

**Caroline County  
Board of Supervisors Agenda  
Executive Summary**

---

**Meeting Date:**       **March 9, 2021**

**Title:**               **New Business – Presentation of Department Goals for 2021**

---

*(Check Mark)*

- |   |  |
|---|--|
| <input type="checkbox"/> Consent                      | <input type="checkbox"/> Closed Meeting          |
| <input type="checkbox"/> Action                       | <input type="checkbox"/> Public Hearing          |
| <input type="checkbox"/> No Action (Information Only) | <input type="checkbox"/> Ordinance               |
| <input type="checkbox"/> Resolution                   | <input type="checkbox"/> PowerPoint Presentation |

**Summary:** At the request of Chairman Underwood, department heads will present their top two goals for 2021 at the March 9 Board of Supervisors meeting. A copy of the goals identified by department heads is attached.

**Budget Impact:** N/A

**Action(s) Requested of Board:** Discuss and direct staff as appropriate

## **Department of Fire & Rescue Priorities**

### **Additional Staffing (13 FTE)**

Due to increased call volume over the past 3 years we have a tremendous need for an additional career staffed ambulance 24/7. This would require 6 additional staff. In conjunction with the additional ambulance we have the need to have at least (1) staffed engine company in the county 24/7 with three personnel (driver, officer, Firefighter) or 9 FTE. We currently perform dual role staffing (EMS or Fire) so at times of high EMS call volumes we have no fire protection resources.

Because of the size of the Department (292 members) and the average experience level of our members, we have a tremendous need for additional training personnel. The Department currently has one (1) training officer, who also handles EMS compliance. We need to add at least one (1) additional fire-EMS instructor to provide basic and advanced level training to volunteer and career members.

### **Carmel Church Station**

Construction and subsequent staffing of this new station will provide fire and EMS coverage for a portion of the county that is beyond five miles from any existing fire station. This will help lower insurance rates for both homes and businesses. In addition, this station will reduce the Fire/EMS call load on both the Bowling Green and Ladysmith's stations. Currently these two stations respond to 87% of all incidents in the county.

## **LIBRARY BUDGET PRIORITIES FOR FY 2021-2022**

**Priority One:** Increase Electronic Collections

**Budget Impact:** Requested Increase of \$7,000 to Books & Subscriptions line

The last year has seen a big shift in how library patrons access materials. Whether it's because they cannot browse the shelves while our buildings are closed or that they don't feel comfortable coming out to a public place, electronic materials, like e-books and downloadable audiobooks, have become more popular. As more in-person patrons and new, online-only patrons turn to these resources, they're more likely to encounter long wait times. Unfortunately, these materials are more expensive than their physical counterparts and are often limited to a certain number of checkouts/length of time before they need to be purchased again. A patron may wait several months to checkout a title and then it becomes unavailable before they can get it. Currently, we are required to spend \$3,000 on electronic materials as part of our agreement with the Southern Virginia Libraries United Electronically consortium each year. We would like to increase this spending in order to meet the increased demand for electronic resources. For the next fiscal year, we have requested an additional \$7,000 to be added to the budget line for books and subscriptions. Our overall budget for both physical and electronic materials would be \$25,000 for the year.

**Priority Two:** Create New Programming Methods and Continue Successful New Programs

**Budget Impact:** Requested Increase of \$400 to Programming Supplies line

Before March 2020, the library predominately provided programming in an in-person setting, like children's story time, book clubs, and after-school STEAM activities. Needless to say, these programs had to be halted or retooled in order to keep our patrons safe. Programs like the story time and STEAM to go kits, provided in partnership with the Caroline County NAACP, were very successful. We plan to continue providing these programs and to try to find ways to provide new and old programs safely as we go forward. There are additional costs associated with providing to go kits or taking programs outside, so we are requesting an additional \$400 to be added to our programming supplies budget line, for a total of \$1,200 for the 2021-2022 fiscal year.



## **CAROLINE COUNTY PARKS & RECREATION**

### **OFFICE LOCATION**

Caroline County Community Services Center  
17202 Richmond Turnpike  
Milford, Va 22514  
Suite 1-A

### **MAILING ADDRESS**

P.O. Box 447  
Bowling Green, VA 22427  
Phone: (804) 633-7277  
Fax: (804) 633-4136

**February 11, 2021**

**From: Donnell Howard**

Per Board of Supervisor Mr. Reggie Underwood's request for each department to identify two ambitions that it would like to see fulfilled this year, and projected financial impact it would have on the budget.

After carefully considering the immediate needs, the conclusion has been reached to: 1) Advance the marketing portion of the department along with customer services; 2) Provide an ongoing year-round family support service.

