

MINUTES
JAMES CITY COUNTY BOARD OF SUPERVISORS
WORK SESSION

County Government Center Board Room
101 Mounts Bay Road, Williamsburg, VA 23185

January 24, 2017

4:00 PM

ADOPTED

SEP 12 2017

A. CALL TO ORDER

Board of Supervisors
James City County, VA

B. ROLL CALL

Ruth M. Larson, Vice Chairman, Berkeley District
Michael J. Hipple, Powhatan District
P. Sue Sadler, Stonehouse District
John J. McGlennon, Roberts District
Kevin D. Onizuk, Chairman, Jamestown District

Bryan J. Hill, County Administrator
Adam R. Kinsman, County Attorney

Staff Present:

Paul Holt, Director of Community Development
Patrick Teague, Director of Human Resources
Brad Rinehimer, Police Chief
Ryan Ashe, Fire Chief
Sue Mellen, Director of Financial and Management Services

Virginia Department of Transportation Present:

Rossie Carroll
Tim McKenna

C. BOARD DISCUSSIONS

1. UPC 100921. Longhill Road Widening – Phase 1

Mr. Rossie Carroll, Virginia Department of Transportation (VDOT) Residency Administrator, gave a PowerPoint presentation to the Board regarding the project details of a fully-funded Smart Scale project and project website. He introduced Mr. Tim McKenna, Project Manager for the Longhill Road Widening Project, to the Board. He stated that the project is a fully-funded Smart Scale project with a budget estimated at \$19.9 million. He referenced a PowerPoint slideshow outlining Phase 1 of the widening of Longhill Road. General discussion ensued regarding this project.

Mr. Onizuk inquired about concerns regarding backup congestion going from four to two lanes.

Ms. Sadler inquired about cost differential between regular intersections versus roundabouts.

Mr. Carroll commented on safety improvements within this corridor, referencing Williamsburg Area Transit Authority bus cut-outs which are used for picking up or dropping off customers. He gave a summary of comments gathered from the Public Hearing held at Lafayette High School on December 6, 2016.

Mr. Onizuk inquired if roundabouts are generally a safer option than a standard intersection.

Mr. Carroll stated yes. He commented that roundabouts have been deemed a safe alternative for intersection control and are commonly used nationally. He further commented that accidents are generally less severe compared to typical intersections, partially due to vehicles traveling at slower speeds.

Ms. Larson inquired if this study included Lafayette High School.

Mr. Carroll replied yes, that the Corridor Study included all of Longhill Road; however, it is outside of the termini of this project.

Discussion ensued regarding the following project schedule:

- Right-of-Way Approval - May 1, 2017
- Advertisement for Construction - April 10, 2018
- Complete Construction - December 30, 2020

Ms. Sadler inquired regarding what can be expected regarding traffic flow during the construction phase.

Mr. Carroll replied that with this type of construction there will be some diversions and lane shifts as things are being constructed or built.

Mr. McKenna stated that there is a Traffic Management Plan which includes one lane traveling in each direction and maintaining access to all existing businesses and facilities.

In conclusion of the presentation, Mr. Carroll requested the Board provide a Resolution of Support for the project at its next meeting.

Mr. Hill expressed his gratitude on behalf of County residents for the work of VDOT.

2. Pre-Budget Discussion

Mr. Hill gave the Board an overview of a brief syllabus regarding the pre-budget discussion process. He acknowledged the following speakers: Mr. Paul Holt, Director of Community Development; Chief Brad Rinehimer, Police Chief; Chief Ryan Ashe, Fire Chief; and Ms. Sue Mellen, Director of

Financial and Management Services. He stated these are representatives from specific areas for the Board to be familiar with traveling through the Strategic Plan process.

Mr. Holt stated that he would be referring to the recently adopted update to the Comprehensive Plan throughout his presentation. Discussion ensued regarding demographic growth trends, the aging population and residential buildout within the County.

The Board took a break at approximately 4:34 p.m.

The Board reconvened at approximately 4:39 p.m.

