

LYNCHBURG CITY COUNCIL

Agenda Item Summary

MEETING DATE: **July 9, 2013**

AGENDA ITEM NO.: 1

CONSENT:

REGULAR:

WORK SESSION: **X**

CLOSED SESSION:

(Confidential)

ACTION:

INFORMATION: **X**

ITEM TITLE: **Employee and Retiree Benefits Discussion**

RECOMMENDATION: N/A

SUMMARY: Upcoming changes in the Virginia Retirement System (VRS) require Council decisions regarding compliance with the mandates. In addition, based on previous Council interest, issues of retiree and part-time employee benefits are presented for discussion.

Information includes a description of the VRS Hybrid Retirement Plan and VLDP (Virginia Local Disability Plan) as well as information about retiree and part-time employee benefits.

PRIOR ACTION(S): Council discussions at Budget Retreat

FISCAL IMPACT: N/A

CONTACT(S): Margaret Schmitt 455-4208

ATTACHMENT(S): Benefits Discussion - Draft

REVIEWED BY: lkp

104K



Benefits Discussion

JULY 9, 2013
COUNCIL WORKSESSION

Three Issues for Discussion

- ▶ Upcoming changes in VRS
- ▶ Retiree medical coverage policies and practices
- ▶ Part-time employment policies and practices



1/1/14 VRS Changes

VRS HYBRID PLAN AND VA LOCAL
DISABILITY PROGRAM

2012 General Assembly Actions

- ▶ Established VRS Hybrid Pension Plan for non-sworn employees hired on or after 1/1/14
 - ▶ Defined Benefit (DB) component
 - ▶ Defined Contribution (DC) component
- ▶ Required Local Disability Program for all Hybrid Plan members
 - ▶ No VRS Disability Retirement
 - ▶ Short-term disability coverage (STD)
 - ▶ Long-term disability coverage (LTD)

VRS Hybrid Pension Plan

- ▶ New plan that has a defined benefit component and a defined contribution component
- ▶ Required for any non-sworn employee hired on or after 1/1/14, unless a deferred VRS member
- ▶ Plan 1 and Plan 2 members may opt in between 1/1/14 and 4/30/14
- ▶ VRS will set one contribution rate each biennium for the City that blends costs of Plan 1, Plan 2 and Hybrid Plan

Defined Benefit - DB

- ▶ Defined Benefit component uses Plan 2 rules, except for multiplier and contribution:
 - ▶ Average Final Compensation based on highest 60 consecutive months of salary
 - ▶ Unreduced retirement based on service and age equal to 90
 - ▶ COLA restrictions
 - ▶ 1% multiplier
 - ▶ 4% mandatory employee contribution

Defined Contribution - DC

- ▶ Defined Contribution component
 - ▶ Ultimate benefit based on market gains
 - ▶ Managed by ICMA-RC
 - ▶ 1% mandatory employee contribution
 - ▶ Additional 4% voluntary employee contribution, changes allowed quarterly
 - ▶ City matches employee DC contributions according to formula

VA Local Disability Program (VLDP)

- ▶ Localities must choose the VRS program or implement a comparable program (except that local programs are not required to include long term care benefit)
- ▶ Mirrors State's VA Sickness and Disability Program (VSDP)
- ▶ Sworn public safety not eligible
- ▶ Replaces VRS Disability Retirement benefit with Short and Long Term Disability
- ▶ Work-related from first day of employment
- ▶ Non-work related after one year
- ▶ VRS program managed by Unum

Short Term Disability

- ▶ 125 days available per incapacitating illness or injury
 - ▶ Unable to perform duties of job
 - ▶ Eligible from first day for work related conditions, after one year if non-work related
 - ▶ Locality responsible for paying 60% - 100% of pay depending on years of service/time in the program
 - ▶ Remains active employee
 - ▶ Retains medical coverage at same cost sharing as other active employees
 - ▶ Earns VRS service credit
 - ▶ Locality must make VRS contributions based on full salary
 - ▶ Employee must contribute share based on full salary

Long Term Disability

- ▶ Coverage until employee reaches unreduced VRS retirement age
 - ▶ Follows 125 days of STD
 - ▶ 60 – 80% income replacement
 - ▶ First 24 months, if unable to perform duties of own job
 - ▶ Thereafter, if unable to perform duties of any job
- ▶ Payments offset by other government income such as social security
- ▶ Continues to earn VRS service credit
- ▶ Separated from active employment
- ▶ Access to medical coverage the same as similarly situated retirees