Accomplishing of the first goal requires the advancement of the Civic Plus Software that has afforded citizens the option to conduct County business through on-line payment transactions. Advancing of the software would consist of purchasing at a cost of 6,338.00 for a 1-year investment, and thereafter an annual recurring service cost of 3,150.00 for the Civic Rec software.

Civic Rec would make it possible to enhance identity through internal designing of a department's web site for advancing in the area of marketing, producing game schedules, sports standings, handle on-line facility reservations' transactions, immediate refund transactions, generate reports, uploading photos of events, processing in office credit card transactions; all which cannot be done with the current system.

The second goal, parents with school aged children would be afforded County sponsored before and after school care program that is much needed in the Eastern portion of the County. The program would run throughout the year by well-trained part time staff and would provide a safe environment, snacks, education and recreation enrichment opportunities for building of their mental, physical and social skills. The program would also bring benefit to parents who are finding it to be challenging to accept employment due to starting hours conflicting with the lack of child care.

Funding for such care would be in the amount of 16,200.00 for staffing throughout the program which will house at start maximum of 20 during the pandemic.

*Shaping Communities for Purpose...*  
*Acknowledging Life Longer than the Experience...*

## **Planning Department Goals**

### **COORDINATE THE 2021-2030 CAROLINE COUNTY REDISTRICTING PROCESS**

Every ten (10) years, the Board of Supervisors is mandated to complete the decennial redistricting as set forth in Article VII, Section 5 of the Code of Virginia. Redistricting is accomplished upon the completion of the decennial census by the U.S Department of Commerce and any adjustment of the population numbers by the Division of Legislative Services of the Commonwealth of Virginia. While the release of the population figures from the Census Bureau has been delayed, the ultimate release of the numbers will trigger the requirement to begin the redistricting process for the next state election cycle. The delay in receiving new figures will require greater coordination with the Registrar's office to provide the information in a timely manner to allow the registrar to meet her deadlines.

### **ADOPT AND IMPLEMENT THE 2018 VIRGINIA UNIFORM STATEWIDE BUILDING CODE CYCLE FOR CONSTRUCTION**

Approximately every three (3) years, the Commonwealth of Virginia Department of Housing and Community Development adopts the Commonwealth's version of the National Uniform Statewide Building Code. Local governments are subsequently tasked with implementing the Code for their respective jurisdictions.

Implementation of a new code cycle is not without its challenges. The changes require department staff to undergo extensive training and testing on code changes. Only then can staff develop new materials and provide training to the construction industry. This must be accomplished while performing the daily responsibilities of the department, which are approaching 2007 development levels.

### **PREPARE A DEVELOPMENT STANDARDS MANUAL FOR REVIEW AND ADOPTION BY THE BOARD (OPTIONAL)**

With the level of development activity in the County, staff has identified a need to create a Development Standards Manual (similar to Public Utilities) to update and consolidate site development regulations (landscaping, sidewalks, frontage improvements, etc.) that are applicable to both the subdivision and zoning ordinances. The preparation of such a manual would allow the County to update its development requirements to include best practices and identify areas where such regulations either exceed or are deficient with respect to our neighboring communities along the I-95 corridor.

## **Finance Department Goals**

- 1.) Strategic budgeting – I would like to create and monitor not only the overall County’s budget, but a variety of departmental budget needs on a more comprehensive level similar to how the CIP budget is handled. This would entail reviewing the needs of each department on a longer timeframe, analyzing salaries and departmental personnel needs in a long term fashion, and estimating and forecasting on a more accurate level with the debt models. While it is a requirement of the GFOA’s budgeting award to have the budget framed for 5 years, it would be goal to initially construct a 2 year biennial budget and then branch out from there. This would require an additional employee in the Finance department serving in a budget analyst/financial analyst/mid- level accountant capacity. The cost with benefits would be around \$65,000. With this person we would be readily prepared to compile a 5 year budget and apply for the GFOA Distinguished budget Award.
- 2.) Comprehensive Annual Financial Report update – The County has never received the Certificate of Achievement in Financial Reporting Program and it is my goal/priority to be able to submit the CAFR for this award. Local governments have been encouraged to go beyond the minimum requirements of generally accepted accounting principles and prepare a CAFR seen to “evidence the spirit of transparency and full disclosure” since 1945. I would be honored to be able to be the recipient of this award for our locality. I really don’t foresee a cost in dollars for this priority. However, it would be my duty to ask for a small increase for my team for the hard work and dedication this would require from them. Therefore, if I had to put a price tag on this it would be \$10,000.