After a brief recess the Board commenced and Mr. Hipple commented on population growth and more services needed by the year 2040. He inquired about the average number of new homes completed per year in the County being 395 as stated in the slideshow presentation.

Mr. Holt stated that the number 395 is based on market conditions and homes that are being absorbed into the market.

Mr. Hill inquired about the number of buildable lots that are presently in the Primary Service Area (PSA).

Mr. Holt stated that as it exists today and based on the analysis that was done on the recent Comprehensive Plan update, there are over 15,000 buildable lots. He further stated that this figure includes the development potential inside the PSA and commented that these are lots that have development potential with the exception of Economic Opportunities (EO) for Mooretown Road. He further stated that based on previous trends of absorption, staff estimates that could give 20-35 years of absorption without any other approvals or changes within the PSA.

Mr. Hipple emphasized that figure does not include what is outside the PSA.

Mr. Holt commented that there may be some EO land that has residential components to it that may require future rezoning and being brought into the PSA; however, that is a small percentage compared to the PSA as it exists otherwise.

General discussion ensued regarding rural lands.

Mr. Hill clarified with the Board that it wants staff to look at buildable lot areas outside of the PSA.

The focus shifted to the Human Resource segment of the Pre-Budget Discussion.

Mr. Teague referred to a PowerPoint slideshow recognizing the Performance Evaluation Results of County staff. He emphasized that one of the biggest issues is turnover amongst staff. He compared national, state and County turnover logistics. He commented that the County is following both national

and state trends regarding turnover. He discussed health insurance options and explained the principles of the Consumer Driven Healthcare Plan that was instituted in 2016. He commented that this is the plan the County is shifting towards, due to it being the only plan offered to new employees.

Mr. Onizuk inquired about the specifics of the Consumer Driven Healthcare Plan.

Mr. Teague replied that the County provides employees with a healthcare savings account where that money can accumulate monthly. He stated that the County, as the employer, provides a match to the employee as the employee puts money aside. He further stated that there is a \$3,000 deductible and once it is met, all healthcare expenses are covered. He commented that it is a back-end program versus an HMO which is a front-end program. He further commented that a Consumer Driven Healthcare Program is designed as a preventative program; therefore, the employee has a \$3,000 deductible per year; however, all of the preventative care is at a reduced or free rate. He explained that regular checkups are covered and that it is a program designed for people to manage their health as well as manage their healthcare expenses. Concluding his presentation, Mr. Teague discussed the Virginia Retirement System and its various plans.

Mr. McGlennon inquired if the Recreation Center is free to full- and part-time employees.

Mr. Hill stated yes.

Ms. Larson inquired about the difference in pay for performance of the various ratings.

Mr. Hill explained that there is a range of 0-4 and if an employee is below expectation the employee does not receive a raise. He further explained that the Performance Evaluation ratings of "Meets," "Outstanding" and "Excellent" are usually normalized to 2%, 3% or 4% increases.

Mr. Teague commented that the Strategic Plan will tie into all of the ratings of employee Performance Evaluations.

Discussion ensued regarding retirement rates and turnover in unemployment ratios.

Mr. Hill gave an overview of this section of the Board Discussion and expressed his gratitude to staff for their work performance.

The focus shifted to the Public Safety segment of the Pre-Budget Discussion.

Police Chief Rinehimer introduced his Command Staff; Deputy Police Chief Steve Rubino, Major Tony Dallman and Major Eric Peterson.

Chief Rinehimer referenced a PowerPoint slideshow as he discussed the population growth in the County and how it affects the services the Police Department provides and services it is asked to provide. He reviewed a slide

depicting the percentage of Part 1 Crimes (serious crimes) committed within the five districts of the County. He stated that the largest concentration of Part 1 Crimes are committed in high density populated areas, typically business areas. He stated that an increase of population will typically increase the number of crimes. He noted a slide detailing the slow growth of sworn positions within the Police Department over the years and the challenges created, noting there is approximately 0.5 officer for every square mile in the County. He stated that the number of calls for service have increased approximately 15% since 2013. He stated that the proactive officer initiated activity has decreased 15%, which includes traffic enforcement, foot patrols, educational and crime prevention workshops. He commented that there is an increase in response time to emergency or in-progress calls for a variety of reasons; more population, more traffic, increased number of calls, traffic lights, geography of the County, just to name a few. He suggested adding one or two more police zones in order to break up the highly populated areas where there are a lot of calls and noted that each zone takes approximately six officers in order to provide 24/7 coverage 365 days per year.

