

BOARD OF SUPERVISORS
COUNTY OF STAFFORD
STAFFORD, VIRGINIA

MINUTES

Annual Planning Meeting
January 19/20, 2018
Airlie Conference Center – Warrenton, VA

Call to Order The annual planning meeting of the Stafford County Board of Supervisors was called to order at 1:00 p.m. by Meg Bohmke, Chairman, on Friday, January 19, 2018 in the Meadows Room at The Airlie Center, Warrenton, VA.

The following Board members were present: Meg Bohmke, Chairman; Gary F. Snellings, Vice Chairman; Jack R. Cavalier; L. Mark Dudenhefer; Wendy E. Maurer; and Cindy C. Shelton. Note: the George Washington District Supervisors seat is vacant due to the election of Mr. Robert “Bob” Thomas, Jr. to the Virginia General Assembly representing the 28th District.

Also in attendance on Friday, January 19, 2018, were: Thomas C. Foley, County Administrator; Fred Presley and Michael Smith, Deputy County Administrators; Rysheda McClendon, Deputy County Attorney; Donna Krauss, Director, Human Services and Community Engagement; Maria Perrotte, Chief Financial Officer; and Andrea Light, Budget Division Director.

The January 19, 2018 agenda items were discussed as follows:

1. Five-Year Financial Plan
 - A. Brief Overview/Review of Outlook
 - B. Discussion of Primary Challenges/Drivers
 - C. Discussion of Strategies/Changes/Issues for Further Review

Mr. Foley talked about new processes implemented this year including the joint CIP process, which included the School Board. He spoke about the Five-Year Financial Planning process; how the County identifies multi-year challenges and how to meet those challenges.

Mr. Foley outlined ways to develop a strategic plan which, along with the Five-Year Plan, and Comprehensive Plan would feed into the budget process using a systematic

approach aimed at moving the County forward and putting the Board in a position to make decisions and give directions that will impact the County.

Budget Division Director, Ms. Andrea Light, presented the County's Five-Year Financial Plan and concentrated on several primary challenges/drivers of the budget.

The first challenge/driver discussed was the School's operating transfer. The general consensus of the Board was to begin the budget process by maintaining the per pupil cost, adding additional funds for the expected growth, and then address any additional needs that are identified each year to decide if funding is available. The Board also asked for some additional information from staff regarding the incremental cost for the four non-special needs students in a peer-to-peer Pre-K classroom, the breakout in Pre-K on ages and in what schools they are located, and for staff to develop a communication plan to keep the public informed on the process.

Ms. Light then presented on Public Safety staffing challenges and drivers. The Board's consensus was that additional Sheriff's deputies should be added to maintain the current deputy per capita status, and consider additional positions on an as needed basis with justification. In this year's budget that would include 4 new deputies. The Board also requested additional information from staff regarding the protocols for response during an emergency, guidelines for cross training of staff and volunteers and information regarding the drop in volunteer staffing for the public's benefit. Staff will compile data and bring back to a future Public Safety Committee.

Social Services staffing challenges, including high turnover and salaries that are well below market and the lowest in the area was then discussed. The consensus of the Board was that it agreed with the County Administrator's suggested path to bring the salaries to the market level to reduce turnover, as well as a slight increase in staffing to handle the greatly increased work load. It was recommended that Michael Muse, DSS Director, have more face time with the Board at its meetings to inform the public of the work they are doing. Mr. Snellings requested that the full Board receive a copy of the monthly Social Services report. Additional information regarding the 30% turn-over rate and DSS' biggest staffing challenges were asked to be provided to the Board.

Overall employee compensation was discussed. The consensus of the Board was to move forward with the County Administrator's plan which includes market analysis and funding to maintain market and catch up those that are behind, such as Social Services. Ms. Donna Krauss provided an update on the Children's Services Act (CSA). After a discussion of the issues, the Board requested additional information from staff including trends on the costs per pupil in private day school, and information about the facilities

and their locations. The Board also considered moving the funding into the School's operating transfer. The consensus of the Board was to request Mr. Foley to work with School Superintendent, Dr. Bruce Benson, on proposed solutions and bring specifics to the budget process and to the Joint Schools Working Committee meeting.

