

July 8, 2019

The Carroll County Board of Supervisors held their regular monthly meeting on July 8, 2019 in the Board Meeting Room of the Carroll County Governmental Center.

Present were:

Rex L. Hill  
Dr. Tom Littrell  
Bob Martin  
Phillip McCraw  
Robbie McCraw  
Joe Webb  
Cellell Dalton, Interim County Administrator  
Steve Truitt  
Steve Durbin, County Attorney

Mr. Rex Hill called the meeting to order.

**CLOSED SESSION – PURSUANT TO VIRGINIA CODE SECTION 2.2-3711**

Upon motion by Mr. Martin, seconded by Mr. Phillip McCraw, and passing, the Board convened a Closed Session for the discussion, as authorized by Virginia Code Section 2.2-3711 ( A1, A3, A5, A8).

Mr. Durbin explained the reasons for entering Closed Session.

1..Discussion or consideration, or interviews of prospective candidates for employment; assignment, appointment, promotion, performance, demotion, salaries, disciplining, or resignation of specific public officers, appointees, or employees of any public body; and evaluation of performance of departments or schools of public institutions of higher education where such evaluation will necessarily involve discussion of the performance of specific individuals. Any teacher shall be permitted to be present during a closed meeting in which there is a discussion or consideration of a disciplinary matter that involves the teacher and some student and the student involved in the matter is present, provided the teacher makes a written request to be present to the presiding officer of the appropriate board.

3. Discussion or consideration of the acquisition of real property for a public purpose, or of the disposition of publicly held real property, where discussion in an open meeting would adversely affect the bargaining position or negotiating strategy of the public body.

5. Discussion concerning a prospective business or industry or the expansion of an existing business or industry where no previous announcement has been made of the business' or industry's interest in locating or expanding its facilities in the community.

8. Consultation with legal counsel employed or retained by a public body regarding specific legal matters requiring the provision of legal advice by such counsel. Nothing in this subdivision shall be construed to permit the closure of a meeting merely because an attorney representing the public body is in attendance or is consulted on a matter.

VOTES

Mr. Webb	Not Present
Mr. Phillip McCraw	Yes
Mr. Hill	Yes
Mr. Robbie McCraw	Yes
Dr. Littrell	Yes
Mr. Martin	Yes

(Order)

**COME OUT OF CLOSED SESSION**

Upon motion by Mr. Martin, seconded by Mr. Phillip McCraw and passing, the Board came out of Closed Session.

VOTES

Mr. Webb	Yes
Mr. Phillip McCraw	Yes
Mr. Hill	Yes
Mr. Robbie McCraw	Yes
Dr. Littrell	Yes
Mr. Martin	Yes

(Order)

**CERTIFICATION OF CLOSED SESSION**

Upon motion by Mr. Robbie McCraw, seconded by Mr. Webb and passing, the Board adopted the following Resolution:

**WHEREAS**, the Carroll County Board of Supervisors convened a Closed Session this date pursuant to an affirmative recorded vote and on the motion to close the meeting in accordance with the Virginia Freedom of Information Act;

**WHEREAS**, Section 2.2-3711(D) of the Code of Virginia requires a certification by the Board of Supervisors that such Closed Session was conducted in conformity with Virginia law;

**NOW, THEREFORE, BE IT RESOLVED** that the Carroll County Board of Supervisors hereby certifies that, to the best of each member’s knowledge, (I) only public business matters lawfully exempted from open meeting requirements under the Virginia Freedom of Information Act were heard, discussed or considered in the Closed Session to which this certification applies, and (II) only such business matters as were identified in the motion by which this Closed Session was convened were heard, discussed, or considered in the meeting to which this certification applies.

VOTES

Mr. Webb	Yes
Mr. Phillip McCraw	Yes
Mr. Hill	Yes
Mr. Robbie McCraw	Yes
Dr. Littrell	Yes
Mr. Martin	Yes

Mr. Robbie McCraw lead in invocation and pledge.

Mr. Hill said if anyone has comments, if you signed up you will be the only person speaking when you come forward. There won’t be any other unless the Chairman recognizes you from the floor, there will be no discussion outside of that. Is that clear with everyone? If you have a question you stand and if you get recognized, you can ask your question. Any deviation from that and I may ask the Sheriff to remove folks. Hope everyone had a good time getting here this afternoon. We have a lot to cover so we are going to get to it.

(Order)

**APPROVAL OF AGENDA**

Upon motion by Mr. Robbie McCraw, seconded by Mr. Phillip McCraw and passing, the Board approved the agenda with the addition of adding a resolution regarding the budget adjustments and a resolution regarding appointment of Acting County Administrator.

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VOTES

Mr. Webb	Yes
Mr. Phillip McCraw	Yes
Mr. Hill	Yes
Mr. Robbie McCraw	Yes
Dr. Littrell	Yes
Mr. Martin	Yes

(Order)

**CONSENT AGENDA**

Upon motion by Mr. Robbie McCraw, seconded by Mr. Martin and passing, the Board approved to remove the budget transfer and consider it separate.

Mr. Hill said we have a budget document that we are pulling out. There were just a few changes in it.

Mr. Truitt said they are significant changes, but they are good.

VOTES

Mr. Webb	Yes
Mr. Phillip McCraw	Yes
Mr. Hill	Yes
Mr. Robbie McCraw	Yes
Dr. Littrell	Yes
Mr. Martin	Yes

Dr. Littrell said there is a correction in the June 10<sup>th</sup> minutes as he was not here.

Upon motion by Mr. Robbie McCraw, seconded by Mr. Phillip McCraw and passing, the Board approved the Consent Agenda with the correction to the June 10<sup>th</sup> minutes.

VOTES

Mr. Webb	Yes
Mr. Phillip McCraw	Yes
Mr. Hill	Yes
Mr. Robbie McCraw	Yes
Dr. Littrell	Yes
Mr. Martin	Yes

(Order)

**BUDGET ADJUSTMENT RESOLUTION**

Mr. Martin asked if this is amending the appropriations?

