

COUNTY OF HENRICO, VIRGINIA
BOARD OF SUPERVISORS
SPECIAL MEETING
January 12 - 13, 2018

The Henrico County Board of Supervisors convened a special meeting on Friday, January 12, 2018, at 9:30 a.m., in the Madison Building's Hanover Room, Virginia Crossings Hotel and Conference Center, 1000 Virginia Center Parkway, Glen Allen, Virginia.

Members of the Board Present:

Frank J. Thornton, Chairman, Fairfield District
Tyrone E. Nelson, Vice Chairman, Varina District
Thomas M. Branin, Three Chopt District
Courtney D. Lynch, Brookland District
Patricia S. O'Bannon, Tuckahoe District

Other Officials Present:

John A. Vithoulkas, County Manager
Joseph P. Rapisarda, Jr., County Attorney
Barry R. Lawrence, CMC, Assistant to the County Manager/Clerk to the Board
Tanya B. Harding, CMC, Administrative Assistant/Deputy Clerk to the Board
Timothy A. Foster, P.E., Deputy County Manager for Community Operations
W. Brandon Hinton, Deputy County Manager for Community Services
Douglas A. Middleton, Deputy County Manager for Public Safety
Anthony J. Romanello, Deputy County Manager for Public Administration
Randall R. Silber, Deputy County Manager for Community Development
Tamra R. McKinney, Director of Public Relations & Media Services

Mr. Thornton called the meeting to order at 9:38 a.m.

Mr. Thornton recognized Mr. Vithoulkas, who gave opening remarks. Mr. Vithoulkas explained the purpose of this retreat was to generate discussion among the members of the Board of Supervisors and prepare the County for the future. He commended the Board for taking this approach and allowing him to push leadership to the lowest levels of the organization. Mr. Vithoulkas pointed out the last time the Board held a comprehensive, offsite retreat was in 1998. Only two members of the current Board were in office at the time, and most of the department heads who attended that retreat have retired from the County. Mr. Vithoulkas noted the Board has remained steadfast in funding the County's core areas such as schools and public safety and that there could be fiscal impacts arising from this retreat. He thanked the following members of his staff for their work on the retreat's logistics: Colonel Middleton; Management Specialists Holly Zinn and Victoria Davis; Management Fellow Hannah Osborne; and Administrative Assistant Gayle Fridley. Mr. Vithoulkas clarified that staff was not advocating particular items but simply providing facts. Mr. Branin challenged staff to refer to the retreat as a visionary conference.

Henrico's Story of Change: Past, Present, and Future Development

Mr. Vithoukias recognized Joe Emerson, Director of Planning, who reviewed the topics of discussion that were being brought forward by the Department of Planning. Mr. Emerson in turn recognized Jean Moore, Assistant Director of Planning, who narrated part of a slide presentation titled *Henrico's Story of Change: Past, Present, and Future Development*. Ms. Moore first addressed national, state, and regional trends, which included the slowing rate of population growth, changing demographics, aging households and population, a rise in senior housing units, shrinking household sizes, workplace changes affecting the office market, a changing retail landscape, and redevelopment and infill. Ms. Moore responded to questions and comments from the Board regarding millennial housing data. Mr. Vithoukias responded to comments and questions from Mr. Branin and Mrs. O'Bannon concerning incentives for redevelopment.

Ms. Moore next addressed Henrico's population and demographics. She reviewed population densities among census tracts, population growth among magisterial districts and the localities within the region, population change by age group, changes in racial and ethnic composition among magisterial districts, and median household income and housing ownership percentages among magisterial districts and the localities within the region. In response to a question from Mr. Nelson, Mr. Rapisarda explained the Board's role in redistricting. Ms. Moore responded to questions from Mr. Nelson concerning the data for district racial and ethnic data and the disparities in median household income among the County's magisterial district and the localities in the region.

Ms. Moore yielded the podium to Mr. Emerson, who addressed Henrico development trends. Mr. Emerson provided district comparisons of residential construction and lot values, rezoning patterns, non-residential building areas, vacant subdivision lots, and non-residential capacity. He and Ms. Moore responded to questions from the Board pertaining to this data. Mr. Thornton, Mrs. O'Bannon, and Mr. Nelson suggested the County needs to re-evaluate its zoning ordinance in light of changing market demands and the preferences of millennials. There was discussion among Mr. Nelson, Mr. Branin, and Mrs. O'Bannon relating to the County's inventory of vacant subdivision lots. Mr. Vithoukias pointed out the Board will begin the process of updating the County's comprehensive land use plan following an update of the zoning ordinance that is currently underway. In response to a question from Mrs. O'Bannon, Mr. Emerson cited reasons as to why the Varina District has not developed at the same rate as the County's other magisterial districts.

Mr. Emerson briefly identified the County's special focus areas, which fall into the following categories: existing character protection areas, mixed use/village areas, neighborhood enhancement study areas, and revitalization/reinvestment opportunity areas. He noted a study is underway for the Glen Allen and Route 5 corridor/Marion Hill areas and a third study is being considered for the Dabney Road area.