Mike Smith provided an update on the Utilities fund. Discussions revolved around the increased age of the facilities and the need to increase staffing for maintenance activities on the aging infrastructure. The consensus of the Board was to bring the recommendation forward as a part of the budget process. The Board also reiterated the need for transparency and education of the public regarding the use of funds and need in the Utilities department.

The Capital Improvement Plan (CIP) was discussed. Fred Presley provided an update on the proposed new Courthouse Complex. The general consensus was to continue looking at alternatives to achieve the goals to meet the demands of population and case load growth as well as security issues. The Board consensus was that the Courthouse should remain the #1 CIP priority. Mr. Dudenhefer did not agree that the Courthouse was the #1 priority. The other CIP projects, which are additions to the school system, were also discussed. The consensus of the Board was that additional information was needed on the enrollment projections, pre-K projections, and the effect of these programs on the "programmed capacity".

Mike Smith provided a Transportation update. The Board consensus was that alternative funding sources needed to be identified to continue transportation improvements. The Board asked staff to compile the data on the status of the County roads (with a task force) to identify a priority list of road projects.

The afternoon session wrapped up with a discussion about unmet needs. Mr. Foley said that assumptions were very modest yet revenues were not going to be sufficient to meet those needs. The consensus of the Board was to direct the County Administrator to develop a proposed budget using Scenario 2 for the Board's future consideration. The Board once again stressed transparency and the need to be able to educate the public about the needs of the County including the facts about building a new courthouse and new schools, with a high emphasis on the challenges and growth the County is experiencing.

Adjournment At 5:36 p.m., the Friday session of the annual meeting was adjourned.

Call to Order At 8:30 a.m. on Saturday, January 20, 2018, Ms. Bohmke called the meeting to order. In addition to those persons listed as attending on Friday, Mr. Jeff Harvey, Director of Planning and Zoning, joined the meeting.

Closed Meeting At 8:35 a.m., Ms. Shelton motioned, seconded by Mrs. Maurer, and by unanimous voice vote (6 – 0), the Board adjourned into Closed Session.

Closed Meeting Resolution CM18-02 reads as follows:

A RESOLUTION TO AUTHORIZE CLOSED MEETING

WHEREAS, the Board desires to hold a Closed Meeting for (1) discussion of the disposition of public property where discussion in open meeting would adversely affect the bargaining position of the Board; (2) consultation with legal counsel employed by the Board regarding a specific legal matter requiring the provision of legal advice by such counsel; (3) discussion and consideration of Board appointments; and (4) discussion regarding the County Attorney's retirement and vacancy; and

WHEREAS, pursuant to Virginia Code § 2.2-3711(A)(1), (A)(3), and (A)(8) such discussions may occur in Closed Meeting;

NOW, THEREFORE, BE IT RESOLVED that the Stafford County Board of Supervisors on this the 20th day of January, 2018, does hereby authorize discussion of the above matters in Closed Meeting.

At 9:33 a.m., Mrs. Maurer motioned, seconded by Mr. Snellings, and by unanimous voice vote (6 – 0), the Board returned to open session.