Mr. Durbin replied the updated documents is the transfers to close out 2019 fiscal year. You would be voting on a resolution and the updated document instead of the document that was in the packet. We have copies of that schedule that can be made available to the public.

Upon motion by Dr. Littrell, seconded by Mr. Robbie McCraw and passing, the Board approved the budget adjustment resolution.

VOTES

Mr. Webb	Yes
Mr. Phillip McCraw	Yes
Mr. Hill	Yes

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Mr. Robbie McCraw Yes  
Dr. Littrell Yes  
Mr. Martin Yes

(Order)

**RESOLUTION NAMING INTERIM COUNTY ADMINISTRATOR**

Upon motion by Mr. Webb, seconded by Mr. Robbie McCraw and passing, the Board approved the Resolution naming the Interim County Administrator.

**CARROLL COUNTY BOARD OF SUPERVISORS  
RESOLUTION NAMING INTERIM COUNTY ADMINISTRATOR**

**WHEREAS**, the Board is aware that position of County Administrator will become vacant on or about August 19, 2019; and,

**WHEREAS**, the Carroll County Board of Supervisors (the "Board") has conducted a search for an Interim County Administrator, and has determined to enter into an employment Contract with R. Celle Dalton, effective immediately; and,

**WHEREAS**, the Board has requested Steven Truitt, outgoing County Administrator, to continue employment during his ninety (90) day notice period and to assist with the transition of duties to Mr. Dalton, and to work on such other duties as may be directed by the Board from time to time during such notice period, including without limitation economic development projects with which Mr. Truitt is familiar.

**NOW, THEREFORE, BE IT RESOLVED BY THE BOARD OF SUPERVISORS OF CARROLL COUNTY, VIRGINIA:**

That R. Celle Dalton is hereby named Interim County Administrator, and the Chair of the Board of Supervisors is hereby authorized to execute the contract of employment between the County and Mr. Dalton.

**CERTIFICATION OF ADOPTION OF RESOLUTION**

The undersigned Clerk of the Board of Supervisors of the County of Carroll, Virginia hereby certifies that the Resolution set forth above was adopted during an open meeting on July 8, 2019, by the Board of Supervisors with the following votes:

Mr. Martin said we are very fortunate to find a man on Celless Dalton's caliber and thank goodness he was available on short notice. I proudly vote yes.

**VOTES**

Mr. Webb Yes  
Mr. Phillip McCraw Yes  
Mr. Hill Yes  
Mr. Robbie McCraw Yes  
Dr. Littrell Yes  
Mr. Martin Yes

(Order)

**APPROVAL OF MINUTES**

Upon motion by Mr. Martin, seconded by Mr. Phillip McCraw and passing, the Board approved the minutes of the meeting on June 10, 2019 with a correction.

**VOTES**

Mr. Webb Yes  
Mr. Phillip McCraw Yes  
Mr. Hill Yes

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Mr. Robbie McCraw Yes  
Dr. Littrell Yes  
Mr. Martin Yes

(Order)

**SHERIFF**

Upon motion by Mr. Robbie McCraw, seconded by Mr. Phillip McCraw and passing, the Board approved a carryover of \$131,731 from Capitol Improvement in Sheriff's Office to FY2020.

VOTES

Mr. Webb Yes  
Mr. Phillip McCraw Yes  
Mr. Hill Yes  
Mr. Robbie McCraw Yes  
Dr. Littrell Yes  
Mr. Martin Yes

(Order)

**SHERIFF HIDTA**

Upon motion by Mr. Robbie McCraw, seconded by Mr. Phillip McCraw and passing, the Board approved a carry over of \$9565.69 from HIDTA Compensation in Sheriff's Office to FY2020.

VOTES

Mr. Webb Yes  
Mr. Phillip McCraw Yes  
Mr. Hill Yes  
Mr. Robbie McCraw Yes  
Dr. Littrell Yes  
Mr. Martin Yes

(Order)

**SHERIFF HIGHWAY SAFETY**

Upon motion by Mr. Robbie McCraw, seconded by Mr. Phillip McCraw and passing, the Board a carryover of \$80,000 from unused FY19 Highway Safety to line item 31060-8005.

VOTES

Mr. Webb Yes  
Mr. Phillip McCraw Yes  
Mr. Hill Yes  
Mr. Robbie McCraw Yes  
Dr. Littrell Yes  
Mr. Martin Yes

(Order)

**BUDGET TRANSFERS**

Upon motion by Mr. Robbie McCraw, seconded by Mr. Phillip McCraw and passing, the Board approved the budget transfers presented.

VOTES

Mr. Webb Yes

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Mr. Phillip McCraw	Yes
Mr. Hill	Yes
Mr. Robbie McCraw	Yes
Dr. Littrell	Yes
Mr. Martin	Yes

(Order)

### **SCHOOL**

Upon motion by Mr. Robbie McCraw, seconded by Mr. Phillip McCraw and passing, the Board an appropriation to carry over in the amount of \$162,003.48 as presented.

### VOTES

Mr. Webb	Yes
Mr. Phillip McCraw	Yes
Mr. Hill	Yes
Mr. Robbie McCraw	Yes
Dr. Littrell	Yes
Mr. Martin	Yes

(Order)