Mr. McGlennon stated that he would like to see something showing the growth in the Police Department versus the change in population.

Chief Rinehimer stated absolutely. He further stated that there are currently approximately 1.35 officers per 1,000 residents, which is below a lot of the surrounding jurisdictions.

Mr. McGlennon inquired about the most challenging crimes in Part 1 Crimes the County is currently facing.

Chief Rinehimer stated that the most frequent calls are larceny, thefts of vehicles and breaking and entering.

Ms. Larson commented that she has gone through the Citizens Police Academy and referenced her ride-along. She stated that she was impressed with the willingness of help from officers traveling from other zones. She further stated that she does not feel there are enough officers on the street and expressed her gratitude to all the members of the Police Department.

Mr. Hipple stated his concerns with the Powhatan District experiencing a lot of crime and emphasized working together to remedy that issue. He further stated that the Board needs to consider the cost associated with the hiring of new officers and budgeting for that money. He expressed his gratitude for the work of the members of the Police Department and stated he would like to help the officers get relief.

Ms. Sadler expressed her gratitude to the members of the Police Department for all they do for the community and stressed her support in the fiscal matter.

Mr. Onizuk inquired if adding one zone would qualify as a want or as a need for citizens. He further inquired if adding one zone is a want, at what future time would that become a definite need.

Chief Rinehimer replied that he cannot predict future crime rates in the

County; however, he feels with a certain amount of predictability that the crime rate will grow as the population continues to grow in the County and noted that an indicator of more crime is escalating response times. He emphasized his intent to make the Board aware of the crime rate and response time situation and the challenges presently facing the Police Department and in the future.

Mr. Hill stated that the County is growing and noted that each department has needs and he intends to work with the Board in prioritizing those needs.

Discussion ensued regarding the number of officers per square mile and the impact of crime in the County.

Mr. McGlennon inquired about police officer retention in the County.

Chief Rinehimer replied that there is not a huge issue with turnover. He commented that he feels there is a bigger issue with recruitment than with retention in law enforcement.

Mr. Hill expressed his gratitude to the Chief and the entire Police Department for the job that they do for the community and gave a recap of the discussion for clarity to the Board.

The focus shifted to the Public Safety Fire and EMS segment of the Pre-Budget Discussion.

Fire Chief Ryan Ashe introduced his Command Staff; Battalion Chief Jason Sweet and Battalion Chief Al Catlett.

Chief Ashe referenced a PowerPoint slideshow as he discussed the population growth in the County and how it correlates with Fire and EMS response time. He noted that the data reflected in the slideshow reflects FY 15, FY 16 and up to December 1 of FY 17, and further noted that the Fire Department had a 10% increase in calls in 2016 compared to 2015. He stated that Rescue and EMS calls tend to be the highest call volume. He further stated that with the increase of call volume and the location of the calls, the average response time has increased with the goal being six minutes or less 90% of the time. He commented that thus far in FY 17 the response time has increased over six minutes. He further noted that when talking about an average response time, only emergency calls are filtered out; therefore, this average does not include non-emergency public service calls such as smoke alarm installations or non-injured fall incidents. He commented that out of the County's five districts, the Jamestown District has the highest number of calls for service.

Discussion ensued regarding Fire and EMS incidents and response time for the various districts of the County.

