ensuring the protection of Nelson County's rural character, special sense of place, and extremely high quality of life.

3.) The addition of one staff member is a very cost-effective, financially efficient way to double the capacity among County staff towards accomplishing the work described above. This is a much better option than hiring a professional consultant, which is typically more expensive -- and which runs the additional risk of "outsiders" being unable to successfully carry a project to completion. In contrast, having County staff coordinate and lead such projects is an arrangement that would be more effective, more cost-efficient, and would build long-term equity into County staff (as opposed to a contracted consultant who is gone after the project).

- **Recommended Salary Range:**
- \$32,500 – 40,000

Board of Supervisors Retreat

1 DEPARTMENT OF EMERGENCY SERVICES AND PUBLIC SAFETY

The Department of Emergency Services/Public Safety consists of the Emergency Services Coordinator and the Dispatch Center positions. The Emergency Services Coordinator oversees the operations of the Dispatch Center and assures that the employees are trained properly and execute their training with professionalism and courtesy to provide the services needed to the citizens of Nelson County. Aside from Dispatch Center operations, the Emergency Services Coordinator also maintains the local Emergency Operations Plan for the County, coordinates response efforts to large-scale events, and assists in locating training for fire and rescue agencies. The Emergency Services Coordinator serves as a representative for the County to the Emergency Services Council, maintains the day-to-day operations of the Revenue Recovery Program, as well as many other tasks.

Public Safety Dispatch Center

Currently there eight full-time County employed Public Safety Dispatchers and one fill-in Public Safety Dispatcher (County employed) who will only work in emergencies or when we are extremely short staffed. The Sheriff's Office also provides four full-time Public Safety Dispatchers; at this time we are currently short two of these positions as one employee left to become a deputy in Amherst County and the other is retiring after over twenty five years of services. When we are fully staffed this provides a total of twelve regularly scheduled employees and one "fill-in" employee. The Center is operated 24/7/365 and is always staffed with a minimum of two Public Safety Dispatchers.

Dispatch – Looking into the Future

Within the next year, I do not see any significant budgetary changes for the dispatch center. We have worked together as a team to conserve supplies, find out where we were being wasteful, and try to conserve where possible. We realize that training is by far the most important part of our budget because technology is changing the way that information will be received and delivered to the Center; and we must be able to keep up with the emerging trends. Next-Gen 911 has been the topic of discussion in most training sessions that we have attended recently, discussing the need for Centers to be prepared for the time when they will no longer only receive calls via phone but also via text message, to include pictures and videos. This will present a training piece for the more senior staff who may not be as well versed in text messaging as the younger generations, as well as training all staff how to incorporate this information into the CAD and relay it to the units in the field. As we move forward with updating our equipment (reverse 911, CAD, etc.), our dispatchers realize the importance of training and staying on top of the technological advances and they are reaching out in advance to become more proficient at computer usage, text messaging, etc. I believe that as a team we will continue to train and become stronger and better assets to the County and the citizens we serve.

Examining our call volume at present, the workload appears to be sufficient for our staff and that the staff is capable of keeping up with the demand of calls being received. The staff is more productive than they have been in years past, they are more positive, and they are more eager to help facilitate changes necessary to make operations run as smoothly as possible.

Looking into the next five years, if the trends in overall call volume increase it would be possible to examine the possibility of adding an additional employee to assure that the most demanding shifts were covered with additional personnel without having to utilize personnel on overtime or comp time to assure the coverage needed. Our current dispatch center was designed to have expansion in mind, so I do not foresee any need for growth in office space within the next five years. As rapidly as technology is changing, I can only assume that to keep up with current standards some of our equipment will be replaced during the five year period, but that would fall under the supervision of Susan Rorrer and the IT Department. I truly believe that the Dispatch Center, with good training and guidance in place; will be set to move forward for the next five years with no major demands.

Emergency Services Department

Currently there is one Emergency Services Coordinator making up the Emergency Services Department when previously there had been the Coordinator and a Senior Communications Officer who was appointed as the Deputy Emergency Services Coordinator by the Board of Supervisors. Previously submitted to the Board: "This transition to one employee in the department has been seamless and the workload, although demanding; is not so much that it overloads the Coordinator to the point of failure in any one area." In reexamining this, while the Coordinator is not having failure in any one area, there are times that the Coordinator is beginning to feel overwhelmed and as if certain aspects of the position are getting the most amounts of attention while other areas need equal attention. A great example would be the month of December 2015; as of 11 a.m. on December 8th we will be shorthanded by two Sheriff's Office dispatchers. With holidays, vacations, and lack of employees there will be times that I will be covering shifts. So far I have been helping cover the midnight shift which has me flipping back and forth, staying over, and working well over 40 hours in most instances to assure that we have adequate coverage and that all of my duties are being met as the Coordinator.