### **CAC – EMILY SIMPSON**

Ms. Emily Simpson explained she is the forensic interviewer with the Children's Advocacy Center, and I want to talk with you a little bit about a new office that we opened here in Carroll next to the old Woodlawn School. Our goal is to help reduce the amount of trauma that a child experiences throughout the investigative process of child abuse allegations. We work very closely with our local law enforcement, Child Protective Services agencies as well as our multidisciplinary team members which I will tell you about here in a few minutes. Just a little background about our agency, I am employed by the Children's Trust which is a Roanoke based organization and has several different programs under the umbrella of Children's Trust. We have programs such as the Court Appointed Special Advocates, Conflict Mediation Services, as well as Health Families, Child Abuse Prevention Education within the school systems in the Roanoke Valley area, as well as the Children's Advocacy Center, which is the program I am part of. We are led by Christine Hatch, she is our Executive Director over all of the programs but the Children's Advocacy Center is directed by Christina Rouse and she is also our lead forensic interviewer. I will tell you a little bit about what forensic interviewing and Family Advocacy is in just a minute. We do have four Children's Advocacy Centers in Southwest Virginia. Our main office is in Roanoke, and we have forensic interviewers in that office to family advocates. They just recently opened up satellite location in Bedford and they are operating out of the Internet Crimes against children office, so they have a very close relationship with the Bedford's Sheriffs Office and other team members up there. I am housed full time in our Christiansburg office along with Family Advocate, Allyson Kearns. We just recently opened up a new space here in Carroll County and both myself and Allyson are traveling down here approximately once a week for now to conduct interviews and to work with our team members. A Children's Advocacy Center is designed to help bring different agencies together to make sure that children and families are not falling through the cracks. Throughout the investigative process in 1985 a prosecutor in Huntsville, Alabama recognized the need for some streamline services. Children were having to share their experiences of abuse multiple times to school personnel, to a nurse then to a patrol officer, a detective to a CPS investigator to a prosecutor so they are having to share their stories multiple times to many different people and it was causing additional trauma and negative impact to both the children and the families and ultimately also to the prosecution results as well so he designed this Children's Advocacy Center and multidisciplinary team model to bring everybody to the table that is involved because he knew that now one agency was able to fulfill all of the needs that a child and a family may require at any given time throughout the process and beyond. People that we have at the table as part of our multidisciplinary team including the Department of Social Services, the Child Protective Services, law enforcement here in

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Carroll County and that includes the Sheriffs Department as well as Hillsville Police Department, different mental health agency, the Children's Advocacy Center of course Victim Witness with the Commonwealth Attorney's Office, forensic nurses and other victim advocates.

Mr. Martin said I used to be with the School System and often times we had allegations of child abuse occurring in their homes. How do you address situations like that?

Ms. Simpson replied we do provide different services and one of our main services is forensic interviewing. When law enforcement or child protective services receives a complaint of alleged abuse, whether that be from the School System or another mandated reporter, they have an opportunity to call me and refer a child to our Center to have a forensic interview done. That is just a fancy word for me sitting down with a child one on one in a child friendly environment. They are not going to the Police Station, they are not going to a CPS office, they are coming to our neutral child friendly facility where I sit one on one in an audio and video recorded room and I have a very specific way of interviewing a child that is neutral, child and developmentally friendly, non-leading and fact finding in nature. My job is not to interrogate criminals, my job is not to remove children and those are all important roles of course but my job is just to meet one on one with those children. We don't allow any alleged offenders or perpetrators on our premises. We do want to make sure that it is a place where children are safe and secure to be able to disclose if there are in fact any unsubstantiated allegations. I interview the child one on one and in an adjacent room we have some members of our multidisciplinary team. Typically, that is our law enforcement investigators. CPS and sometimes our Commonwealths Attorneys and forensic nurses. They are able to see and hear everything that I am doing with the child in the moment and that really helps to start the communication and their workings from the very beginning. Everybody that needs to be there can hear and see everything that is happening. If something is disclosed during the interview CPS is able to have an understanding of what might need to happen next, if they need to write a safety plan, if the child needs to be placed in a different setting, if somebody needs to be arrested. Everybody works together so that kids and families are able to reap the most benefits as possible.

Mr. Martin said I like the idea that you are questioning the children because in the past it would be a host of people. Questions can send a child in a certain direction and every interview is an experience for that child and it should not be biased or skewed.

Ms. Simpson responded that she is trained in two interviewing protocols which are used internationally and so they are widely practiced. I undergo peer reviews, so we have other forensic interviewers in the field to watch to ensure that I am adhering to best practice to make sure that I am not asking leading questions. While I am interviewing a child, we have our family advocate and she meets with a caretaker at our Center and she does this to identify information that might be useful for us and to identify some support services or resources. She is also able to refer them to mental health services to begin that healing process. A couple of staff have 24-hour crisis intervention cellphones so if there is ever a time in the middle of the night that they have a question or something is going on where they need that additional support, they are able to call our family advocate. At the moment I facilitate five separate multidisciplinary team meetings. We have Carroll which meets once a month, Grayson and Galax meet together every other month. We also have Pulaski County, Montgomery County and the City of Radford. Each month we go to these different jurisdictions and we meet at a table with everybody together. We want to minimize the negative impact to these children. There have been, not necessarily in this jurisdiction but over time there has been lots of different relationships between certain agencies and so we really try to help bring everybody together. We send team members to trainings; we host trainings to make sure that agencies are able to be educated and the best practices are being used. In the Christiansburg office alone in 2018 we saw 189 children and we did conduct a few more interviews than that. Some of the children had multiple allegations at separate times. Thirty-four of those came from Carroll County and one from the Town of Hillsville. We recognized the need to open up a space because children and families were driving over an hour to get to our office. Typically, we see allegations that are sexual abuse of nature,

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severe physical abuse, witness to homicide or domestic violence, the more severe cases. Sexual abuse has been our highest allegation. In fiscal year 18, 28% of all the cases that we saw were from Carroll County and that is quite a bit. That is a lot of stress for not only our families and children but also for law enforcement, CPS and other team members that are having to drive that far. We just opened a space in April here in Carroll County in the Old Adult Learning Center right next to the old Woodlawn School. We are still undergoing some renovations; we have some repairs that still need to be made but we are working on it and we have some great support from the Sheriff's Office. Currently our CAC will service Carroll, Town of Hillsville, Grayson County and the Town of Independence as well the City of Galax and other surrounding jurisdictions as courtesy. We are working on finalizing memorandums of understanding with each of these locations. We are in this building and we started conducting interviews in April and we have already conducted 23 interviews. We have put things on hold for a little bit just because we are needing to complete a few renovations to make sure that the space is safe and healthy for our kids. We are hoping to get it back up and running very soon. Moving forward we are hoping to build community awareness. We do provide education for the community; we do presentations about child abuse prevention and mandated reporting. We have been at different festivals and events to just build that awareness on safety. We also really want to strengthen existing partnerships within Carroll County and surrounding areas and also form additional relationships with potential partners. We are a nonprofit organization, why we do receive some state and federal money through grants, we also rely on donors. Are there any questions?