Mr. Emerson next reviewed the process for updating the ordinance and explained what will be updated. Mr. Branin proposed the Board of Supervisors put together an advisory board of community stakeholders to review drafts of the proposed updates. There was concurrence from the other members of the Board with this recommendation. Mr. Emerson continued with his review of this topic by illustrating new elements that will be contained in the updated zoning code. Mr. Vithoukias asked the Board to identify those zoning code topics that should receive staff's priority attention for presentation at upcoming work sessions. The

Board directed staff to study and report on code provisions pertaining to agricultural animals, accessory dwellings, and breweries. Mr. Emerson explained the advantages of a form-based code as an alternative to conventional zoning and reviewed the timeline for updating the code with the assistance of the County's outside consultants, The Clarion Team.

Mr. Emerson concluded the presentation by noting the following: Henrico's population is growing steadily and is aging and diversifying; housing desires are evolving and there is limited greenfield land left in western Henrico; the retail industry is shifting, the office market is declining, and as the region's current shopping destination the County needs to prepare for a possible movement away from bricks and mortar; denser residential zoning has higher demand and there is little demand for new office zoning; new zoning code tools are needed that offer increased flexibility in addressing shifts in housing, retail, and office demand; and the County should continue its examination of its currently listed focus areas and target the Dabney Road corridor as a future study area. Mr. Thornton pointed out he has previously suggested the County develop additional zoning tools in order to be fair, collaborative, and informative and to protect itself from legislation at other levels of government.

The Board recessed at 11:46 a.m. and reconvened at 12:05 p.m.

Fiscal Overview

Mr. Vithoukias recognized Ned Smither, Director of Finance, who narrated the first portion of a slide presentation on this item. Mr. Smither began by providing a macroeconomic outlook. He noted recession concerns and identified trends in the labor market. In response to a question from Mr. Branin, Mr. Smither elaborated on a shift in Henrico's industry makeup from retail, manufacturing, and construction to hospitality, health care, and professional services. He also identified trends relating to retail sales and space, the consumer, businesses, and housing. Mr. Smither provided other interesting facts, which included data pertaining to health care premium increases, taxable sales and real estate base growth, and the effective federal funds rate.

Justin Crawford, Management and Budget Division Director, and Mr. Hinton jointly narrated the second portion of the presentation and addressed Henrico's long-term financial outlook. Mr. Crawford began by reviewing project categories for the County's 2016 general obligation bond referendum and showing debt service projections. He and Mr. Hinton responded to questions from Mrs. O'Bannon and Mrs. Lynch pertaining to the effect of the economy on the 2016 bond referendum project schedule. At Mr. Thornton's request, Mr. Hinton explained the meaning of debt service.

Mr. Crawford continued the presentation by identifying the funding sources for the bond referendum. He and Mr. Vithoukias responded to questions and comments from Mr. Nelson and Mrs. O'Bannon relating to the allocation of meals tax revenues that are in excess of projections. Mr. Crawford reviewed salary and benefit increases for schools and general government as well as known education operating costs through Fiscal Year (FY) 2025. He and Mr. Vithoukias responded to questions from Mr. Nelson and Mrs. O'Bannon regarding several of the education operation costs. Mr. Crawford also reviewed known public safety, recreation and parks, and other operating costs through FY 2025 as well as a summary of long-term expenses and general fund revenues. Mr. Crawford confirmed for Mrs. O'Bannon that the County's real estate tax rate was reduced to 87 cents per \$100 value of assessed

value in 2007. Mr. Nelson asked to see the County's real estate revenue figures for the two years before the rate was lowered and also projected figures beyond 2018. In addition, he asked that Mr. Vithoukas project the impact on the County's budget of a one-cent decrease in the real estate tax rate. Mr. Vithoukas assured Mr. Nelson this information would be provided to the Board during the legislative budget reviews in March. Mr. Crawford pointed out there has been a national recession every five years on average since World War II. Mr. Vithoukas advised the Board that the revenue stabilization fund can help the County prepare for a future recession. He and Mr. Crawford responded to questions and comments from the Board concerning the impact of the County's business, professional, and occupational license (BPOL) tax exemption on County revenues and business activity. Mr. Vithoukas responded to a question from Mr. Branin pertaining to the impact of sports tourism on meals tax revenues. Mr. Nelson expressed concerns relating to the County's long-term expenses. Mrs. Lynch suggested there are creative things the County can do to capture and grow small businesses.

Mr. Crawford resumed his presentation by illustrating ten-year trends in local sales tax, BPOL receipts, and state aid for education and by showing growth projections in local revenue categories from FY 2019 through FY 2025. He also illustrated fluctuations in the Virginia Revenue Stabilization Fund during the past 20 years, said the County must remain cautious and conservative with estimates of state revenues, and showed growth projections in state aid categories from FY 2019 through FY 2025.

Mr. Hinton narrated the final portion of the presentation on this item. He summarized projected expenses versus revenues from FY 2019 through FY 2025 and also summarized the analysis shared by Mr. Crawford. Mr. Hinton noted staff had drawn the following conclusions: estimated revenues will be sufficient to cover known expenses for the foreseeable future, depending on the strength of the economy, but with little "wiggle room"; the state has its own fiscal concerns going forward, and revenues from the state will be particularly responsive to economic conditions, so continued caution is required; and reserves should be *reestablished within the County's fund balance to "lessen the blow" should an economic downturn occur.*

The Board recessed for lunch in The Glen Restaurant at 1:15 p.m. and reconvened at 2:18 p.m.