Impact

- ▶ City will manage/communicate 3 retirement programs
- ▶ City will manage/budget two different VRS rates, if opt in to VRS Disability Program
- ▶ Expect VRS rates will be more volatile due to flexibility allowed in DC contributions
- ▶ Creates different income protection based on date of hire
 - ▶ Hybrid Plan members will have enhanced benefits due to state mandated STD
 - ▶ Plan 1 and Plan 2 members continue to have disability retirement benefits and rely on accrued sick leave for medical absences
- ▶ Paid time off programs must be evaluated and modified, at least for Hybrid Plan members

Decision Needed

- ▶ Irrevocable decision to opt-in or opt-out of VRS program by August 31, 2013
- ▶ City and Schools may make different decisions
- ▶ City and School staff are seeking options to the VRS program, hoping to make a joint decision
 - ▶ Several localities have issued RFPs seeking providers for comparable plans
 - ▶ At least two insurance companies have presented comparable programs at lower cost
- ▶ VRS program cost is .91% of salary (.39% for teachers) for Hybrid Plan members
 - ▶ VRS will control rate setting – VRS thinks it will continue to be a state-wide rate



Retirees

Reviewing Retiree Practices

Why Consider Changes

- ▶ Council expressed interest Fall 2012
- ▶ Evaluating all benefit programs due to ACA and major changes in VRS
- ▶ Retiree group is growing and expected to grow – 256 employees eligible for City contribution into retirement before “cut-off” implemented
- ▶ Spending disproportionately high amount of resources for members not providing citizen services – 9% of plan members incur 22% of claims
- ▶ Times have changed: Public and Private sector employers reconsidering contributions for retirees

Possibilities

- ▶ Maintain current practices until “cut-off”
- ▶ Share costs more equitably based on actual overall costs by group
 - ▶ Establish retiree group rates
 - ▶ Establish cost share while maintaining blended rates
- ▶ Better alignment with other VA localities' practices
- ▶ Reduce OPEB costs
- ▶ Reduce plan costs

Covered Groups

Active Full-Time Employees

- 78% of total members
- 1250 members
- 2,219 with family members
- Medical, Rx, Dental
- Primary Coverage

Retirees

- 9% of total members
- 248 members
- 369 with family members
- Medical, Rx, Dental
- Primary Coverage

Medicare Retirees

- 8% of total members
- 241 members
- 267 with family members
- Medical, Dental
- Secondary Coverage:
Coordinates with Medicare

Average Per Member Per Month Costs

Active Employees

- \$185.46
- 75% of total claims

Retirees

- \$345.99
- 22% of total claims

Medicare Retirees

- \$54.40
- 3% of total claims

Average PMPM Plan Year to Date (10/12 – 2/13)

Current Annual Cost Sharing

Blended Rates

Active Full-Time Employees

- City: \$4,773
- EE: 0, if in Health Mgt Program

Retirees

- If hired < 1996
 - City: \$4,773
 - Retiree: \$324 Admin Fee
- If hired > 1996*
 - City: 0
 - Retiree: \$4,773

Medicare Retirees

- If hired < 1996
 - City: \$4,773
 - City: \$420 in lieu of Rx coverage
 - City: \$684 if waive coverage
 - Retiree: 0

* No current participants

Other VA Localities' Practice

Retirees

- 64% - share cost – typically on a sliding scale based on years of service or years in plan
- 32% - retirees' fully fund cost
- 4% - locality fully funds cost

Medicare Retirees

- 68% - no contribution or access
- 32% - share cost of Medicare supplement – typically on a sliding scaled based on years of service

Impact of ACA

Active Employees

- Very little impact on employees – will not be eligible for exchange subsidies at current practices
- Plan must pay fees, eliminate maximums, eventually pay for 100% of cost of preventive care
- 30 hour average eligible for medical benefits

Retirees

- City not required to include retirees in coverage or numbers
- Retirees may be eligible for coverage through exchanges

Medicare Retirees

- City is not required to include Medicare retirees in coverage or numbers



Part-Time

Current Benefits by Employment Category

▶ Full-Time Classified

- ▶ VRS/Group Life
- ▶ Medical/Dental/Vision
- ▶ Paid Leave
 - Vacation
 - Holidays
 - Funeral
 - Sick
 - Personal

