

At a work session of the Board of Supervisors of the County of Warren held in the Warren County Government Center on November 8, 2017 at or about 11:23 AM.

Present: Linda P. Glavis, Chair (South River District); Tony F. Carter, Vice-Chair (Happy Creek District); Archie A. Fox (Fork District); Daniel J. Murray, Jr. (North River District); and Thomas H. Sayre (Shenandoah District); also Douglas P. Stanley, County Administrator; Dan N. Whitten, County Attorney; André T. Fletcher, Finance Director; Fire and Rescue Department Chief Richard Mabie; Gerry Maiatico, Fire Marshal; Brandy Rosser, General Services Director; and Roger Bianchini, Royal Examiner

Absent: None

Discussion – Samuels Public Library Memorandum of Agreement – Doug Stanley

Mr. Stanley reported that in In March 2017, the Warren County Board of Supervisors requested the formation of an ad-hoc committee to examine the management structure of Samuels Public Library and potential options that could save County taxpayers money in the long run. The Board of Supervisors understands that the Samuels Public Library Board of Trustees is a separate entity and that the County cannot dictate how the library is operated, although the County funds the majority of the operating costs. Members of the Board of Supervisors have expressed concerns about the County’s increasing annual funding of Samuels Public Library.

The Board of Supervisors acknowledges that Samuels Public Library compares favorably in respect to facilities, operations, and staff of other libraries in our geographic area. The library is a source of pride for our residents and is widely used. In addition to paying for the construction of the new library, the County has greatly increased its support of the library’s operations and staff over the past decade. Specifically the Board of Supervisors wanted the following three options to be reviewed:

1. Continuing with the current oversight of daily operations by the Board of Trustees;
2. Contracting with a third-party vendor to assume management of the daily operations; and
3. The County assuming management of daily operations and the responsibility for activities such as Human Resources and payroll into County operations, thus saving the cost of duplication of services.

The Board of Supervisors felt that the best course of action would be to create an ad-hoc committee consisting of Board of Supervisors members, Library Board of Trustees members, and County and Library staff to study the three options. The Ad-Hoc Committee was formed and included the following members:

- Mary Anne Biggs, Samuels Public Library (Chair)
- Pete Walker, Samuels Public Library
- Chuck Huber, Samuels Public Library
- Linda Glavis, County of Warren

- Tom Sayre, County of Warren
- Doug Stanley, County of Warren

Staff Support:

- Nicki Lynch, Samuels Public Library
- Harold A. Hayes, Samuels Public Library
- Eileen Grady, Samuels Public Library
- Brandy Rosser, County of Warren
- André Fletcher, County of Warren

As part of its due diligence, the Committee reviewed the following information:

- Presentation from LSSI on third-party library management
- LSSI reports and presentations
- Samuels Public Library Comparison
- County Management Presentation

After review of the three alternatives, the Committee found that:

1. The third-party management option is not recommended for a number of reasons including:
 - Samuels Public Library has the support of the community and a large number of donors and volunteers, which may be jeopardized.
 - Given that Samuels Public Library is already a private organization, third-party management would not see significant savings in retirement costs.
 - Samuels Public Library already takes advantage of joint purchasing opportunities.
 - At the end of the day, while there may be some savings of management, the savings offset would be taken up by the management costs of the company.
 - The committee did not see significant advantage at this time for Samuels Public Library operations to be taken over by a third-party vendor.
2. The County management option has limited merit and potential:
 - Samuels Public Library would be folded into County operations as a department.
 - The current Board of Trustees would be appointed by the Board of Supervisors as an Advisory Board.
 - The option would provide the most input by the Board of Supervisors into the daily operations.
 - The perceived loss of “independence” of Samuels Public Library.
 - Samuels Public Library employees would become employees of the County of Warren and would be eligible to participate in the Virginia Retirement System (VRS), which would add an estimated \$25,000 annual cost to the current retirement contribution.
 - The most significant downside of the option would be the anticipated drop in donations and volunteer support of Samuels Public Library by a public that may perceive that they were already paying for the library through their taxes.
3. Samuels Public Library will continue to operate as an independent library.