Economic Development

Mr. Vithoukas reviewed the schedule for the afternoon session and recognized Gary McLaren, Executive Director of the Economic Development Authority (EDA), who narrated a slide presentation on this item. Mr. McLaren distributed a leaflet that stated the EDA's mission, listed statistics on the economic impact of Henrico County-hosted sports tourism in 2017 and travel to the County in 2016, and summarized EDA's 2017 highlights and 2018 upcoming priorities. He began his presentation by defining economic development; explaining the distinction between sector and non-sector firms, the need for economic development, and the needs of business; elaborating on the EDA's mission statement; identifying the EDA's goals and objectives, the economy's target sectors, and economic development incentives intrinsic to Henrico and Virginia; and reviewing tables and graphs documenting national, state, and regional trends in employment growth in various industries. Mr. McLaren responded to questions from Mrs. Lynch regarding the end in 2011 of Virginia's ten-year run as a premier job creator as compared with other states. In response

to a concern expressed by Mr. Vithoukaskas pertaining to the large number of retail jobs in Henrico, Mr. McLaren clarified that the EDA does not focus its efforts on retail.

Mr. McLaren continued his presentation by highlighting local job growth trends, the County's real estate needs for economic development projects, and prime Henrico sites for economic development. There was discussion by the Board, Mr. Vithoukaskas, and Mr. McLaren relating to Henrico's competitive position with regard to economic development and future focus areas. Mr. Thornton remarked that the County should be visionary in planning for economic development in eastern Henrico and should get citizens more involved in this planning. Mr. Vithoukaskas noted he heard concurrence from the Board with the EDA's direction and efforts.

Mr. Vithoukaskas recognized Mr. Romanello, who narrated the final portion of the presentation. Mr. Romanello reviewed Henrico's parking deck inventory and comparative parking deck rental rates within the region. He and Mr. Silber responded to questions from Mr. Nelson and Mr. Branin pertaining to the source of the data for the rates.

Mr. Romanello continued his presentation by citing examples of structure parking tax increment financing (TIF) in Virginia Beach and concluded his presentation by suggesting the following next steps: the development community has mentioned over time that public investments are necessary for structured parking, these investments would allow higher density commercial development through structured parking, and each agreement should be considered on its own merits after rigorous fiscal and economic analysis. Mr. Romanello and Mr. Vithoukaskas responded to questions from Mr. Branin and Mrs. Lynch relating to the use of TIF to construct parking decks. Mrs. Lynch requested additional information citing examples where TIF parking deck projects have succeeded and failed in other localities. Mr. Vithoukaskas pointed out intense economic development requires structured parking but suggested the EDA would be a less-costly avenue for TIF than would a community development authority (CDA). Mr. Branin suggested the County exercise caution in using TIF and consider each project on its own merit. Mr. Vithoukaskas assured the Board that a financial analysis would be conducted and shared with the Board prior to the County moving forward with TIF on any projects.

The Board recessed at 3:09 p.m. and reconvened at 3:18 p.m.

Sports Tourism

Mr. Vithoukaskas recognized Neil Luther, Director of Recreation and Parks, who narrated a slide presentation on this item. Mr. Luther began his presentation by reviewing the mission of the Division of Recreations and Parks' sports tourism program, Henrico's increase in travel expenditures in sports tourism from 2012 to 2016, and the economic impact in Henrico County of sports tourism from the County's athletic fields. Mr. Luther and Mr. Vithoukaskas responded to questions from Mr. Nelson regarding the fields and opening date of Greenwood Park. He responded to questions from Mrs. O'Bannon and Mrs. Lynch pertaining to sports tourism marketing.

Mr. Luther continued his presentation by identifying the decision factors for athletic organizations in bringing sports tournaments to a community, noting the County's 2016 bond referendum projects that will make a significant impact in providing fields for residents and visitors, and reviewing Visit Henrico's 2018 priorities. He explained for Mr. Nelson there is friendly competition in sports tourism between Henrico and Chesterfield and Henrico

benefits from tournaments in Chesterfield because of its preponderance of hotel rooms. Mr. Luther next provided information on the status of indoor sports in Henrico, cited key strategic pillars and assumptions in exploring an indoor sports facility for the County, identified needs for an indoor sports facility, discussed the prototype for an indoor sports facility, enumerated indoor sports tourism potential, and mentioned the possibilities of a multi-use sports facility. He and Mr. Vithoukias responded to questions from the Board regarding the operation and funding of indoor sports facilities. Mr. Vithoukias advised Mr. Nelson that he recommended a local sports facility be funded through a public-private partnership, with the County making a capital contribution to a private operator. With a green light from the Board, staff can develop a work plan and proposal that is cost effective.