▶ Less than full-time

- ▶ **Part-Time Classified** (No longer hiring employees into this category)
 - ▶ Paid Time Off (PTO)
 - ▶ Generic leave pro-rated based on budgeted hours
- ▶ **Temporary** - Seasonal and on-going hourly work
 - ▶ None

Primary Types of Less Than Full-Time Positions

In Lieu of Full-Time

- ▶ Training positions
 - ▶ Fire Recruits
 - ▶ Benefits' Specialists*
- ▶ Lack of Full-Time Resources
 - ▶ Planners
 - ▶ Communications & Marketing – Citizen's Services

* Pilot Program

Service Delivery Needs

- ▶ Seasonal
 - ▶ Parks & Rec
 - ▶ Public Works/Grounds
- ▶ Extended or Program-based Hours
 - ▶ Library
 - ▶ Parks & Rec
 - ▶ Museums
 - ▶ Juvenile Services

Advantages of Current Practice

- ▶ Flexibility in service delivery
- ▶ Meet short term needs
- ▶ Lower employment costs

Disadvantages of Current Practice

- ▶ Higher Turnover
- ▶ Less Attractive Employment
- ▶ Lower Job Satisfaction

Finding the Right Balance

- ▶ Part-time positions that help meet operational needs

AND

- ▶ Employment opportunities that attract and retain qualified employees

ACA Regulations

- ▶ New definition of full-time for benefits purpose
 - ▶ Benefits must be offered when paid hours average 30 or more per week
- ▶ City Response
 - ▶ Use a 12 month measurement period
 - ▶ Reduce most less than full time employees to less than 30 hour average

DSS Pilot

- ▶ Hire 5 less than full-time Benefit Program Specialists for the cost of 4 full-time
 - ▶ Select through open competition
 - ▶ Schedule <40 hours per week
 - ▶ Provide medical and dental coverage
- ▶ Progress to Full-Time as training is complete and vacancies occur



Reactions or Questions

// A regular meeting of the Council of the City of Lynchburg was held on the 11th day of June, 2013, at 4:00 P.M. in the Council Chamber, City Hall, Michael Gillette, President, presiding. The following Members were present:

Present: Cary, Foster, Helgeson, Johnson, Nelson, Perrow, Gillette

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Absent:

0

// Deputy City Manager Bonnie Svrcek spoke briefly on the Regional Library Study. Ms. Svrcek stated the Campbell County Board of Supervisors agreed to partner with the regional library system. Ms. Svrcek informed Council that Bedford County will not participate in the regional library system. Staff would like to defer any action on this item until the July 9th work session to give staff more time to gather additional information with Campbell County. The consensus of Council is to table this item until the July 9th work session.

// Ms. Svrcek recognized Lynn Dodge, Director of Libraries and Museum, for her service to the regional library system and on her upcoming retirement.

// Human Services Director Tamara Rosser provided information on the goal of SNAP (Supplemental Nutrition Assistance Program) which is to reduce hunger and increase food security. This program permits low-income households to have a more nutritious diet by increasing their food purchasing power. SNAP also provides food when there is a disaster. Ms. Rosser gave a presentation about the 2012 SNAP program in Lynchburg detailing benefits, participant numbers, eligibility requirements, spending costs, and federal involvement. This federally mandated program is administered by the Department of Human Services' Division of Social Services. In closing, Ms. Rosser stated that SNAP is one of the most effective ways to provide food to these families. Council Members had the following questions and concerns regarding the SNAP program:

- How SNAP relates to the meal program available in public schools (free and/or reduced breakfast and lunch). Are participants required to be SNAP eligible? Ms. Rosser responded by stating that participants are required to meet certain income eligibility requirements.
- Does a connection exist between increased college enrollment and the increase in SNAP participation? Ms. Rosser stated that college students likely represent a small portion of the 350 students enrolled in SNAP benefits.
- What can the city do to address the increase in SNAP participants over the last ten years? How does Lynchburg compare to other cities in regards to the SNAP program. Ms. Rosser stated she will be happy to produce a report to Council with information specifying how Lynchburg compares to other first cities. She also stated that "free" is not necessarily "free." There are conditions participants must meet in order to receive these benefits.
- Why is Lynchburg's poverty rate so high? What policy decisions have we as Council made to increase the poverty level? What exactly is driving our poverty rate? Mr. Kimball Payne, City Manager, stated that perhaps the City could hire someone to determine how Council's policy decisions impact poverty rates. However, Council expressed concern over whether funds for such a study are feasible.