Chief Ashe stated the importance of mutual aid that is most often given and received by York County and the City of Williamsburg, noting that as volume has increased, the use of mutual aid has also increased. He noted the statics on the slideshow depicting more mutual aid is received with less mutual aid

being given by the County. He commented that regarding Fire-specific calls the County gives more mutual aid; however, the County is receiving more mutual aid with EMS calls. He stated that the County and its neighboring jurisdictions participate in an EMS Cost Recovery Program where we waive the copay and write-off some of the additional charges for our residents. He further stated that the County is not allowed to do this when responding to a call in another jurisdiction and vice versa; therefore, County residents occasionally receive a bill from a mutual aid partner who cannot waive those copays and write-off the additional expenses.

Mr. Hill inquired about a call stating that they would wait until James City County Fire Department could respond.

Chief Ashe stated that was correct. He explained that a resident preferred to wait for James City County to respond no matter the length of time required.

Discussion ensued regarding areas of concern in different districts and the response time being greater than six minutes.

Chief Ashe referenced the population of the County per uniform position. He stated that this was looked at as how many people one uniformed position serves, noting that in the County it is approximately 670 residents or 0.8 per square mile. He further stated that when there is a reduction in staff there is an increase in overtime, due to a minimum amount of staff that is required to maintain coverage at all times. He noted that the Dispatch Center has seen an increase in emergency calls due to increased call volume.

Mr. Onizuk inquired about the staffing of Emergency Communications.

Chief Ashe replied that it is a challenge. Emergency Communications Center dispatchers work shift work, they do not get the public safety benefits and they work 12-hour shifts. He stated that in regards to turnover, approximately half of the dispatchers make it through training and those who stay typically leave after less than five years; however, occasionally there are those that stay for longer durations. He further stated that national statistics show that approximately 3% of dispatchers change careers before retiring, making this position a constant challenge.

Mr. Hipple inquired about the cost of training a firefighter/EMT.

Discussion ensued regarding costs associated with Fire/EMT personnel, training and retention challenges as well as the tremendous value of the volunteer firefighters.

Mr. Onizuk inquired about the cost recovery for Fire and EMS.

Chief Ashe replied there is a cost of approximately \$2.4 million for EMS calls.

Mr. Onizuk inquired about turnover and pay compared to other localities.

Chief Ashe replied that turnover rates are very similar and are typically about 10% in the department. He stated that the starting pay with the County is

comparable to others in the region, except for the Southside and Richmond areas. He described the turnover gap of staff after 3-10 years of service.

Mr. Hill and the Board expressed their gratitude to the Fire Department and EMS staff for all they do for the community. Mr. Hill gave a recap of the discussion for clarity to the Board.

The Board took a break at approximately 6:16 p.m.

The Board reconvened at approximately 6:23 p.m.

The focus shifted to the Financial segment of the Pre-Budget Discussion.

Ms. Mellen introduced her staff; Sharon Day, Assistant Director of Financial and Management Services, Stephanie Lahr, Senior Budget and Accounting Analyst and Jeff Wiggins, Budget and Accounting Analyst.

Ms. Mellen referenced a PowerPoint slideshow as she discussed the FY 16 Budget Results. She commented that in the County's \$187.4 million budget, revenues came in over \$3 million positive variance and spending and commitments were \$1.7 million positive variance. She noted a practice at budget time of projecting and identifying the overall amount in savings and then planning for that one-time funding. She further noted that the Capital Improvements Program (CIP) funding was planned for \$2.8 million, with \$446,827 to Capital Reserve and \$309,958 to increase the Health Insurance Reserve and the remaining amount of \$1.3 million to Fiscal Liquidity. Ms. Mellen discussed the revenues exceeding budget highlights and property taxes per her slideshow. She referenced real estate revenue growth in the County and stated that it is very modest, running approximately \$1 million per year.

Mr. Onizuk inquired if most of the revenue growth is due to more families requiring more services and not necessarily property value increases.

Ms. Mellen stated that is correct. She further stated that particularly between FY 17 and FY 18 it is purely just growth and that reassessment is done every two years; therefore, there is no increased property value. She discussed personal property, building related revenues, consumer driven revenues and reviewed general fund revenues. Discussion ensued regarding the County debt portfolio. She discussed revenue from the commonwealth – schools, referencing a slide in her presentation. She additionally discussed State versus County funding referencing a slide that depicted the percentage of change from 2009 to 2017 detailing school population growth of 11.5% since 2009, County contribution growth of 15.3% and state contribution decrease of 3.4%.