Mr. Luther resumed his presentation by reviewing options for an indoor aquatic facility. He elaborated on the distinctions between a recreational pool and a competitive pool, provided a snapshot of indoor aquatic facilities in Virginia Beach and Fairfax County, and identified indoor aquatic facility considerations for Henrico County. There was extended discussion by the Board of the pros and cons of constructing and operating an indoor aquatic facility. Mr. Luther confirmed for Mr. Branin that competitive pools present an especially challenging business model. Mrs. O'Bannon cited the YMCA as a less costly option than operating a public facility. Mr. Thornton noted this was the Board's first public discussion of this matter and complimented Mr. Vithoukias on bringing the discussion forward. He stated Henrico residents deserve an aquatic center, perhaps with a combination of competitive and recreational pools, and expressed his belief that the County's general government can develop an aquatic center in cooperation with Henrico County Public Schools. Mr. Vithoukias cautioned the Board about the operating expenses of an aquatic facility and suggested the County could look for a private partner or include this as a capital project on a future general obligation bond referendum. Mr. Nelson remarked there needs to be more study of this issue and he feels a recreational pool would be more beneficial to the community than a competitive pool. Mr. Thornton clarified that he is interested in a recreational rather than a competitive aquatic facility. Mrs. O'Bannon voiced reservations about a publicly-funded aquatic facility and pointed out she donates the compensation she receives from serving on the Capital Region Airport Commission to the YMCA to help offset the costs of membership and swimming lessons for less fortunate members of the community. Mrs. Lynch acknowledged she is passionate about this issue and believes a community aquatic project would promote wellness, change lives, and create jobs. She suggested the County find a creative, hybrid model for the project. Mr. Vithoukias advised the Board that the County cannot afford both types of aquatic facilities, nor can it absorb both capital and operating costs of an aquatic facility. He pointed out the need to expand the County's jail facilities. Given the Board's interest, he advised the Board that County staff will keep looking at the possibility of funding an aquatic facility as either a public-private partnership or a general obligation bond project. Mrs. O'Bannon cited the lack of jail space in the County and indicated that in her view the need for the County to expand its jail and courthouse is of higher priority.

Mr. Luther concluded his presentation by offering an overview of Belmont Golf Course. He provided a timeline of the golf course, its retained earnings history, and a 2017 rate comparison with nearby public courses. Mr. Vithoukias elaborated on the County's options going forward, including exploring the possibility of contracting with an outside golf course management company to operate the course. Mr. Nelson asked Mr. Luther about the cost of converting the golf course to a park. Mr. Luther clarified for Mrs. O'Bannon that no private organizations to date have approached the County with a proposal to sustain the golf course. Mr. Thornton concurred with a recommendation from Mr. Vithoukias that staff bring this

matter back to the Board in a future work session with a cost comparison of the options for disposing of or continuing the golf course.

The Board recessed at 4:50 p.m. and reconvened at 5:05 p.m.

Dependency on Local Government

Mr. Vithoukias announced that in the interest of time the presentation on transportation originally scheduled for 3:30 p.m. was being moved to the following day. He recognized Mr. Hinton, who made brief remarks regarding this item. Mr. Hinton noted Henrico's growing, diversifying, and aging population has impacted public services in the areas of mental health, police, emergency medical, and child and adult protection. Some of the calls and needs for services that used to be the exception are now the expectation and involve difficult cases that tie up significant staff time and resources. Mr. Hinton introduced the following persons who would be presenting this item: Laura Totty, Director of Henrico Area Mental Health & Developmental Services; Ty Parr, Director of Social Services; Russ Martin, Fire Battalion Chief for Special Operations and Emergency Medical Services (EMS); Lt. Cindy Wood, Division of Police; Pam Bell, Director of Family and Community Engagement, Henrico County Public Schools (HCPS); and Darryl Williams, Family and Engagement Coordinator, HCPS.

Chief Martin began a slide presentation on this item by reviewing the ten-year growth rate in Henrico's EMS system as well as Community Assistance Resources Education (CARE) call types and the top ten Henrico EMS response types for the period 2013-16. Mr. Parr reviewed trends for Henrico Child Protective Services (CPS) and Adult Protective Services (APS) for the past four years. Ms. Totty identified trends in crisis calls to Henrico Area Mental Health & Developmental Services for the past five years. She responded to questions from Mr. Nelson and Mrs. O'Bannon concerning the nature of these calls and how they are handled. Lieutenant Wood highlighted statistics pertaining to mental health and crisis intervention calls to which the Police Division responded in calendar year 2017. Chief Martin described a recent case involving the County's Crisis Intervention Team (CIT) and provided photographs of the home's living conditions. Mr. Parr and Ms. Totty also commented on this challenging situation. Mr. Hinton explained how the County is continuing to find efficiencies and implementing best practices in responding to non-acute incidences. He noted the County is considering expanding hours of the Crisis Receiving Center (CRC) and the Department of Social Services is adding service-oriented positions in CPS and APS as state funding becomes available. Chief Martin responded to questions from Mrs. O'Bannon and Mrs. Lynch, pertaining to the challenges the County is facing in responding to human services crises for a population that is aging and has more financial instability.

Ms. Bell summarized the staffing and responsibilities of HCPS' Office of Family and Community Engagement (FCE), and Mr. Williams concluded the slide presentation by reviewing FCE data compiled from 24 Title 1 schools during the past ten years. They responded to questions from the Board regarding FCE's federal mandates, funding sources, means of transportation, and partnerships with the business community.

Mr. Vithoukias introduced Latimer Winston, a recovering heroin addict, graduate of the Sheriff's Office's Recovery in a Secure Environment (R.I.S.E.) program, and participant in the Sheriff's Office's Opiate Recovery Based on Intensive Tracking (O.R.B.I.T.) program. Mr. Winston was incarcerated for stealing from businesses. He shared his compelling life's story

with the Board and expressed gratitude to Sheriff Mike Wade for the opportunity to participate in the ORBIT program.

Mr. Thornton thanked the County's department heads and Deputy County Managers for a day of illumination on a variety of topics. He also thanked the members of the public who had taken the time to be in attendance.

The Board adjourned for the day at 6:21 p.m. and reconvened at 9:05 a.m. on Saturday, January 13, 2018.