It is the recommendation of the Ad-Hoc Committee that Samuels Public Library continue to operate as an independent organization with management by its Board of Trustees. The proposed Memorandum of Agreement (MOA) was developed to memorialize the work that was accomplished through the work of the Ad-Hoc Committee, to address the chief concerns of the Board of Supervisors relative to budgeting for the library, and to address the facility concerns of the Library Board of Trustees. The main provisions of the MOA include:

- No increase in County appropriation in its operational funding of \$973,682 (FY 2017-2018) for its FY 2018-2019 budget, \$983,418.82 (1% increase) for FY 2019-2020, and \$1,003,087.20 (2% increase) in FY 2020-2021; and
- A cumulative amount equal to the annual increase in Library employee Health Insurance premiums; and
- If there is a substantive increase in County revenue during the period of this agreement, the County will consider an additional appropriation in FY 2019-2020 and 2020-2021 to match any across-the-board compensation increases provided to County staff; and
- The Library and the County agree to work together to identify opportunities to share resources to provide cost savings for the Library without reduction in the County appropriation.

As the owner of the Library building, the County acknowledges that it is responsible for maintenance and, as such, agrees to consider building improvements including updated flooring, HVAC replacement, and other facility needs as part of its Capital Improvement Plan (CIP) beginning in FY 2018-2019.

Mr. Murray voiced his hesitation about agreeing to budget increases for the Library over the next three fiscal years when an increase in County revenue is not guaranteed, especially when other departments such as the Sheriff's Office, Fire and Rescue, and the Public School system are vying for budget increases as well. Mr. Carter acknowledged Mr. Murray's concerns and stated that this specific provision was included to minimize the budget increases over the next few years. Mr. Stanley also added that having the Library be able to anticipate a fixed budget, the Board of Trustees could plan additional fundraising events to supplement its budget as needed.

Mr. Murray also raised concerns regarding the activities provided by the Library that are typically provided by community centers in other localities, such as arts and crafts groups and dance lessons.

Mr. Sayre noted the language difference between "will consider" and "may consider", and Mrs. Glavis seconded Mr. Murray's concerns regarding budget increases, though she viewed this MOA as a compromise. Mr. Stanley also stated that the stated budget increase was an acknowledgement by the Ad-Hoc Committee that the Board of Supervisors understands that certain costs, specifically utilities, will continue to increase.

The consensus of the Board was to place this item on the November 21, 2017 agenda for approval.

Discussion – Warren County Fire and Rescue Staffing Plan Update – Doug Stanley/ Chief Richard Mabie

Mr. Stanley reminded the Board that the County had submitted a grant application through the SAFER Grant program with the Department of Homeland Security to cover a third shift (two staff members) at South Warren Volunteer Fire Department (VFD) Company 3. The County was also hoping to replace two shifts (four staff members) at Shenandoah Farms VFD Company 6 that will be lost due to the positions currently being funded by the Virginia Department of Transportation (VDOT) while the Morgan Ford Bridge project is underway.

Unfortunately, the County did not receive the grant, but there are plans to reapply during the next grant cycle. Brandy Rosser, General Services Director, stated that the County's grant application failed to make it to the preliminary consideration of peer review due to the application being weak with not enough information provided. Mrs. Glavis asked how the application could be made stronger, and Ms. Rosser replied that the County needs to take several months to compile a more in-depth application with additional supporting documentation. Mr. Stanley stated that the application process as a whole would be internally evaluated moving forward.

Mr. Stanley reported that as part of last year's budget, the Board set aside between \$130,000 and \$140,000 in the reserve for contingencies anticipating the possibility that the County would not receive the grant in order to fund the third shift at South Warren VFD. In order to determine how best to utilize the contingency funds, Mr. Stanley invited Chief Richard Mabie and Fire Marshal Gerry Maiatico to provide input.

Mr. Fox inquired as to how much the County receives from Clarke County annually due to Shenandoah Farms VFD aiding them with emergency response, and Mr. Stanley replied that the County receives \$25,000 annually. Mr. Murray asked how many nuisance alarms the County receives before back-charging, and Chief Mabie responded that Warren County does not currently back-charge property owners.

Mr. Maiatico reported the main objectives for this work session discussion:

- Provide an overview of the current Fire and Rescue staffing constraints
- Determine the feasibility in continuing the staffing of Shenandoah Farms VFD
- Determine the feasibility completing the staffing plan for South Warren VFD
- Discuss SAFER Grant application results
- Present three staffing options for the current needs of Fire and Rescue

Mr. Maiatico reported that the staffing plans for South Warren VFD Company 3 have been reviewed multiple times beginning at a Board of Supervisors work session in December 2016. At that time, the Board opted to proceed with Staffing Option #2 and submit a funding request through the SAFER Grant application process. Option #2 provided $\frac{2}{3}$ staffing coverage by hiring two additional personnel on a 24/7 schedule with one shift vacant, leaving up to 72 hours per week not covered, which equates to 2,736 hours per year not covered for South Warren VFD's response district.