Having a Deputy Coordinator who was competent and unbiased who could assist with both dispatch and coordinator activities would be helpful. I do not feel that this would have to be a full time position, but rather an appointment from current employees who could split their time between the two functions.

This year the Emergency Services Coordinator has focused on obtaining core courses offered through the Virginia Department of Emergency Management (VDEM) and the Federal Emergency Management Agency (FEMA) to further career development skills and training. As with dispatch, training has been the focus of this year.

Emergency Services – Looking into the Future

Within the next year, I do not foresee any significant budgetary changes for the Department of Emergency Services. As with Dispatch, I have looked for ways to save where possible and cut unnecessary spending. Emergency Services is also located in the new Courthouse Complex, so office space is more than adequate.

Looking into the next five years, it is my goal to stay current with any new training and technology in Emergency Management. I would like to see the Department phase out the Suburban when the lifespan has reached the limit and have that replaced with a smaller, more economical four wheel drive vehicle (for example something no larger than a Ford Explorer). I have found that the most important tools that an Emergency Manager would need when responding to a call-out would most certainly fit in a smaller

vehicle than what we presently have. I would also like to expand the public education and outreach portion of the department, I believe with the Local Emergency Management Performance Grant that this would be possible without costing the County any additional monies.

Nelson County Animal Control

Departmental BOS Report for Y15/16

Proposals

- **Part-time AC Officer**= To assist with calls during normal hours, rotate on call schedule with other field officer (Wright) and assist at the shelter when needed. At present, the part time shelter attendants at times assist on some field calls that pertain to setting traps, picking up traps, picking up a stray, quarantine release on bite cases or courtesy transports of pets to the vet for elderly or disable folks in the community. To maintain the operation of the public shelter, the shelter should be staffed with two shelter attendants most days. The part-time officer will not only assist in field operations during vacation and sick time but can also assist with shelter operations on days that attendants are off during the week, vacation and sick time. Hiring a part-time animal control officer will allow department supervisor to delegate such routine matters, leaving supervisor free to perform the core operational functions without distractions.
- **New AC Truck**= Replacing 2002 GMC Pickup, has 200k miles, body in fair condition with some deep rust in large portions of the fenders, cab and bumpers. The 2002 GMC has some electrical issues as well.
- **Firearm**- There are times when animal control responds to calls that requires immediate destruction of an animal such as (VDACS Directive 79-1):
 - A. Any animal posing a direct and immediate threat to public safety
 - B. Any animal showing active clinical signs of rabies or suspected of having rabies based on valid information that the animal has had contact with a known or suspected animal.
 - C. Dog in the act of killing livestock or poultry.

Animal Control currently relies on the assistance of the Sheriff's Office, VDGIF or the landowner if available for call's listed above.

If officers were allowed to carry firearms, each officer would be certified by DCJS and each officer must re-certify each year. NCSO firearms instructor could re-certify each officer annually.

Nelson County Registrar & Electoral Board



Five-Year Plan (July 2015 – June 2020)

Nelson County Electoral Board Five-Year Plan (July 2015 – June 2020)

Introduction

Previous goals were to meet current and short term needs by updating current equipment and inventory. The needs of the Voter Registration and Elections department continue to change due to expected increases in the numbers of voters, increasing use by voters of absentee voting (by mail and in person), national focus on voter lines, and the ability to accommodate all services based on the infrastructure of existing facilities.

The election environment continues to experience national scrutiny, more observers, more litigation, and additional oversight by state and federal agencies. This compels the Electoral Board to aggressively pursue several goals to ensure the ability to conduct a safe, secure and viable election program. This 5 Year Plan is oriented toward ensuring this goal and positioning the Voter Registration and Elections Department to alleviate concerns for a successful 2020 Presidential General Election and carry the department well beyond that time.