Members of the Board Present:

Frank J. Thornton, Chairman, Fairfield District
Tyrone E. Nelson, Vice Chairman, Varina District
Thomas M. Branin, Three Chopt District
Courtney D. Lynch, Brookland District
Patricia S. O'Bannon, Tuckahoe District

Other Officials Present:

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Schools Update

Mr. Thornton welcomed everyone to the second day of the Board of Supervisors' retreat. He recognized Mr. Vithoukas, who thanked the representatives of HCPS who were present for this item. Micky Ogburn, Chair of the School Board, thanked the Board of Supervisors for its great partnership with the School Board. She recognized John Montgomery, Vice Chair of the School Board, and Pat Kinlaw, Superintendent of Schools. Dr. Kinlaw introduced the following members of his staff who were in attendance: Nyah Hamlett, Assistant Superintendent for Instructional Support; Chris Sorensen, Assistant Superintendent for Finance and Administration; Beth Teigen, Assistant Superintendent for Instruction; Tiffany Hinton, Director of Research and Planning; and Ms. Bell, who participated in the presentation the previous day addressing the item *Dependency on Local Government*. Dr. Kinlaw expressed pride in being part of a County leadership team that is so forward-thinking. He noted the School Board has been involved in a strategic planning effort for HCPS.

Dr. Hinton narrated the first portion of a slide presentation by providing an annual membership report that contained K-12 student membership data for the past ten years. She documented the accuracy of HCPS's membership projections and the school system's increasing ethnic and racial diversity during the ten-year period. Dr. Teigen reviewed data

for this period that highlighted elementary and secondary school pupil-teacher ratios and class size trends. Dr. Hinton continued the presentation by identifying HCPS' next steps in analyzing data to understand trends in membership. This analysis will include school and census track trends as well as development and program impacts. Dr. Hinton advised that school membership and planning spreadsheets will be updated to reflect an analysis of most recent data. She responded to questions from Mrs. O'Bannon pertaining to student-pupil ratio projections. Dr. Teigen responded to a question from Mr. Branin concerning the status of instructional position vacancies.

Ms. Hamlett resumed the presentation by providing an update on HCPS' exceptional education, equity, and diversity. She reviewed data for students with disabilities, explained the requirements of the Virginia Individuals with Disabilities Education Act (IDEA), identified the various elements of the placement continuum for special education, and elaborated on private day placements and the Children's Services Act's (CSA) impact on HCPS. Ms. Hamlett responded to questions from Mr. Nelson and Mrs. O'Bannon relating to the significant increase in and cost of HCPS private day placements during the past five years. She continued her presentation by highlighting recommendations to address this issue and identifying cost containment strategies. Moving forward in the short term, Ms. Hamlett suggested reallocating Title II funds to implement an intensive professional development plan for staff and expanding Social Emotional Support Services (SESS) programs and Behavior Learning Intervention Supports and Services (BLISS). In the long term, Ms. Hamlett suggested developing a more intensive alternative program for students with behavioral and mental health challenges. She discussed professional development practices and alternative programs that have been successful. Mr. Hamlett responded to a number of questions from the Board concerning the role of family advocates and private day placement processes and costs. Mrs. O'Bannon stated she would like to see a future Board of Supervisors work session presentation on the CSA. Mr. Nelson voiced concern with respect to the large amount of time the County Attorney's Office is spending on special education due process cases and the rising cost of local CSA expenditures for private day placement. Mr. Thornton suggested HCPS explore ways to close the gap of distrust between the school system and family advocates. Dr. Kinlaw finished this portion of the presentation by citing HCPS's equity and diversity initiatives.

Dr. Hinton narrated the last portion of the presentation by offering an update on HCPS's 2018-25 strategic plan. She noted the progress that has been made to date, including the development of stakeholder focus groups, an online input form, a steering committee representing all five of Henrico's magisterial districts, and community input events. Dr. Hinton identified next steps in the strategic planning process and pointed out approval of the plan is scheduled for June 2018. Continuing goals for 2018-25 associated with the strategic plan include pursuing full accreditation and academic growth for schools and students, kindergarten through twelfth grade (K-12) literacy, middle school program transformation, teacher retention and recruitment, cultural competency and equity, and family engagement.

Dr. Kinlaw thanked Mr. Thornton and Mr. Nelson for acknowledging the difficulties HCPS has faced in working with family advocates and retaining special education staff. Mrs. Lynch asked Dr. Kinlaw and Mrs. Ogburn to send her their thoughts by the end of the month as to how she can be helpful to them in building bridges and strengthening the partnership between the Board of Supervisors and the School Board. Mrs. Ogburn suggested Mrs. Lynch visit a school and see for herself how teachers interact with students in the classroom. Mrs. Ogburn, Dr. Kinlaw, and Dr. Teague updated Mr. Nelson on Henrico's middle school

Standards of Learning (SOL) performance. Dr. Teigen elaborated on the benefits of the Science, Technology, Engineering, and Math (STEM) program. Mrs. Ogburn reported that HCPS initiated a literacy initiative in 2017. Mr. Nelson commented that people judge this community by its schools and judge its schools by their SOL scores. He cited schools as the number one issue in his district.

The Board recessed at 10:28 a.m. and reconvened at 10:42 a.m.