Mr. Maiatico then reported at the Shenandoah Farms VFD Company 6 in 2010 and 2011, there were notable issues within the volunteer organization. In November 2011, Clarke County agreed for Warren County to provide full management and oversight of the station, and in June 2013, the volunteer company was dissolved, reorganized, and emergency 24-hour staffing was provided. In January 2014, Company 6 moved from emergency 24-hour coverage to volunteer-dependent coverage before moving to a modified 24-hour shift, Monday through Friday, with a single staffed position in November 2015.

In May 2016, due to VDOT's Morgan Ford Bridge replacement project, 24-hour career staffing was added to Company 6, utilizing two existing full-time employees and hiring three additional positions on a "term agreement". With the project nearing completion, there is a possibility that Company 6 will lose the four positions that were supplemented by VDOT. There are currently four vacancies in the operations system, two with Company 2 and two with Company 6. In order to compensate for gaps in "B" Shift coverage, a position from Company 2 was shifted to Company 6 to work 24-hours temporarily while Company 2 was staffed with part-time coverage. Fire Administration employees often are needed to cover operational vacancies.

On September 29, 2017, the Fire and Rescue Department received notification that the application for the SAFER Grant was unsuccessful, which necessitates the Department to review the overall staffing objectives and plan as well as present various staffing options to the Board in order to continue providing the current level of service:

- Staffing Option #1:
 - Decrease coverage at Companies 3 and 6
 - Release four additional personnel at Company 6 and return Company 6 to a daylight staffing plan
 - Return daytime staffing to Company 2
 - Company 3 "C" Shift remains uncovered
 - Absorb four released personnel into four current vacancies
 - Estimated Cost: None
- Staffing Option #2:
 - Provide full coverage for Companies 3 and 6
 - No coverage for Company 2
 - Absorb four additional personnel from Company 6
 - Move positions from Company 2 to Company 3 to cover "C" Shift
 - Release and hire for the four vacancies
 - Estimated Cost: \$130,000 for current fiscal year; \$260,000 for next fiscal year
- Staffing Option #3: (Recommended)
 - Full coverage for Companies 2, 3, and 6
 - Absorb four additional personnel for Company 6
 - Hire two additional personnel for Company 3
 - Return daytime staffing to Company 2
 - Release and hire for four vacancies
 - Estimated Cost: \$195,000 for current fiscal year; \$390,000 for next fiscal year

Chief Mabie stated that Company 6, despite being located within Clarke County, is a Warren County Fire Station with 2/3 of the approximately 500 calls per year received from Warren County. He also expressed his appreciation to the Board for approving the purchase of a new engine and ambulance for Company 6. He reported that the Banquet Hall has been shut down and converted to service the Logistics Division due to the rental income of the hall not matching the cost of upkeep.

Mr. Stanley stated that time and distance are the primary factors with maintaining full coverage at Companies 3 and 6 due to their remote locations from other County Companies. Chief Mabie reported that the Fire and Rescue Department is currently working on a staffing plan to present to the Board in the near future, which will not include any additional staffing for Companies 5 or 8 and will look to return the Fire Administration employees that have been deployed to cover operational vacancies.

Mr. Stanley reported that currently, the aforementioned \$130,000 in funding is earmarked and set aside for the Fire and Rescue Department. There was additional discussion regarding shifting personnel among the Companies located closer to one another in order to decrease the estimated budget impact. Mrs. Glavis asked how many individuals from the last group of volunteers that were trained actually stayed to volunteer within Warren County. Mr. Maiatico responded that a few of the graduated volunteers are no longer active in the County due to a variety of reasons. Due to low interest, Warren County was forced to cancel its upcoming training class and send the potential volunteers to the training class in Frederick County, which was also ultimately cancelled. The Fire and Rescue Department is now looking at potentially having a regional/multi-jurisdictional training class.

It was the consensus of the Board to place this staffing plan on the agenda for the December 12th meeting, and by that time, Mr. Stanley will have an update from VDOT regarding the anticipated completion date for the Morgan Ford Bridge replacement project.

Discussion – Town/County Liaison Committee Agenda Items – Doug Stanley

Mr. Stanley confirmed the date and time of the upcoming Town/County Liaison Committee meeting: Thursday, November 16th at 6:00 PM.

Adjournment

Mrs. Glavis adjourned the meeting at 12:34 AM.