Elections don't just happen. Even with the most advanced voting equipment and supplies, it is still a people driven event and requires our volunteer Officers of Election to set up precincts for voting, assist voters throughout an arduous 11 hour day of voting, and compile and report election results after the polls close (12-15 hours of work for minimal recompense). Recruiting, training and retention must be ongoing and upgraded to ensure the sustainability of the County to continue to run successful elections.

Projections Include

- a. Maintaining Election Support Facilities
 - o Equipment Storage and Testing
 - o Absentee Ballot Voting Accommodation
- b. Voting Equipment/Election Costs
- c. Voting Booth/Privacy Screen Replacement
- d. Office Staff and Officers of Election

Nelson County Electoral Board Five-Year Plan (July 2015 – June 2020)

Election Support Facilities

Discussion/Issues:

The General Registrar’s office move in 2013 satisfies the current need for space to accommodate elections and equipment needs. The minimum estimated facility requirements to satisfy those requirements in the event of event of relocation include:

Storage/Testing Facility Requirements	
Storage/Work Area	Approximately 1000 square feet
Environmentally controlled	Equipment storage and personnel comfort
Plus Attached Office Spaces	
Office Spaces	Approximately 550 - 800 square feet
Individual Offices	2 – with full office features – telephone, network/internet, climate control
Reception Area	1 – with full office features as above with space for Absentee Voting/Photo ID Production
Comfort Areas	Break Room/Restroom
Conference Room	6 person table and seating for up to 8 observers
Production Area	Office supplies, shared printers, work table for document assembly
File Room/Storage	Voter Registration Filing; Cabinets for secure ballot storage; Polling Place equipment, supplies, signs
Additional Requirements	
Security	Single Secure Access; Monitored (Cameras are a big plus, but not mandatory); Alarmed
Electrical (Work Area)	Minimum 20 outlets (at least 4 different circuits) to support pre-election charging of equipment
Electrical (Office Spaces)	Minimum required to support all office computers, printers, scanners, etc.
Telephone	Allow communication with main office, Department of Elections in Richmond, Vendors & support
Access (Storage/Work Area)	External Street Level (or loading dock); Dual door, or garage door and human access door;
Parking	Adequate to support staff and guest Absentee Voting

Recommendations:

- Continue to locate the Voter Registration and Elections Office to a facility capable of providing the specifications outlined above:
 - Sufficient staging area space for election preparation and post-election returns
 - Secure and controllable area for voters during In Person Absentee Ballot voting
 - Conference room large enough to provide sufficient space for observers during canvass
- Provide storage facility to accommodate:
 - Adjoining secure/climate-controlled storage space with shelving for OS scanners, Electronic Pollbooks, ballots, and parts/supplies
 - Work counters with electrical to support testing and charging of OS scanners and EPBs

Nelson County Electoral Board Five-Year Plan (July 2015 – June 2020)

Voting Equipment/Election Costs

Discussion/Issues:

The newly purchased voting equipment is a digital optical scan system. The vendor cost per election will be coding fees of \$1,200 minimum and will vary upon number of races/candidates per election and ballot printing currently at .25 per ballot. The number of ballots being ordered will increase from previous elections due to the WINVote DRE machines being taken out of service and all balloting being done by paper. These fees are in addition to local machine custodian's service charge and mileage.

November 2015 General Cost

Line Item/Account	Line Item #	Payee	Amount
Professional Services	13010.1010	Election Official Pay	\$5,555.00
Professional Services	13010.5413	Technician 1	\$1,550.00
Professional Services	13010.5413	Technician 2	\$1,325.00
Machine Programming & Ballot Layout	13010.5413	Election Services Online	\$3,256.50
Postage	13010.5201	Postage	\$429.72
Training	13010.1010	OOE Training	\$1,140.00
Printing and Office Supplies	13010.5401	Ballots	\$3,235.00
Supplies for Precincts & Training	13010.5401	Supplies	\$660.69
Voting Privacy Screens	13010.5413	Printelect	\$320.63
Mileage	13010.5501	Mileage	\$1,246.39
Totals:			\$18,718.93

After the first year in service, there will be annual fees for Firmware updates and extended warranty fees per machine. The annual software license fee will cost \$1,515.00. The annual extended warranty fee will cost \$4,400.00.