- Some of the current programs operating within the communities were created to address poverty issues. Of course a more educated workforce and more programs that give a “hand up” to people are beneficial.

// City Manager Kimball Payne provided information regarding the Fiscal Stress Index. This is published by the Commission on Local Government every few years (most recently published in January 2013, but it reflects data from fiscal year 2011). Mr. Payne stated the fiscal stress index illustrates a locality's ability to generate additional revenues from its current tax base relative to the rest of the Commonwealth. The three components are:

- Revenue capacity per capita (the theoretical ability of a locality to raise revenue)
 - o True value of real estate
 - o True value of public services
 - o Corporation real estate
 - o Registered vehicles
 - o Local option tax receipts and adjusted gross income
- Revenue effort (a computation of how much revenue a jurisdiction could generate if it taxed its population at a state-wide average rate)
 - o Real estate taxes
 - o Corporation taxes
 - o Personal Property taxes
 - o Local option sales taxes
- Median household income

Mr. Payne further discussed during FY 2011 the average index value for Virginia's cities was significantly greater (104.95) than the average for its counties (97.97). These statistics indicate that Virginia's cities are experiencing more of a financial burden than its counties. Lynchburg's fiscal stress is 110.88, which is high and we also rank 4th in the state for fiscal stress. Lynchburg's revenue capacity per capita in FY 2011 was ranked 21.

// City Manager Kimball Payne continued with the discussion on how to determine the parameters and structure of the tourism program. During the May 28th meeting, it was acknowledged that a decision regarding the program's structure after January 1, 2014 needed to be made by November 1, 2013. Mr. Payne stated the following points were made during the May 28th work session discussion:

- The consensus of Council was that the purpose of a tourism program is understood and that further discussion regarding this would not be productive.
- The tourism program should promote the whole City and not just a few venues.
- There is a need for better program metrics.
- There should be a cap on annual funding of the program.
- There should be a non-appropriations clause in any contract.
- There is a need to restore the customer/vendor relationship.

- There should be a verifiable return on investment (ROI).
- The value of the tourism program should be set and then expensed; there should not be a programmed revenue formula.
- There is a need for an independent organization with oversight authority.
- There should be flexibility regarding funding during tough economic times.
- There were differing opinions on whether a contract renewal, with modifications ("tweaks"), was the right approach or if the contract expectations needed to be "re-tooled" and possibly subject to the procurement process.
- A desire for a greater regional approach was expressed.
- There should be a better link between the tourism program and City marketing programs.
- There should be better information regarding group sales.

Mr. Payne stated subsequent to the May 28th meeting Council Member Perrow articulated five specific points that he has agreed could be shared with Council which are:

- Develop appropriate metrics for accountability
- Promote Lynchburg attractions (perhaps through some minimum standard)
- Reformulate the board for better oversight; Council appoint the members; include City staff; and reduce the size to five or less (perhaps have an oversight board such as described here with the rest of the current board in an advisory role)
- Eliminate the 73% of lodging tax funding standard; set the budget at a fixed baseline amount and revisit annually
- Establish a contract of five or more years

During the May 28th meeting the question was asked if major changes to the contract specifications would trigger a requirement to go through a formal procurement process. After consulting with the City Attorney it was determined there is a technical requirement to procure this service. In the past, however, the City has determined that there is no private entity other than the Chamber of Commerce that would be capable of providing the service. Accordingly, the service has never been formally procured. Proceeding to renew the contract with the Chamber would merely involve posting notice, for the requisite time period, of the determination to proceed with sole source procurement. Of course there are still two other alternatives for the tourism program: a City department or an authority. As the discussion continues on the tourism program it might be appropriate to focus on what seems to be the three most important areas: relationship, financing and performance measurement.

// Mayor Gillette discussed the School Board appointments and stated that Council needs to decide what process it should follow. Mayor Gillette stated that Council Members were comfortable moving ahead with reappointments for Mary Ann Hoss (District 1) and Marie Waller (District 2) to the School Board without doing further interviews. Council Member Perrow made a motion, seconded by Council Member Foster to reappoint Mary Ann Hoss – School District 1 and Marie Waller – School District 2. Council by the following recorded vote approved the reappointment of Mary Ann Hoss and Marie Waller:

Ayes: Cary, Foster, Helgeson, Johnson, Nelson, Perrow, Gillette

7

Noes:

0

Next, Mayor Gillette asked Council whether additional Council interviews for District 3 were needed. Council agreed that those in consideration should be given the opportunity to interview before Council to maintain the same process for everyone. After a brief discussion, Council agreed to discuss the matter in a closed session to discuss interviews for District 3.