Mr. Martin said there is a tremendous need. I hope and pray that it works. Some of these kids sure get the short end of the stick.

Ms. Simpson replied I appreciate that. I have to say this would not have been possible without the support of Sheriff Gardner, Donnie Spangler and Teresa Isom. They have been a spearhead for us and really have advocated for us to be able to open a space here because the need exists.

Mr. Hill asked if they provide specific awareness training? I know you work with Social Services, but do you provide to Law Enforcement and maybe Fire & EMS. When they respond to emergencies, there may be something that they encounter.

Ms. Simpson replied absolutely. Two Fridays ago, we hosted a training and we have another schedule for November for minimal facts in interviews for first responders, patrol officers, law enforcement and fire and rescue. We have sent several of our members to training from Carroll County. Also, regular community, I am happy to do any presentations if there is ever a need.

(Order)

#### **FIRE & RESUCE – EVERETT LINEBERRY**

Mr. Everett Lineberry stated thank you for allowing me the opportunity to come and talk to you about the County's Emergency Services. You guys know me, but for those here that may not, I am Everett Lineberry and I am the Emergency Services Director for the County and I have been here for just over three years now. I have a lot of information to go over with you. I could probably speak half the night on this topic alone, but I understand how busy you are and I want to try to put everything into a concise summary as I can and still give you the information that I think you need. Really this is an overview, it is a report of what is going on here. Obviously, I will answer any questions you have, and I will be around after the meeting. The objectives that I wanted to talk about tonight is to provide a broad overview on Fire EMS and Emergency Management. I will talk about some of the challenges we face, our expenses and cost recovery and some of the options we have there and then some steps for the future.

Emergency Services is a pretty broad term. What is under my purview is fire and rescue and EMS Diverse Management. When I talk about Carroll County Emergency Services, I am referring to our volunteer Fire Departments and our volunteer Rescue Squads and Carroll Fire and Rescue which is the County agency and then Carroll County Emergency

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Management. I talk about a system a lot and the reason I do is because our departments although they are individual entities and regulated by the state, they function together as one goal, one team. By doing so we are very effective and efficient. Working side by side makes each organization stronger and in turn our system is more efficient and effective. It is done through mutual respect and cooperation. I have been in Emergency Services in Carroll County since 1994 and when it comes to a lot of the Fire & Rescue Services there is a lot of type-A personalities and strong opinions. If they don't try really hard sometimes, they are hard to get along with. I am very fortunate; our Fire Chiefs and our Squad Captains have a servant's heart, and everyone wants to work together, and I really appreciate that. It is important that we continue to work within the system because free lancing is very counterproductive. Our EMS geographic divisions are broken up into what we call areas. We have area 2, 3, 4, 5, 6 and 7. Those mostly correspond with the volunteer rescue squads numbers that they go by, for instance Laurel Rescue goes by 300's so that is area 3. I will talk about some of the individual volunteer squads and what they are facing.

Volunteer EMS comes with some unique challenges. When I first took an EMT course in 1994, I believe it was 80 hours or somewhere in that neighborhood. That same course today is 245 hours so there has been a huge increase in the amount of training that is necessary, and we are talking about entry level. For a paramedic you are up into a couple years of training for that. The reporting requirements are so much more today than they ever have been before. When I first started one sheet of paper and you could spend 10 minutes on it and today everything is computerized state and national datasets that are required for statistical purposes. Also, the data elements that are required by CMS and private insurance companies. There is a lot of information that goes into the patient care reports, they can spend as much as an hour or longer if it is a real complicated case. Time away from families, with all the additional reporting you have that much more time away once you get back to the station. That is a problem that we have had to face. The call volume has been very high, I think it is interesting that we tend to have some of the highest call volumes in Southwest Virginia. I know that we most of the time lead the pack and the number of residents that we have at the New River Regional Jail and the cases that they have with the CAC, it seems to be abnormally high. We are unique and I think every locality is unique. We don't have a large population to draw from to replace volunteers. Blacksburg has a flourishing volunteer system; they are a college town and they have a constant influx of people coming and going all the time. EMS system abuse is another thing that makes our volunteers leave. Day in and day out, middle of the night people calling 911 when they probably didn't need an ambulance. They call 3 and 4 times a week sometimes and that burns out our volunteers. That is really what it all boils down to, it is just burn out. It is really hard on the volunteer rescue squads just because of the amount of work they have to do. It is tough but we really must continue to work to maintain a volunteer base.

Every system, regardless of how large or small it is has a volunteer component to it. As a County we have our career personnel strategically located in areas where we have high call volume, but the problem is that in some of the outlying areas, those areas have a much longer response time so those are the areas that it is really important to have some volunteers that can function as medical first responders at the very least. All of the departments in Carroll share a common reporting software and we bill through one entity and that is actually the Carroll County Board of Supervisors. With the volunteer rescue squads all of the revenues are accumulated and collected by the County. I get a report once a month from our billing vendor who tells me how many and which calls are attributed to which agency. We then cut a check to those agencies, so it is a pass-through system. The local volunteer rescue squads are not using taxpayer funds, they generate all of the revenue themselves. The only exception to that is the line of duty act benefits, and we also pay for the vehicle accident insurance. This year that is budgeted at \$52,896 for volunteer rescue squads. Another source of revenue for the volunteer rescue squads is state funds in the way of what is called the 26% return to locality, it is also referred to as four for life. We get about \$30,000 yearly and that varies because it is based on the number of vehicle registrations and it is \$4.25 per vehicle. We use a formula to divide those funds fairly, part is divided equally, and part is divided based on calls. So, the individual departments, Laurel Rescue Squad has had some recent improvements, pretty significant improvements to be honest with you over the last several months and basically

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where they have been able to add some new members. The problem that they will have to deal with is sustainability. Those few members once they get to that burnout stage, they are going to have to have people in to replace them. You really need that constant, steady flow of new members. In 2018 they were dispatched 373 calls, answered 48% and 27% without our assistance. In 2019 you see that the number has already gone to 66% so that is a pretty good improvement and I am really proud of what they have been able to accomplish in a short time. When I say 27% that means without County assistance, they answered the call entirely with volunteer staff.