Unisyn OpenElect Software	Type of License	Number of License	Annual License Fee
OVO Firmware	Single Device	13	75.00
OVI-VC Firmware	Single Device	12	45.00

ESO OpenElect Hardware Type	Number of Units	Initial Warranty Fee (per unit)	Extended Warranty Fee (per unit)
OpenElect OVO	13	Included	\$200.00
OpenElect OVI-VC	12	Included	\$150.00

Nelson County Electoral Board Five-Year Plan (July 2015 – June 2020)

The newly purchased voting equipment inventory will approach End-of-Life (EOL) in approximately 10 years.

Recommendations:

- Review Election Costs after 2015 November General Election to determine future needs
- Develop a plan for wholesale replacement of all vote counting equipment in 10-12 years
 - Start putting away funds in the capital budget for replacement

Voting Booth/Privacy Screen Inventory

Discussion/Issues:

Voting Booth/Privacy Screen inventory will need to be increased with additional units. With the use of the WINVote touch screen machines, not as many ballot marking stations were needed as will be now with the transition to all Optical Scan ballots. Also, in recognition of the need for better line management in presidential elections, inventory will need to be increased. Some of these corrugated tri-folds are older and become shabby over the years.

Solutions:

- For two years, purchase a minimum of 10 new voting booths annually
- Reevaluate after year 3 to determine future needs

Electronic Pollbook (EPB) Inventory

Discussion/Issues:

The need to improve line management has resulted in re-evaluating the number of EPBs required. We have replaced 20 outdated laptops in 2012 and purchased two spares in 2014.

Recommendations:

- 2015 EPB Assessment
 - Currently adequate with 22 Dell Windows 7 units in inventory
 - Reassess EPB program after 2016 Presidential Election

Nelson County Electoral Board Five-Year Plan (July 2015 – June 2020)

Establish a Voting Precinct Delivery System

Discussion/Issues:

The sophistication of voting precinct equipment and supplies has grown exponentially over the last few years and the amount of materials required to support legal operation of voting precincts has increased dramatically. Historically, the responsibility for delivery of equipment and supplies has been carried out by Chief Officers of Election. The burden is becoming extremely difficult for an individual Officer of Election to continue to support this type of operation unless they have a pickup truck or SUV. Additionally, the burden of maintaining satisfactory security and climate control for equipment and supplies should be borne by the County rather than the individual Officer of Election.

Recommendations:

Voter Registration and Elections:

- Purchase of 10 wire cages for a consolidated delivery system of voting precinct equipment and supplies
- Coordinate with voting precincts for delivery/pickup points

County Administration:

- Evaluate the costs associated with County vehicle and personnel performing the delivery logistics (which may require additional personnel and the rental/purchase of a box truck with lift-gate of sufficient size to transport all voting equipment delivery systems versus tasking a 3rd party source (moving company).

Office Staff and Officers of Election

Discussion/Issues:

The tasking assigned to modern day Voter Registration and Elections Department staffing is unique. Although staff members perform many standard clerical tasks, they are also required to complete many tasks that are either highly technical or supervisory in nature. Additional personnel will be necessary to monitor, process, and respond to increasing voter registration and information requests, absentee voting, processing photo ID requests, election preparations for precincts, and staffing of voting precincts (more Officers of Election).

The added work load of the 2016 Presidential General Election will require additional personnel/hours beyond that previously experienced by the department, and approaching 2020 is expected to be an even bigger challenge.

Officer of Election Pay has not evolved in over 7 years and needs to be addressed. Based on the number of hours worked, many of these individuals do not receive even minimum wage levels. They are expected to remain on station from 5 a.m. until late in the evening and provide their own meals and beverages which further cuts into their compensation.

Nelson County Electoral Board Five-Year Plan (July 2015 – June 2020)

Recommendations:

- Registrar's Office Staff
 - Additional hours for part-time staff

- Officers of Election
 - Pay levels need to be increased to reflect the value of the positions
 - Chief Officer – increase from \$135 to \$175
 - Assistant Chief Officer – increase from \$120 to \$150
 - Officer of Election – increase from \$110 to \$125
 -
 - Materials Pick Up/Drop Off Stipend established by law
 - remains unchanged at \$10 each way plus mileage
 - Training Pay
 - Remain unchanged = \$30

Steve

Other than possibly adding the excavator loader to the list as #1 for the Transfer Station as a replacement to the Daewoo machine I will not be requesting anything.

Thanks

Paul