Closed Meeting Resolution CM18-02(a) reads as follows:

A RESOLUTION TO CERTIFY THE ACTIONS OF THE
STAFFORD COUNTY BOARD OF SUPERVISORS IN A CLOSED
MEETING ON JANUARY 20, 2018

WHEREAS, the Board has, on this the 20th day of January, 2018, adjourned into a Closed Meeting in accordance with a formal vote of the Board and in accordance with the provisions of the Virginia Freedom of Information Act; and

WHEREAS, the Virginia Freedom of Information Act, as it became effective July 1, 1989, provides for certification that such Closed Meeting was conducted in conformity with law;

NOW, THEREFORE, BE IT RESOLVED that the Stafford County Board of Supervisors does hereby certify, on this the 20th day of January, 2018, that to the best of each member's knowledge: (1) only public business matters lawfully exempted from open meeting requirements under the Virginia Freedom of Information Act were discussed in the Closed Meeting to which this certification applies; and (2) only such

public business matters as were identified in the Motion by which the said Closed Meeting was convened, were heard, discussed, or considered by the Board.

Following the Closed Session, agenda items were discussed as follows:

1. Discuss Development of the Board’s Strategic Action Plan
2. Growth Management Strategies (outside the Urban Services Area (USA))
3. Overview by Individual Board Members on Items for Discussion/Consideration
 - A. Youth Driver Task Force
 - B. Long-Term Solid Waste Solution
 - C. Transparency
 - D. Recreational Use of Reservoirs
 - E. Water Rates – Tiered Rate Structure
 - F. Regional Human Services Service Delivery and Funding

Mr. Foley reviewed the reason for developing a strategic plan and the importance of going through the process. The Board was provided with a hand-out, “Developing a Strategic Action Plan.” Mr. Foley suggested a Board retreat in June with a facilitator to go through the strategic plan process. Discussion ensued with a consensus to proceed with the process using a facilitator; all agreed there was a need to be cost-conscious; therefore, the retreat should be in Stafford, without the need for an overnight stay in a hotel, and to keep the meals minimal. The goal of the meeting was to develop a very specific document that the Board can share with its constituents.

Mr. Jeff Harvey led a discussion on growth management strategies and provided an update and historical perspective. The Board asked for additional information including a growth projection chart that shows rural vs. non-rural areas and occupancy permits, and an analysis on the 80/20 split envisioned in the Comprehensive plan and if we were meeting that goal. Mr. Harvey will provide this analysis to the Board at a later date. The Board also asked staff to bring back additional data on our peer localities regarding growth management. The Chairman appointed two members, Mrs. Maurer and Mr. Dudenhefer, to study the issue and come up with some growth management strategies. Staff was tasked with developing a communication plan to keep the public informed as the process moves forward.

A discussion was also held regarding the Purchase of Development Rights (PDR) program. The Board suggested looking at the policy and making it part of the budget process. The consensus was to add it to the FAB agenda, to get more historical information on the number of acres, local and State costs and budget guidelines.

The Board discussed the Youth Driver Taskforce (YDTF) that was done in 2006 and recommended a renewed look at that study along with any other studies done since. It was recommended that the Board's Infrastructure Committee take this up and involve staff in the process.

Long term solid waste solutions were discussed. The Board consensus was that this item should be sent to the R-Board for options and creative solutions, and to include GWRC for a look at long-term strategies on how the County approaches its trash problem, and suggested public service announcements on trash and recycling.

The Board reiterated to staff the need for more transparency with the public and asked that more information be added to the County website, including minutes from the Board working committees, and to increase the information available to the public through social media outlets.

The Board discussed the recreational use of reservoirs and asked staff to bring that issue to the Utilities Commission for consideration and then back to the Board.

The Board also raised concerns over the tiered rate structure and how our rates compare to other localities. The consensus of the Board was that staff should compile additional information and bring this issue to the Utilities Commission and then back to the Board.

The Board also asked that staff look at the process to fund partner agencies, to ensure there is not a duplication of efforts. Staff should compare other localities models for partner agencies and report back to the Board.

A discussion was held regarding a personal property tax break for employees. The Board recommended staff study the issue and bring it to future FAB committee meeting for consideration as an incentive to stay working with the County and living there. It would require a constitutional amendment in Richmond.

Adjournment At 12:38 p.m., the Chairman adjourned the Board's annual planning meeting.

Thomas C. Foley
County Administrator

Meg Bohmke
Chairman