Mr. Hill told responded might explain that. Sometimes they don't have enough training and we have to being someone else in.

Mr. Lineberry replied that is correct. If they have one EMT that can respond and then we will send a provider to make a crew with them. In those cases, we transport in their truck and the way the billing system works is whoever's unit you are transporting in, that is who receives the revenue for the call. We don't take that away from them, but we also share in that revenue, they will in turn reimburse the County \$100 for each one of those if the patient had insurance and the County receives revenue from the call. Laurel Fork Rescue is our smallest agency and they have very few members. In 2018 they had 305 calls, answered 23% and 15% without our assistance, but if you notice in 2019, we have had a very sharp decrease. So far this year they have only answered 7% and 6% without our assistance. I don't want to see this department go by the wayside; we have got to have a volunteer base in this county. What I would recommend is if they can't respond with full volunteers if they could send a first responder where they could still be active in their community. Once they become visible in the community, I think their community will respond back and they will actually begin to grow. They like that idea and think it is something feasible for them to do. Their community center is very active with the meetings they have, and I think just recently they had the squad captain out there.

Pipers Gap Rescue Squad is our largest agency and they have the highest call volume. Last year they had 957 calls. They answered 91% of their calls and 74% without our assistance. If you look at 2019, we begin to see a little bit of trouble with 80% calls answered and 57% without assistance. The problem is call volume; they are burnt out. I always talk about the 80/20 rule where 20% of the people are doing 80% of the work and that is unfortunately how it is with a lot of the volunteer departments. Pipers Gap has been lucky being next to the City of Galax and there is a younger population and they have had more luck with getting fresh members. The Captain and I have talked, and they are at the point where they are ready for some help, so we are going to have to address that at some point.

On volunteer Fire Departments, they seem to decline in volunteers a little but nowhere near to the degree that we have seen in EMS. I think there are a lot of reasons for that, the work that they do is different, and it is more attractive. There is not as much training requirements and on the reporting usually most departments have one person that does the reporting and the rest of the members don't have to fool with it. They don't spend as much time away from home generally and their call volume is much lower. It is more conducive to a volunteer environment and thankfully we have not seen a decrease with the volunteer Fire Departments. When we talk about retention and recruitment, I think that is something that we have got to start looking at pretty hard. We have got to find funding sources to be able to do some programs where we can offer some benefits to our volunteers, EMS and Fire. We don't have the tax base to be able to fund a payment system that stretches from one corner of the County to the other. Funding is a little different than it is with the Rescue Squads. They don't have the ability to generate revenue like the Rescue Squads do so the majority of their support is local tax dollars. In FY2020 our budgeted expense for the Fire Departments is \$378,082. That is operational expenses and that does include their insurance and Line of Duty Act. A smaller portion is what's called Aid to Locality. We get funds from the state and distribute those to the Fire Departments as they need it. Those funds are very specific on what they can be used for. We do provide some financial support to a few outside agencies, Galax, Fries and Ivanhoe also provide fire response.

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Apparatus replacement for Fire Departments continues to be a topic. Mr. Robbie McCraw serves with us on our Fire Board and he knows that is something we have talked about for a long time. The problem is obviously, it is a significant cost. These trucks are not cheap at a time where the County is under some financial constraints, so we are banging our head against a wall sometimes so to speak. The Fire Chiefs have been very diligent looking at coming up with a replacement plan. The plan makes it easier to plan for call and to find funding resources. It is easier to budget when you have a plan. The plan only provides for replacement of heavy vehicles. We have left it up to the individual department to find their own funding for replacement of the small vehicles. I know they use their aid to locality funds for that. The goal with the plan is to replace Class A pumpers within a 20-year window. The pumpers are the ones that are going to affect the departments ISO ratings once they surpass the 20-year mark so it would be best if we are able to replace them. It does call for reduction in fleet size, the first couple of trucks in the plan are designed so that they replace 2 trucks. It also calls for standardization as much as possible. We know some departments have different needs than others but for as much as possible we want to standardize the equipment across the county. There are some statistic numbers on the Fire Departments in the presentation.

That brings us to Carroll Fire & Rescue which is our career staff department. They operate 3 shifts; each shift is lead by a Shift Lieutenant. They work 24 hours on and 48 hours off. There are 8 personnel per shift, and they staff 4 ambulances. Our call volume in 2018 was 4155 and 4 ambulances is just about right for that amount of call volume. At least maybe twice per day we are in a position where all of our trucks are busy. It is very interesting, there are counties our size with the same population that run half of that, it is really perplexing. We do have one crew dedicated to the Lambsburg/Cana/Fancy Gap communities that was placed there in August of 2017. That has worked out really well down there. When Cana Rescue was there, they were also struggling with answering calls. The problem with that area is it was taking us so long to get from Hillsville all the way down there, sometimes 30 minutes and that is just way to long to have to wait on an ambulance. We didn't have much choice but to staff a truck down there and it has worked out really well, we have gotten a lot of positive feedback from the community.

All of our crews are made up of at least one ALS provider, ALS is Advanced Life Support. All of the full-time staff are also trained to the Firefighter II level and that started in 2009. The EMS Department started supplementing volunteer Fire Departments with manpower in 2009 as we were able to and as needed. All of the staff are provided firefighter turnout gear and each ambulance contains 2 SCBA units. Once they are in route, they radio to the Fire Chief to let them know who they have coming and what capabilities they have. The goal is to attempt to reduce the additional burden as much as we can on the volunteers to help at least slow down the burnout or prevent it as best we can. I think that we should continue to look for ways that the people we are paying to do this job do what they can to take some burden off the volunteers.