Transportation

Mr. Vithoukias recognized Steve Yob, Director of Public Works, who narrated the first portion of a slide presentation on this item after providing opening remarks. Mr. Yob explained the funding sources available for the County's transportation programs and projects and responded to a question from Mr. Branin pertaining to the County's continuing efforts to maximize revenue sharing funds. He also provided information on upcoming sidewalk projects, funded Henrico Public Works Department projects, and current and future projects that will be funded through Virginia's SMART SCALE project prioritization process.

Mr. Yob recognized Todd Eure, Transportation Development Division Director, who elaborated on one of the County's FY 2019-20 SMART SCALE projects, the North Gayton Road Interchange. Mr. Eure and Mr. Vithoukias responded to questions from the Board relating to the project's design, timeline, purpose, and funding. Mr. Eure next provided data on the County's bicycle and pedestrian existing infrastructure and the process for future development. He provided photographs of the Huckleberry Trail Pedestrian Bridge in Christiansburg, Virginia. Mr. Eure and Mr. Vithoukias responded to questions from Mrs. O'Bannon and Mr. Branin concerning funding options for the construction of a pedestrian bridge on West Broad Street near Short Pump. Mr. Eure resumed his presentation by identifying planned pedestrian at-grade crossings and skywalks in three areas along West Broad Street – Willow Lawn to Forest Avenue, Innsbrook to Pump Road, and Pump Road to the County line. He also reviewed future considerations, including lane diets, neighborhood greenways, multi-use trails, and a conceptual trolley line trail corridor.

Mr. Eure provided a transit overview in the next section of the presentation. During this overview, he addressed ridership trends, operating support, The Pulse Bus Rapid Transit (BRT) from Willow Lawn to Rocketts Landing that will go on line later in the year, Henrico's eastern and western GRTC Transit System network, and longer-term considerations relating to hours and frequency of service, route extensions, new routes, and costs. Mr. Nelson voiced frustration that the County has not made public transit service from eastern Henrico to Short Pump a priority. Mrs. Lynch remarked that the Richmond region ranks poorly in comparison with most other major metropolitan areas in terms of transportation access to jobs. She suggested the County needs to be more creative with its transportation network. Mr. Thornton agreed that the County should find a way to connect people to jobs by looking at new transportation approaches. Mrs. O'Bannon pointed out how GRTC CARE service and GRTC's new UZURV partnership are benefiting Henrico citizens, especially the elderly. She spoke to the financial advantages of exploring public-private transit partnerships. Mr. Nelson suggested private transit services are not the answer and that there is an immediate need to extend GRTC public transit services from eastern Henrico to Short Pump. Mr. Vithoukias commented on the cost effectiveness of UZURV while acknowledging Henrico currently has a lot of gaps in transit service. He noted the County can continue to plan and budget for new transit services, but significant expansion of these services cannot be

accomplished in congruence with a real estate tax rate reduction. Mr. Vithoukias advised the Board that extending transit service west to Innsbrook will be a first step. Mr. Branin mentioned he asked Mr. Vithoukias to look at expanding service to Innsbrook approximately 18 months ago and agreed with Mr. Nelson that service to Short Pump should be considered in the future. Mrs. Lynch stated it is imperative that the County extend public transit service to Short Pump and said that extending service only to Innsbrook will not resolve the job access problem.

The Board recessed for lunch in The Glen Restaurant at 12:30 p.m. and reconvened at 1:32 p.m.

Mr. Vithoukias recognized Mr. Yob, who narrated the final section of the presentation on this item by focusing on funding for transportation service districts. Mr. Yob referred to a *Richmond Times-Dispatch* article profiling a survey that showed a majority of Hanover County residents are open to higher taxes to fund roads. Hanover County officials have been discussing the idea of establishing a regional transportation authority. Mr. Yob reviewed graphs highlighting the inverse relationship between consumer prices and fuel taxes and documenting the relationship between inflation and transportation funding. He also explained the structure and funding of the Northern Virginia Transportation Authority and Hampton Road Transportation Accountability Commission. Mr. Vithoukias noted some Richmond area state legislators are considering introducing legislation that would enable Richmond localities to form a regional transportation authority. He and Mr. Yob responded to questions from Mr. Nelson and Mrs. O'Bannon regarding the impetus for such legislation, the distribution of sales tax revenue under an authority, and the role of the Richmond Metropolitan Transportation Planning Organization in the establishment of an authority. Mr. Vithoukias assured the Board that Henrico County staff will be monitoring any legislative discussions or actions on this issue during the 2018 Virginia General Assembly Session.

Maintenance, Revitalization Initiatives, and Enhancements for Aging Housing, Hotels, and Motels

Mr. Vithoukias recognized Mark Strickler, Director of Community Revitalization, who narrated the first section of a slide presentation on this item. Mr. Strickler introduced this topic by noting the County's housing and hotel/motel stock is aging, a key to maintenance is to proactively address properties with code violations, staff from multiple agencies work together to solve these violations, and the County is committed to maintenance and new initiatives and enhancement with respect to these aging properties. He presented data and information on aging housing trends, recent enhancements, and vacant house initiatives. Mr. Vithoukias, Mr. Rapisarda, and Mr. Strickler responded to concerns expressed by Mrs. O'Bannon pertaining to delinquent tax property sales and property rights. They assured her the County has a very detailed process for disposing of property with delinquent taxes that has multiple layers of review, including the involvement of the County Attorney, County Manager, and Circuit Court. Mrs. O'Bannon commented that the County was built through the private ownership of land and she wants to ensure there are protections for property owners. Mr. Strickler provided information on the option of transferring unimproved tax sale properties to a nonprofit community land trust and suggested this concept could be discussed with the Board in more depth at a future work session. Mr. Thornton asked staff to research the feasibility of establishing an entity similar to a community development authority that could be used to redevelop a residential area. Mr. Strickler concluded his section of the

presentation by explaining how federal Community Development Block Grant (CDBG) funds and HOME Investment Partnership (HOME) funds are targeted to acquire vacant blighted properties.