// Vice Mayor Johnson left the meeting at 6:00 p.m.

// During roll call Council Member Foster read a concern that Vice Mayor Johnson had received regarding maintenance on Rivermont Avenue near Villa Maria that property had not been maintained due to high grass and hedges. City Manager Kim Payne stated that this item came to the attention of staff last week.

// On motion of Council Member Helgeson, seconded by Council Member Foster, Council by the following recorded vote elected to hold a closed meeting to consider appointments to Council-appointed Boards and Commissions, i.e., to select candidates to interview that are interested in serving on the Lynchburg School Board, pursuant to Section 2.2-3711(A)(1) of the Code of Virginia, (1950), as amended:

Ayes: Cary, Foster, Helgeson, Nelson, Perrow, Gillette	6
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Noes:	0
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Absent: Johnson	1
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// The meeting was re-opened to the public.

// Council Member Helgeson made the following motion:

WHEREAS, the Council of the City of Lynchburg has convened a closed meeting on this date, pursuant to an affirmative recorded vote and in accordance with the provisions of The Virginia Freedom of Information Act; and

WHEREAS, Section 2.2-3712 of the Code of Virginia requires a certification by City Council that such closed meeting was conducted in conformity with Virginia law;

NOW, THEREFORE, BE IT RESOLVED that the Council of the City of Lynchburg certifies that, to the best of each member's knowledge, (i) only public business matters lawfully exempted from open meeting requirements by Virginia law were discussed in the closed meeting to which this certification resolution applies, and (ii) only such public business matters as were identified in the motion convening the closed meeting were heard, discussed or considered by Council.

The Motion was seconded by Council Member Cary, and Council by the following recorded vote adopted the motion:

Ayes: Cary, Foster, Helgeson, Nelson, Perrow, Gillette	6
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Noes:	0
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Absent: Johnson	1
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// City Council recessed the meeting at 6:38 p.m.

// City Council reconvened the meeting at 7:30 p.m.

The following Members were present:

Present: Cary, Foster, Helgeson, Nelson, Perrow, Gillette	6
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Absent: Johnson	1
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Council Member Perrow gave the Invocation, followed by the Pledge of Allegiance.

// Copies of the minutes of the May 14, 2013 meeting, having been previously furnished Council, reading was dispensed with, and on motion of Council Member Foster, seconded by Council Member Nelson, Council by the following recorded vote approved the minutes as presented:

Ayes: Cary, Foster, Helgeson, Nelson, Perrow, Gillette	6
Noes:	0
Absent: Johnson	1

// In the matter of Sheriff, City Council Report #9 was considered. On motion of Council Member Foster, seconded by Council Member Nelson, Council by the following recorded vote adopted Resolution #R-13-073, as presented, to re-appoint City Manager L. Kimball Payne, III and Police Chief Parks Snead to the Blue Ridge Regional Jail Authority Board:

Ayes: Cary, Foster, Helgeson, Nelson, Perrow, Gillette	6
Noes:	0
Absent: Johnson	1

// In the matter of Public Works – Water, City Council Report #10 was considered. On motion of Council Member Foster, seconded by Council Member Nelson, Council by the following recorded vote introduced and laid over to a later meeting for final action Resolution #R-13-074, as presented, amending the FY 2013 Water Capital Projects Fund budget and appropriating \$9,500, fully reimbursable, to reimburse costs associated with bringing Pedlar Dam into compliance with minimum standards for dam safety:

Ayes: Cary, Foster, Helgeson, Nelson, Perrow, Gillette	6
Noes:	0
Absent: Johnson	1

// In the matter of Public Works – Street Vacation, a public hearing was held regarding City Council Report #11 regarding the petition of Mr. & Mrs. Michael McLeroy to vacate an unnamed alley situated between the properties of 2018 and 2024 Rivermont Avenue, 115 Huron Avenue and 121 Irvington Street. The entire length of the alley is proposed to be vacated, which is approximately two hundred sixty six (266) feet and approximately fifteen (15) feet in width. City Planner Tom Martin gave an overview of the request. One individual spoke against closing the alley, stating that once it is closed it can never be opened again. One individual spoke in favor of closing the alley to help prevent dogs and cars using it for a pass through and the other property owners were in agreement with closing the alley. There was no one else present who wished to speak to this item, and the public hearing was closed. Council Member Perrow, Chair of the Physical Development Committee (PDC) stated that this item came before PDC which recommended approval of the request. This motion does not require a second and Council by the following recorded vote adopted Resolution #R-13-075, as presented, to vacate an unnamed alley situated between the properties of 2018 and 2024 Rivermont Avenue, 115 Huron Avenue and 121 Irvington Street:

Ayes: Cary, Foster, Helgeson, Nelson, Perrow, Gillette	6
Noes:	0
Absent: Johnson	1

// In the matter of Community Development - Zoning, a public hearing was held regarding City Council Report #12 outlining the petition of REDP, LLC for a Conditional Use Permit (CUP) at 2021, 2029, 2037, 2045 Miller Drive and 316 Morgan Street to allow the construction of three (3) duplexes with associated parking on approximately five hundred forty-eight thousandths (.548) acres in a B-1, Limited Business District. City Planner Tom Martin gave a summary of the request stating that the Planning Commission recommended approval. Mr. Kevin Schley, representative of Watts Auction and Realty, gave a summary of the request and asked Council to approve the CUP. There was no one else present who wished to speak to this item, and the public hearing was closed. On motion of Council Member Helgeson, seconded by Council Member Nelson, Council by the following recorded vote adopted Resolution #R-13-076, as presented, granting the Conditional Use Permit:

Ayes: Cary, Foster, Helgeson, Nelson, Perrow, Gillette	6
Noes:	0
Absent: Johnson	1

// In the matter of Community Development - Zoning, a public hearing was held regarding City Council Report #13 outlining the petition of Cellco Partnership (Verizon Wireless) for a Conditional Use Permit (CUP) at 5700 Pleasant Valley Road to allow the construction of a two hundred forty (240) square foot, twelve (12) foot height base station housing and generator on approximately seven hundred ninety eight thousandths (.798) acres in a R-2, Low Medium Density Single-Family Residential District. City Planner Tom Martin gave a summary of the request stating that the Planning Commission recommended approval. Council Member Nelson stated that he represented Mrs. Geraldine Clark and the late Mr. W.E. Clark in negotiating the petition with Verizon Wireless and in that regard he has a conflict of interest and will not be discussing or voting on this item. Mr. Stephen Waller representing Verizon Wireless spoke asking for approval of the CUP. There was no one else present who wished to speak to this item, and the public hearing was closed. On motion of Council Member Perrow, seconded by Council Member Foster, Council by the following recorded vote adopted Resolution #R-13-077, as presented, granting the Conditional Use Permit:

Ayes: Cary, Foster, Helgeson, Perrow, Gillette	5
Noes:	0
Absent: Johnson	1
Abstention: Nelson	1

// In the matter of Community Development – General, a public hearing was held regarding City Council Report #14 regarding adopting the Campbell Avenue/Odd Fellows Road Land Use & Corridor Master Plan Study as part of the City's *Comprehensive Plan 2002 -2020*. The proposed master plan encompasses the area of the City between the Lynchburg Expressway and the City Limits and Candler's Mountain Road and Florida Avenue. City Planner Tom Martin gave introductory remarks of the request. Mr. Bill Carpenter the City's Land Use consultant gave a presentation on the Campbell Avenue/Odd Fellows Road Land Use and Corridor Master Plan Study. There was no one else present who wished to speak to this item, and the

public hearing was closed. After Council discussion on this project it was suggested to place this item on a future work session agenda. On motion of Council Member Perrow, seconded by Council Member Foster, Council by the following recorded vote postponed this item to a work session:

Ayes: Cary, Foster, Helgeson, Johnson, Nelson, Perrow, Gillette 6

Noes: 0

Absent: Johnson 1

// In the matter of Health Department, City Council Report #15 was considered. On motion of Council Member Perrow, seconded by Council Member Cary, Council by the following recorded vote adopted Resolution #R-13-078, as presented, approving the Memorandum of Understanding between the City of Lynchburg and Centra Health to complete the exchange of the properties at 1900 Thompson Drive and 901 Lakeside Drive:

Ayes: Cary, Foster, Helgeson, Nelson, Perrow, Gillette 6

Noes: 0

Absent: Johnson 1

// In the matter of Taxes, City Council Report #16 was considered. On motion of Council Member Foster, seconded by Council Member Nelson, Council by the following recorded vote introduced and laid over to a later meeting for final action Resolution #R-13-079, as presented, amending the FY 2013 General Fund budget and appropriating \$139,036 with resources from the General Fund Reserve for Contingencies for a partial refund of the real estate taxes paid by River Ridge Mall, LLC, for the tax years 2009 through 2012:

Ayes: Cary, Foster, Helgeson, Johnson, Nelson, Perrow, Gillette 6

Noes: 0

Absent: Johnson 1

// The meeting was adjourned at 8:52 P.M.