Retention and recruitment are really not just a volunteer problem. Four or five years ago our folks would be on a part time list and be there a couple years before they would ever have an opportunity to move up to full time. We just frankly don't have people knocking down the door to get a job so its not a volunteer problem it is a problem in the industry. I have been here about 3 years, I started in June 2016 and when I came on board one of my top priorities was to examine the expenses and our revenue and determine where I felt like we needed to make improvements. Basically, what I did was I asked all of my lieutenants and myself to sit down and look through all of our processes from top to bottom and determine where we are inefficient. We found a lot of significant changes that were made. For instance, our inventory control was changed, scheduling personnel, managing and containing comp time, that was a big problem before with the schedule that when you work a 24 hour schedule basically the staff is paid based on salary and once they reach 212 hours in a 28 day period then anything over is accumulated as comp time at time and a half that they can use to take off at a later time. The problem is once you accumulate so much then you have to pay down and that was costing us, so we put a cap on that and really kind of cranked down on it. We looked at our QA processes on everything we do. We had a lot of vehicles at that time that were costing us a fortune in maintenance, so we found ways to eliminate those. We took advantage of grants to replace the trucks when possible and so far, we have used what's called rechassis to

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replace trucks rather than actually buying new ambulances. A new ambulance will cost you anywhere from \$200,000 to \$240,000 depending and a rechassis I can do for \$130,000 or less.

Mr. Martin asked if that is redoing the motor, transmission and rear end?

Mr. Lineberry said what they do is take off the box and put it on a new chassis. They also refurbish the box. It looks like a brand-new truck. To me it doesn't make sense to do it any other way. Cost recovery was another thing that we could make some improvement on. It turned out to be the most significant thing we were able to change, and we reviewed all of our patient care reports for billing errors.

We developed a process that matches that of our billing vendor so there is not as many errors. The goal is the billing company has billed the call out to insurance within 24 hours of running the call. We saw a significant increase in our revenue expenses but there is more work to be done. This graph will give you an example of some of the improvements we have made. In FY2016 our cost recovery was 51.4% and I will be honest with you that is pretty dismal. As we worked on our expenses and worked on ways to make our paperwork better so that we get reimbursed better, as you can see that top line which is our expenses begins to come down and revenue is coming back up. By FY2017 we are at 73.3% in one year. I think that is impressive and I am proud of that. From that point on we have stayed in that same gap. The goal is to bring those lines even closer together.

One goal I had with this presentation tonight was to try to get some data from other localities to try to compare where we were but I wasn't able to get enough that I could identify all the little components and I was afraid it wouldn't be very accurate. What I did find is the 70% is pretty good. The percent of our total county operating budget and this doesn't include the schools, volunteer Rescue Squads took up 0.2% of our operating budget, volunteer Fire Departments at 0.86% and then Carroll Fire & Rescue is 1.16% so all Fire & EMS combined was 2.22%. Keep in mind this is after we take the revenue out. We are in line with most counties that have the same call volume.

The last thing we will talk about is Emergency Management. Sometimes folks think Emergency Management is just another part of Fire & Rescue, its really not. Emergency Management is a function to create and maintain framework within a jurisdictional boundary to reduce vulnerability of natural man-made disasters. I currently serve as the Chairman of our local emergency planning committee for FEC and it is a regional committee. It is made up of Grayson, Carroll and the City of Galax. We meet quarterly in Galax to discuss common things that we all share and can assist each other with. Our Emergency Operations Plan was last adopted by the Board of Supervisors in August 2017 and it will not need to be adopted again until 2021. Our plan names the County Administrator as the Director of Emergency Management.

Moving forward some things that are on my radar is the Fire Apparatus Replacement Plan. We need to work on it and the longer we delay it is going to cost us more in the future. We have to focus on retention of volunteers and explore benefits that we can offer and ways to fund that. I would like to see us update our cost recovery model, our EMS billing. I would like to see us move to what I call compassionate billing, I am not talking about hard billing, I am talking about adjusting our soft billing model so that people who can afford to pay can do so. It is kind of upside down right now. The folks that are paying the balance are the folks who are from the generation that are going to pay their bills no matter what. Unfortunately, some of those are on fixed incomes and it is kind of sad when some of those people come in and pay \$5 and \$10 per month. Folks who have second homes, boats and cars, normally we don't see them. We can create a system that is fair, that has discounts for financial hardships based on a threshold that we can set. I recommend using the poverty level and some correlation of that to income and we can also offer discounts for early pay. Everyone in this room over the last year or two has probably been to the doctor and got a letter saying if you will pay by this date, we will knock off a percentage. There is no reason we can't do a similar type system that incentivizes people to pay the balance.

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I would like to see us increase our social media presence so the public can stay in touch with what is going on. I am working with our Twin County 911 Coordinator to market our Emergency Alert System, so we get more folks signed up on it. Just a little praise for our first responders, these folks do an incredible job day in and day out. It really is a thankless job, there is not a week that goes by that I don't hear about someone being cursed or physically assaulted. Wake Forest Baptist Hospital recently recognized one of our providers excellence in EMS and that is Anthony Marshall. Anthony has been with the County as a faithful employee for about 2 years. He is also the lieutenant with Hillsville Volunteer Fire Department. They recognized one person from each locality that the hospital serves, and Anthony was chosen. I could talk all night and I don't want to take up any more time, but my contact information is here for anyone that has any questions or needs to talk about anything.

Mr. Dillion said everything sounds good, I just have one concern. What is the Virginia law on answering calls as far as EMS following the speed limit and this goes for the Sheriff's Department too?

Mr. Lineberry replied the law in Virginia states that when responding to a call must respond with what is referred to as due regard for life and safety. That leaves a lot to interpretation, basically what it boils down to is if they end up wrecking and hurting someone then they probably weren't acting with due regard. They have to be very careful, there is not an exact speed limit.