Greg Revels, Building Official, narrated the next portion of the presentation on this item. He addressed a proposed derelict building ordinance, aging multi-family housing trends, an initiative for the maintenance of aging multi-family developments, provisions of the Virginia Maintenance Code, enhanced Building Code enforcement through a 2018 Virginia Maintenance Code amendment, and aging hotel and motel trends. Mrs. Lynch publicly thanked Mr. Revels for assisting her with a case in her district and also applauded him for the professionalism of his staff.

Police Lt. Jim Price and Assistant Fire Chief/Fire Marshal Henry Rosenbaum narrated the next section of the presentation. Lieutenant Price reviewed the County's multi-agency, one-team approach towards the County's nuisance abatement program and Chief Rosenbaum explained the Fire Marshal's Office's responsibilities for inspecting structures pursuant to the Virginia Statewide Fire Prevention Code. Mr. Strickler concluded the presentation by elaborating on proposed incentives for encouraging redevelopment of aging hotels and motels. Mr. Strickler responded to questions from Mrs. O'Bannon and Mr. Nelson concerning the merits of the incentives. He suggested this issue could be discussed in more depth at a future Board work session. Mr. Thornton thanked staff for researching and identifying new community maintenance tools. Mr. Vithoukas advised the Board that staff will be bringing more information to the Board on these tools and will continue to be sensitive to the property rights concerns raised by Mrs. O'Bannon.

Sanitary Districts and Future Public Utility Projects

Mr. Foster recognized Public Utilities Director Chip England and Assistant County Attorney Andrew Newby. Mr. England narrated the first section of a slide presentation on this item. He defined the term sanitary districts, provided a history of these districts in Virginia and reviewed their creation and current uses in Henrico County. He explained a new method of creating a sanitary district by ordinance based on a petition from qualified voters in the proposed district, pursuant to a change in state law that became effective on July 1, 2017. Mrs. O'Bannon noted she had recently heard from a constituent who was interested in having the County form a sanitary district in her district for the installation and maintenance of street lighting. Mr. Newby responded to her comment.

Mr. Foster narrated the next section of the presentation by elaborating on discussions he and Mr. Thornton have had with the residents of Montezuma Village relating to the upkeep of their neighborhood and the condition of parking lots and lighting around the community. In the summer of 2017, the community was successful in establishing a homeowners' association and the association has expressed interest in establishing a street lighting program by creating a new sanitary district within the boundaries of a larger, existing sanitary district that is dormant. In summary, Mr. Foster informed the Board that sanitary districts are used to provide additional services to Henrico communities; the costs are paid by that community through additional rate charges, taxes, or bond financing; the county has 16 districts, but only six provide services; the Board has the authority to create new sanitary districts and may petition the Circuit Court to abolish existing districts or create "small districts" within existing districts; and Montezuma Village is an example of a community where a new "small" district could be created to provide street lights. In response to comments and questions by

Mr. Thornton and Mrs. O'Bannon, Mr. Foster clarified that staff is currently collecting estimates on the cost of installing 18 street lights in Montezuma Village and working with the association and residents to establish a district once the estimates have been received and reviewed.

Mr. England returned to the podium and updated the Board on future public utility projects. He updated the Board on alternatives for improvements to the sanitary sewer system serving the Innsbrook area that will provide increased capacity and allow for denser redevelopment while minimizing the impacts to residential neighborhoods. These improvements will include replacing the Rooty Branch trunk sewer main. He advised the Board that final plans can be completed within eight months of the determination of a new alignment and construction will take approximately three years after the necessary easements are acquired by the County. He responded to questions from Mrs. O'Bannon regarding the scope of this project and the status of the County's wastewater treatment plant capacity. Mr. Branin commented on the preferred location of the replacement sewer main, noting that running the main through Innsbrook will be less costly to the County and less detrimental to Innsbrook's residential communities than other alternatives that have been considered. Mr. Vithoukas recognized Sidney Gunst in the audience and publicly thanked him for his work with the Innsbrook Owners' Association on this project in cooperation with the County. Mr. Vithoukas advised Mrs. O'Bannon that a sanitary district was not being proposed for this project, but tax increment financing could be used to help finance it.

Mr. England concluded the presentation on this item by updating the Board on the schedule and construction progress for the regional Cobbs Creek Reservoir project in Cumberland County. He showed the Board a two-minute video profiling the project's construction progress and pointed out this \$280 million project is the largest capital project ever undertaken by the County. Mr. England responded to a question from Mr. Nelson pertaining to the number of construction workers on site.

Future of County Workforce

Mr. Vithoukas recognized Paula Reid, Director of Human Resources, who narrated a slide presentation on this item titled *County Workforce Demographics: Painting a Picture for the Future*. In addition to demographics, Mrs. Reid reviewed the keys to workforce attraction and retention; how people learn about the County and its jobs; the County's employee and new hire profiles; the County's high school and college internship program; generational demographics; and her department's employee health services, fitness and wellness, and professional development programs. She concluded her presentation by identifying what's next for her department, which includes an increased emphasis on sexual harassment awareness, implementation of a new deferred compensation plan and volunteer leave program, a request for proposals for voluntary employee benefits, and the establishment of a diversity/inclusion focus group.