Clerk of Council

June 18, 2013

323

// An additional scheduled meeting of the Council of the City of Lynchburg was held on the 18th day of June, 2013, at 9:00 a.m., Second Floor Training Room, City Hall, Ceasor Johnson, Vice President, presiding. The purpose of the meeting was to interview a candidate interested in serving on the Lynchburg School Board. The following Members were present:

Present: Cary, Foster, Helgeson, Johnson, Nelson, Perrow 6

Absent: Gillette 1

// On motion of Council Member Foster, seconded by Council Member Cary, Council by the following recorded vote elected to hold a closed meeting to consider appointments to Council-appointed Boards and Commissions, i.e., interview a candidate interested in serving on the Lynchburg School Board, pursuant to Section 2.2-3711(A)(1), Code of Virginia (1950), as amended:

Present: Cary, Foster, Helgeson, Johnson, Nelson, Perrow 6

Absent: Gillette 1

// The meeting was re-opened to the public.

// Council Member Helgeson left closed session at 9:48 a.m.

// Council Member Perrow, made the following motion:

WHEREAS, the Council of the City of Lynchburg has convened a closed meeting on this date, pursuant to an affirmative recorded vote and in accordance with the provisions of The Virginia Freedom of Information Act; and

WHEREAS, Section 2.2-3712 of the Code of Virginia requires a certification by City Council that such closed meeting was conducted in conformity with Virginia law;

NOW, THEREFORE, BE IT RESOLVED that the Council of the City of Lynchburg certifies that, to the best of each member's knowledge, (i) only public business matters lawfully exempted from open meeting requirements by Virginia law were discussed in the closed meeting to which this certification resolution applies, and (ii) only such public business matters as were identified in the motion convening the closed meeting were heard, discussed or considered by Council.

The Motion was seconded by Council Member Foster, and Council by the following recorded vote adopted the motion:

Present: Cary, Foster, Johnson, Nelson, Perrow 5

Absent: Gillette, Helgeson 2

// The meeting was adjourned at 9:50 A.M.

Clerk of Council

// A regular meeting of the Council of the City of Lynchburg was held on the 25th day of June, 2013, at 4:00 P.M. in the Council Chamber, City Hall, Michael Gillette, President, presiding. The following Members were present:

Present: Cary, Foster, Helgeson, Johnson, Nelson, Gillette

6

Absent: Perrow

1

// Executive Director of the Lynchburg Historical Foundation Sally Schneider presented a project to create a replica of the Waterbearer statue that stood for years in the Clay Street Reservoir. Ms. Schneider explained the plans to reproduce the replica, display it and to preserve the remnants of the original statue. Ms. Schneider went on to say that fundraising for this project will kick-off in June 2013 and once the replica statue has been completed it will be displayed, but no exact location has been determined.

// Human Services Director Tamara Rosser provided a report on the merging of the Social Services and Juvenile Services departments. Ms. Rosser stated in January 2013 the two departments were officially renamed the Department of Human Services. There have been many changes since merging including moving positions around from one service area to another and cross training staff in different service areas. Ms. Rosser further stated the next steps are to continue to maximize reimbursement and revenue opportunities as appropriate; move forward with the pilot project to hire temporary BPS's in preparation for State and Federal changes; continue to plan for the co-location of Juvenile Services residential programs and services and continue to manage staff through the process. In closing, Ms. Rosser stated she was very excited for the two departments to merge together to meet the needs of the community and to offer outstanding customer service.