Mr. Hill said there are a couple other things, you can't go down a one lane and several other things. If you give me your email address, I can send the information to you.

(Order)

#### **PUBLIC HEARING – IDA NAME CHANGE**

Mr. Hill opened the Public Hearing for the IDA Name Change at 7:17 p.m.

With no one to speak, the Public Hearing was closed at 7:18 p.m.

Mr. Durbin said that after holding the Public Hearing, the Board is free to entertain a motion.

Mr. Hill replied that code doesn't really spell out if it is IDA or EDA.

Mr. Durbin said you are correct. I think that the thought for marketing purposes and having something that is a little more broadly stated economic development as opposed to industrial development. It's thought to encompass more when you are reaching out to prospective businesses. All the ordinance does is change the name from industrial development.

Mr. Hill asked if the IDA voted to change that?

Mr. Durbin told that it was requested by a vote of the IDA.

Upon motion by Mr. Martin, seconded by Mr. Phillip McCraw the Board approved the ordinance changing the name from Industrial Development to Economic Development.

#### **AN ORDINANCE CHANGING THE NAME OF THE INDUSTRIAL DEVELOPMENT AUTHORITY OF CARROLL COUNTY, VIRGINIA TO THE ECONOMIC DEVELOPMENT AUTHORITY OF CARROLL COUNTY, VIRGINIA**

**WHEREAS**, by Ordinance duly adopted by the Board of Supervisors of Carroll County, Virginia, and codified as Chapter 8, Article I of the Carroll County Code, the Board of Supervisors established the Industrial Development Authority of Carroll County (the "Authority") pursuant to Chapter 49 of Title 15.2 of the Code of Virginia, 1950, as amended; and,

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**WHEREAS**, the Authority has requested that pursuant to § 15.2-4903 of the Code of Virginia, 1950, as amended, that the Ordinance creating the Authority be amended to change the name of the Authority to the *Economic Development Authority of Carroll County* to better describe the activities of the Authority; and,

**WHEREAS**, after public hearing, duly advertised and conducted, the Board of Supervisors has determined to change the name of the Authority to the Economic Development Authority of Carroll County.

**NOW THEREFORE, BE IT ORDAINED, THAT THE ORDINANCE PREVIOUSLY ADOPTED BY THE BOARD OF SUPERVISORS OF CARROLL COUNTY, VIRGINIA CREATING THE INDUSTRIAL DEVELOPMENT AUTHORITY OF CARROLL COUNTY IS HEREBY AMENDED AND THE NAME OF THE INDUSTRIAL DEVELOPMENT AUTHORITY OF CARROLL COUNTY IS HEREBY CHANGED TO THE ECONOMIC DEVELOPMENT AUTHORITY OF CARROLL COUNTY.**

**BE IT FURTHER ORDAINED** that the Economic Development Authority of Carroll County shall have and shall continue to have all rights, duties and responsibilities as provided by Chapter 49 of Title 15.2 of the Code of Virginia, as amended and all provisions Chapter 8, Article I of the Carroll County Code shall remain in full force and effect, except as specifically modified herein.

THIS AMENDMENT SHALL BE EFFECTIVE AS OF THE DATE OF ADOPTION.

VOTES

Mr. Webb	Yes
Mr. Phillip McCraw	Yes
Mr. Hill	Yes
Mr. Robbie McCraw	Yes
Dr. Littrell	Yes
Mr. Martin	Yes

(Order)

**COMMITTEE APPOINTMENTS**

Mr. Hill asked what VIAA is?

Mr. Truitt said it is an organization

Mr. Hill asked if anyone has applied for those?

Ms. Adams replied no.

Mr. Hill said he volunteers to be the alternate on 9<sup>th</sup> District Financing.

Upon motion by Mr. Robbie McCraw, seconded by Mr. Phillip McCraw and passing, the Board appointed Mr. Rex Hill as alternate on 9<sup>th</sup> District Financing.

VOTES

Mr. Webb	Yes
Mr. Phillip McCraw	Yes
Mr. Hill	Abstain
Mr. Robbie McCraw	Yes
Dr. Littrell	Yes
Mr. Martin	Yes

Upon motion by Mr. Hill, seconded by Mr. Webb and passing, the Board appointed Cellell Dalton to the NRRWA.

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Mr. Martin said we need to be careful about loading down people with appointments.

VOTES

Mr. Webb	Yes
Mr. Phillip McCraw	Yes
Mr. Hill	Yes
Mr. Robbie McCraw	Yes
Dr. Littrell	Yes
Mr. Martin	Yes

Mr. Hill said the Code of Virginia covers the Emergency Vehicle Exemptions; it is 42.2-920. That gives you all specifics that law enforcement and emergency vehicles follow.

(Order)

**CITIZENS TIME**

Mr. Douglas Smith said I have several things I wanted to throw out. These are just some topics, but I only have so much time. You are talking about Economic Development and I have put down two things that I would like the county to look at. Wind and solar are two areas that we have places here and people that could perhaps make these cells work. We know this county is windy, when I first moved here, I met a woman named Aeolus where my parents lived on Radio Hill and the wind never stopped blowing there. I throw that in front of the Board.

The second thing, economically, that came to mind, I've talked to a lot of people and the county still has no alcohol. If I wanted to build a nice restaurant out here at 77, you get a nice restaurant and a nice motel. I know every year when it comes up people come out of the woodwork against it. For instance, when the water was put into my neighborhood in Woodlawn, I have a fireplug in my front yard. My real estate whatever insurance went down because of that fireplug. My neighbor across the street still has a well and when the power goes off guess who provides the water. If there were to be a fire, we just heard from EMS, whose water plug are they going to plug into to save his home. They are just right across the street in a well-developed area where pretty much everybody else hooked on, so I think a reasonable fee still needs to be maintained because what is \$100 or \$120 a year to have a fire plug nearby? You may choose not to use it, but I wanted to throw that out.