Following Ms. Reid's presentation, Mr. Nelson stated that although the County has creative and hard-working employees it is imperative that County look at diversifying its upper management with the promotion and hiring of more women and minorities to mirror the diversification of the Board and the community. He suggested the County also needs to take more risks in promoting and hiring younger employees and look at different ways to promote persons within the organization. Mr. Vithoukas pointed out the Division of Fire is doing an incredible job of creating a warm and welcoming employment environment and is a great

example of how the County is continuing to diversity its workforce. He also pointed to the County's internship program and assured Mr. Nelson one of his primary focuses has been on taking chances in providing employment and promotional opportunities to young people. Mr. Nelson expressed concern that Mr. Vithoulkas' vision for inclusivity is not shared by all of the County's departments. Mr. Thornton emphasized the important of ensuring that all County departments are on the same path in this regard and mentioned to Mr. Vithoulkas that the members of the Board sometimes hear things from employees and the community that he and his management team do not hear.

Fire Chief Tony McDowell introduced Andrew Snead, the Division of Fire's Personnel Coordinator. Chief McDowell noted Mr. Snead spent 27 years with the Fairfax County Fire Department and seven years as the Chief of Operations for the Alexandria Fire Department. Mr. Snead joined Henrico County's Division of Fire in 2014 and has been a mentor to Chief McDowell. Chief McDowell narrated a slide presentation also addressing this item titled *Henrico County Division of Fire: Ensuring the Highest Quality Workforce from a Diverse Community*. Chief McDowell highlighted the division's hiring goal, trends in the volume of applications received for its entry-level firefighter positions, trends in the race and gender of its uniformed firefighters, four elements of focus in its recruitment efforts, removal of recruitment barriers while raising standards, and culture of inclusion. Chief McDowell concluded the division must be willing to hire people who do not meet the traditional profile of a firefighter, recognize that some finalists who appear average on paper are rock stars in their community, and build credibility with community organizations that can help the division extend its recruiting efforts into underrepresented groups. He pointed out there is a role for a dedicated recruiting staff, but the best recruiters are the division's own rank and file members. Chief McDowell responded to questions from Mr. Nelson pertaining to the division's recruitment of persons in underrepresented groups.

Procurement and Supplier Relations


Mr. Vithoulkas thanked the Board, members of County staff, and the public who participated in the two-day retreat and recognized Jeff Conley, Supplier Relations Manager for the Department of Finance's Purchasing Division. Mr. Conley narrated a slide presentation on this item titled *Procurement and Supplier Relations: Pathway to Success*. Mr. Conley reviewed the procurement activities and continued opportunities of the County's Small Women and Minority-Owned Business (SWaM) program. He discussed where the program started in 2007; the responsibilities of his position, which was established in 2008; and where the program is today more than decade later. Mr. Conley noted the County has spent more than \$1.3 billion with SWaM businesses since 2007 and been recognized for its efforts and successes in diversity and its inclusive supply chain by several regional and national organizations. He concluded his presentation by highlighting where the program is going in the future, which will include the implementation of second-tier reporting to capture the County's direct suppliers' contracts with suppliers who are providing services as a sub-contractor to the prime supplier.

Following the final presentation item, Mr. Vithoulkas reflected on the two-day retreat and issues that will require further research by staff and discussion by the Board. These included zoning ordinance amendments relating to agricultural animals, accessory dwellings, and breweries. He and Mr. Rapisarda clarified for Mr. Nelson that potential amendments to agricultural-related provisions in the zoning ordinance will focus on backyard chickens and beekeeping. Other issues identified during the retreat included the acquisition of additional

land in eastern Henrico for economic development purposes; options for financing parking decks, an indoor sports facility, and possibly an aquatics center; the repurposing or private operation of Belmont Golf Course, design options for the I-64 Gayton Road interchange, the installation of pedestrian crossings along West Broad Street in Short Pump, and the extension of GRTC bus service to Short Pump.

Mr. Thornton challenged staff to bring forward new tools for addressing community revitalization concerns. He thanked Mr. Foster and Colonel Middleton for their work to improve the Montezuma Village and Essex Village communities and also thanked County staff and Innsbrook business owners for seeking and finding lower cost alternatives for increasing sewage capacity in the Innsbrook area. Mr. Nelson thanked Mr. Vithoukas and staff for helping the Board set the course for the upcoming year. Mr. Vithoukas acknowledged staff will accommodate Mrs. O'Bannon's request and the Board's interest in having a more in-depth future work session discussion of the Children's Services Act. Mr. Branin commented on the teamwork displayed during the retreat. Mrs. O'Bannon noted the large amount of work that went into planning for the retreat and educating the Board. She thanked everyone for taking time on a weekend to participate. Mrs. Lynch commented on the dedication of staff and expressed gratitude for the briefing, which she characterized as a great learning experience. Mr. Thornton offered kudos to Mr. Vithoukas and the County staff for putting together an informative, instructive, and visionary session. He complimented Mr. Vithoukas on his leadership and excellent staff.

There being no further business, the meeting was adjourned at 4:57 p.m.



Chairman, Board of Supervisors
Henrico County, Virginia