Mr. Onizuk stated it would be interesting to see the cost per student with the school population growing.

Mr. Hill inquired if Mr. Onizuk wants the total James City County number or the total number for Williamsburg-James City County as they are two different numbers.

Mr. Onizuk stated that he would be more interested in the James City County number or both, whichever is available.

Ms. Mellen stated that information can easily be obtained.

Further discussion ensued regarding the State versus County funding, CIP funding and revenue numbers.

Mr. Hipple inquired regarding the contributions to James City County schools before 2009, noting that from 2009 to present has been a decline. He stated that the County is having to make up the deficit as well as carry the state burden for schools and further stated that this is becoming more of a burden on the County which transfers to its citizens.

Ms. Larson requested a color copy of the slide being discussed regarding the contributions.

Ms. Mellen noted her request.

Discussion ensued regarding the County's burden of declining state contributions.

The focus shifted to an overview of the Strategic Plan.

Mr. Hill referred to the five-year capita of the CIP earlier referenced by Chief Ashe. He referenced the Debt Portfolio shown earlier in Ms. Mellen's presentation. He discussed in detail each of the following seven goals of the Strategic Plan:

- Sustainable, Long-Term Water Supply
- Modern infrastructure, Facilities and Technology Systems
- Expanding and Diversifying Local Economy
- Protected Community Character and an Enhanced Built Environment
- Exceptional Public Service
- High Quality Education
- Fiscally Efficient Government

In closing, Mr. Hill expressed his gratitude to Mr. Teague, Mr. Holt, Chief Rinehimer, Chief Ashe and Ms. Mellen for their individual presentations. He mentioned that present in this meeting audience were Ms. Jody Puckett, Director of Communications, Mr. John Carnifax, Director of Parks & Recreation, Ms. Rebecca Vinroot, Director of Social Services, Ms. Grace Boone, Director of General Services, Mr. Jason Purse, Assistant County Administrator, Mr. Adam Kinsman, County Attorney, Ms. Sharon Day, Assistant Director of Financial and Management Services and Mr. Doug Powell, Director of James City Service Authority. Mr. Hill also expressed his gratitude to the Board for its continued support and reviewed the dates of upcoming Board meetings.

Mr. Onizuk inquired if the PowerPoint Presentations could be uploaded to Novus for the public to be able to view.

Mr. Hill stated that these were posted to the Budget Section as well as the County Administration Section earlier when the meeting commenced.

Ms. Sadler expressed her gratitude for the presentations and commented that the core responsibilities of government is to provide education and public safety. She further commented that she would appreciate any tax relief possible for citizens.

Mr. Hill emphasized to the Board that he would like feedback reflecting what it feels are not essential items.

Mr. McGlennon stated that the Board is looking for opportunities to provide citizens with what they need and balancing those needs.

Mr. Hipple stated that he would like to provide tax relief for the citizens if possible, but feels there are demanding issues on the horizon for more officers on the street to keep citizens safe.

Ms. Larson stated that she appreciates the work of everyone for this meeting. She further stated that public safety and quality education are both very important. She noted a recent obituary for Ms. Betty Pettengill who served the County for many years and sends sincere sympathy to her family.

D. CLOSED SESSION

None

E. ADJOURNMENT

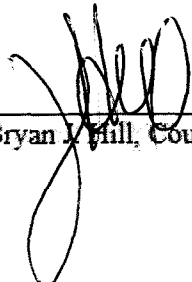
1. Adjourn until 5 p.m. on February 14, 2017 for the Regular Meeting

A motion to Adjourn was made by Kevin Onizuk and the motion result was Passed.

AYES: 5 NAYS: 0 ABSTAIN: 0 ABSENT: 0

Ayes: Hipple, Larson, McGlennon, Onizuk, Sadler

At approximately 7:20 p.m., Mr. Onizuk adjourned the Board.



Bryan J. Hill, County Administrator