The Training Center I had talked to some of Senator Payne's people over here and they gave me some intelligence that you were on some kind of committee looking at that. I was thinking the presentations I have seen here about the children needing beds and mental health is hot right now. We have beds here and we are driving people hours to get services. I had a couple more things, but I can live with that and I can call you as my representative and discuss anything else.

Mr. Hill said I am not on any committee that I am aware of but BRCEDA has been working on it.

Mr. Dillon said what I want to speak about is the non-user fee. Last November you voted to repeal it and you haven't done anything. I just would like to suggest, and I would like to make a motion if I could. As a start don't you think that maybe you could take the 79 non-users that don't have a meter in the yard and go ahead and get them off of it, just as a baby step? I think you could, I know the PSA is in control and can pretty much tell you what to do. It would be good for you all to because the way things have went in the last six months it looks like the people out there want something done. You can see the results of it, Steve Truitt gone, fired. Nikki Cannon, gone, fired. The PSA

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lady, Jessica Montgomery fired. Bob Martin, fired. Robbie McCraw, he is going to be fired. You all need to get together and start doing something. Thank you very much.

Mr. Hill responded earlier this evening the PSA passed the fees so anyone that wasn't present, they dropped the fees down to \$6.00.

Mr. Jeremy Buckner said I am not up here to beat a dead horse though I stand in front of you over 79 nonusers. My simple statement is what about Wildwood? Mr. Martin said in the last meeting that all he had heard over the years is when are we going to get industry. Why not post Wildwood online to any industry that wants to come to Carroll County and state that the land is free? Let them pay all the utility taxes, give that 15 plus years of building away in Wildwood so they could use it instead of it sitting up there collecting no revenue.

(Order)

### **SUPERVISORS TIME**

Mr. Hill made notification that we will be having a Board Meeting on July 22<sup>nd</sup> to start at 4:30 with the public portion starting at 6:00 p.m.

Mr. Martin asked Mr. Truitt if he could make any general comments about Wildwood. I am sure some citizens think the Board doesn't do anything to get industry and maybe that carries over to the County Administrator. In June, what great things have you learned from dealing with the state and why don't we have industry? Do we ever talk to folks about jobs?

Mr. Truitt responded that when you are talking about putting industry in there for free, we can do that if they are making an investment into our region that makes it worth writing off. As far as who is Wildwood getting marketed to, there are several ways it gets marketed. It gets marketed to targeted industry like agriculture and data centers. The first business that has made a commitment is a local company. There is no one set way, I will tell you though there are people who evaluate industrial sites and there is one of these things about every 100 miles, so you are competing against everybody, everywhere. You always finish second if you don't win. We just have to keep on pushing it and working it. There are some exciting things coming and I hope Cellell will be able to tell you about those things in the coming months.

Mr. Martin said it has been very disappointing to me. At times I have felt like the whole thing was a dog and pony show. We have tried over and over. Who on the Board is opposed to getting industry? You don't snap your fingers and get it. I would like to see Volvo say they can't handle another 900 employees and send them up to Carroll. We just keep trying and one day we will be number one.

Dr. Littrell said I think that it is unfortunate that some citizens come before us and state facts which are not facts.

Mr. Robbie McCraw thanked Everett for the presentation. We take for granted that we are always going to have volunteers to serve and we don't realize how fortunate to have what we do have. It is a thankless job and I appreciate all that you all do. I would like to reiterate what Tom just said, thank you for those comments. Thank everyone for being here, it is always good to see everyone.

Mr. Webb thanked everyone for being here. We got some feedback from citizens and a great report from the EMS Director. We have talked about some incentive programs and I intend to get back with you on that to try to retain and recruit volunteers. They are a basic that we need to keep. I want to extend my condolences to Crystal, she lost her dad last Monday and I am sorry I wasn't there. I need to apologize for not being at the June meeting, I had some medical issues and wasn't able to attend. As far as the citizens commenting about those three people being fired. They were not fired, they resigned. The County Administrator, the Financial Assistant County Administrator and the PSA Director resigned. Carroll County is in a transition period right now, a huge transition

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period. We have a lot to change as far as an Administrator, a Financial Director, our PSA Director. One of the things that I hope this Board does and I promise to do is to take our time and not jump off the bridge. Let's see if we can correct the issues that this County has faced for the last 23 to 30 years. It can be done and with cool, level heads and I think we can get people into Wildwood, just like Mr. Truitt said, it is not easy. You can't just go out and say, hey here is a place to build an industry. There is so many questions and so much logistics that they want to know about. I have learned that over the last 18 months. I am going to keep working diligently for Carroll County. I want Carroll County to prosper and come back to the front. We can do that; this Board can do that with level heads and objectively thinking and doing the right thing for Carroll County.

Mr. Phillip McCraw thanked everyone for coming out. Thank you for the presentations you gave us tonight and thank you for putting up with my coughing tonight.

Mr. Hill thanked the folks who did presentations tonight, EMS and CPS. That is why we are in the position we are in with all the people in jail, it starts right there. You can drive up the interstate all the way to the middle of Tennessee and you will see pads flattened out just for Economic Development. We are in competition with everywhere else and we try our best. We don't have the population that they have around Kingsport and Bristol. A lot of our people travel down to Pulaski County or Winston or Roanoke. We don't have a great number of employable people. I appreciate everyone speaking tonight.

Mr. Webb said on July 27<sup>th</sup> the Carroll County Department of Social Services is doing a Foster Care Fair from 11 to 2 and doing lots of activities to promote Foster Care. The Shriners are going to be there, and I would like to see a lot of participation.

(Order)

**RECESS**

Upon motion by Mr. Martin, second by Mr. Webb and passing, the Board recessed until July 22, 2019.

VOTES

Mr. Webb	Yes
Mr. Phillip McCraw	Yes
Mr. Hill	Yes
Mr. Robbie McCraw	Yes
Dr. Littrell	Yes
Mr. Martin	Yes

(Order)

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Chairman