## **Top Two Department 2021 Goals**

### **Department of Public Works**

#### **1. Ladysmith Convenience Site Relocation and Construction**

To construct a new Ladysmith Convenience Site which will provide additional function and flow to the operations, provide queuing space in an effort to limit backups, and meet other disposal and recycling needs. Roll-off containers and compactors will be lowered to a 3-foot elevation, providing easier dumping for our patrons.

The following features will be included in the new site:

- 4 – Solid Waste Compactors
- 2 – Recycling Compactors
- 2 – (Metal) Roll-off Containers
- 1 – (Tire) Roll-off Container
- 2 – (Construction Debris) Roll-off Containers
- Clothes Recycling
- Cooking Oil Recycling
- Motor Oil Recycling
- Antifreeze Recycling
- Paint Recycling
- Battery Recycling
- Second Hand Goods
- Brush Disposal

Funding in the amount of \$2,500,000 has been requested and is included in the proposed Lease Revenue Bonds that the Board will be considering soon.

#### **2. Carmel Church Fire Station Construction**

To construct a new fire station on proffered property in Carmel Church off of Carmel Church Loop Road. The new station is intended to meet the fire and emergency response needs for both current and future economic and development projects.

Funding in the amount of \$2,500,000 has been requested and is included in the proposed Lease Revenue Bonds that the Board will be considering soon.

## **Department of Public Utilities**

### **1. Ladysmith Service Area Sewer Improvements**

This project will upgrade the South River Pump Station and Force Main to provide 4,000 Equivalent Residential Connections (ERC) to the Ladysmith Area. The receiving downstream gravity sewer interceptor will also be upgraded from a 12" line to a 24" interceptor along I-95. The sewer line from the discharge point at Pendleton Subdivision along I-95 to the VDOT pump station will be upgraded from a 12" line to a 30" interceptor. The VDOT pump station will be eliminated, and a 30" Polecat Creek Interceptor line will be constructed from the VDOT Rest Area to the Caroline County Regional Wastewater Treatment Plant.

Funding in the amount of \$20,953,000 has been requested and is included in the proposed Lease Revenue Bonds that the Board will be considering soon.

### **2. Well Development in the Carmel Church and Ladysmith Services Area**

Additional Water Supply continues to be a priority within the department. Our well system's development is still the most cost-effective solution and will continue to be our best short-term solution. We have drilled one new well in Pendleton that will provide an estimated 200 GPM into our system. This well will support 960 new ERC.

We plan to drill up to 4 new test wells. Results from these wells will provide us with water quality and quantity data. This will allow us to prepare for our future needs by knowing what we have to do to provide additional water resources to support the County's Development needs.

Funding in the amount of \$400,000 has been requested and is included in the proposed Lease Revenue Bonds that the Board will be considering soon.



# Economic Development Goals for 2021

1. *Recruit industry to an existing site that the Department has assisted to bring to a state of readiness for sale.* Business recruitment is the principle focus of the Department. This is why so much effort has been made in the past to bring privately owned real estate into the marketplace ready for sale. Raw land, and even properly zoned land, that fails to meet standards now expected by businesses will be rejected in a competitive site recruitment process if not completely studied and delineated. As the County does not control any property, working with landowners is the only path to recruit industry for the County. Site owners that have responded to the Department's advice for site studies have become far more competitive than sites that have not made sufficient effort to be ready for market.

There is no budget impact anticipated beyond what has been approved by the Board of Supervisors for the Department's current budget. Marketing materials are crafted in house, direct marketing is conducted in house, and there is advertising and contractual services budget in place. These materials and marketing approaches have been well received by site selectors and VEDP Staff.

2. *Place real estate under option that can be turned into a viable site for business recruitment within the 2021 calendar year.* This is especially important as few sites in the County are properly zoned and ready for recruitment, thus placing Caroline at a significant competitive disadvantage. By controlling a site, being able to assure an investor of adequate decision data, and to be able to maintain a cap on the land price, the County will elevate its competitive position to recruit new industry. Unfortunately, on numerous occasions, land owners have under invested in their sites, and have increased their price per acre during a recruitment, undermining the County's marketing effort and alienating the business considering Caroline for investment. This goal further reinforces the first, primary, goal above.

The Department projects that it can fulfill this goal with its existing budget allotment.

Gary Wilson  
Director, Economic Development

## Information Technology Goals

1. Purchase and install a snap server at admin to allow replication of backup data at two diverse locations, the tower data center and admin. This will allow us to locate a new “Root Server” at the tower data center and have the backup be “off Site” Estimated Cost would be \$20,000
2. Install conduit between the Dawn Library and Frog Level Fire Dept. This would allow for a better internet connection For Frog Level which is our current backup EOC. This would also eliminate the ongoing cost to F&R of the monthly Wireless Fees. Estimated Cost would be \$65,000