// Human Services Director Tamara Rosser stated that the overview and update of the Group Home Needs Assessment would be presented by Mr. Bill Allen, PE with Virginia A & E and Ms. Bobbie Huskey, President of Huskey & Associates, Inc. Mr. Allen provided the Needs Assessment overview which demonstrates the need for a replacement facility, facility program, Juvenile Justice System service needs, and convincingly shows that unmet need exists. The purpose of the planning study overview is to show why proposed renovation or construction is the most appropriate and cost-effective response to identified needs. Mr. Allen explained the City of Lynchburg's existing facilities, which operate three (3) Group Homes:

- Opportunity House 1
- Opportunity House 2
- SPARC House

Mr. Allen further stated the Group Home options:

- Option 1 - Renovate existing facilities
- Option 2 - Build separate male and female facilities
- Option 3 - Build male and female facility co-located at Regional Juvenile Detention Center (RJDC)
- Option 4 - Build male and female facility on new site.

Option 3 received the highest ranking which was also the lowest capital cost. Ms. Huskey provided information on the environmental evaluation of existing facilities and the operational evaluation of existing

facilities. The next steps are to continue to inform and engage, respond to Department of Juvenile Justice (DJJ) comments on Needs Assessment and Program Design, finalize the Planning Study Submission to DJJ and finally obtain approvals from DJJ's Board.

// Director of Public Works Dave Owen gave a brief report on the possible use of prepaid trash bags. Mr. Owen stated that staff performed research and sought proposals from interested parties to help improve and enhance the City's current trash tag/decal program and possibility move to the use of prepaid trash bags. Mr. Owen mentioned last August that Council approved the use of prepaid trash bags. It is staff's plan to fully develop the advantages and disadvantages along with the financial implications for each option and bring those back to City Council with recommendations for implementation. Mr. Owen introduced Mr. Les Evans with WasteZero. He will help the city transition away from its current trash tag system. City staff is planning to enter into an agreement with WasteZero to evaluate several options which include the following:

1. Use of prepaid bags to manage trash overflow (outside of city trash carts)
2. Use of prepaid bags for all waste (eliminates need for trash tags and decals)
3. Hybrid of 1 and 2

// Mayor Gillette thanked Dave Owen for his service to the community and congratulated him on his retirement.

// Council Member Perrow arrived at 5:38 p.m. during the Tourism discussion.

// City Manager Kim Payne continued the discussion regarding the Tourism Program. Mr. Payne stated we need to focus the discussion on where the tourism program should be. Some points of discussion include: getting the tourism program back on track, performance measurement focus, look for contract renewal communication and customer relationships. Mr. Payne stated the following decisions must be addressed:

- Will there be a tourism program
- How will the tourism program be delivered (a city department, independent authority or a third party).
- What is the affordable funding amount for the tourism program
- Oversight and communications

Mr. Payne stated his three recommendations for Council to consider:

- Agreement with third party vendor
- Agreement that funding is set for FY 2014
- Direction to draft a contract

During Council discussion several concerns were mentioned such as: the desire to move forward, importance of outsourcing, having no city staff on tourism board, funding for FY 2014, directing a third party source and believing communication problems can be resolved. Mayor Gillette called for a vote for the City Manager to move forward on the tourism program. On motion made by Council Member Perrow, seconded by Vice Mayor Johnson that the City Manager would move forward with the following: 1) funding

for FY 2014, 2) directing a third party source, 3) staff will develop a contract, Council by the following recorded vote agreed to move forward with the three suggestions from the City Manager:

Ayes: Cary, Foster, Helgeson, Johnson, Nelson, Perrow, Gillette 7

Noes: 0

// Council Member Helgeson left the meeting before roll call at 6:29 p.m.

// Mayor Gillette announced that on July 9th, the Economic Development Strategic Plan presentation would be held from 5:30 p.m. to 7:00 p.m. at the Academy of Fine Arts.

// Council Member Cary asked whether Riverside Park could include some type of shade trees near the spray ground. City Manager Kim Payne replied that the Master Plan included some trees in that area.

// Council Member Foster stated a new challenge with Live Healthy Lynchburg which is a 100 mile challenge. The new challenge will begin July 1, and she also made a challenge to Lynchburg City Schools employees. She encouraged everyone to register for this new challenge; companies, family and friends. Register for the 100 mile challenge on the City of Lynchburg website.

// Vice Mayor Johnson stated that a resident at 1212 Floyd Street reported that properties on both sides of her property have overgrown weeds and grass. He also reported that property behind Randolph Hunton Center has overgrown grass.

// City Council recessed the meeting at 6:34 p.m.

// City Council reconvened the meeting at 7:30 p.m.

The following Members were present:

Present: Cary, Foster, Helgeson, Johnson, Nelson, Perrow, Gillette 7

Absent: 0

Vice Mayor Johnson gave the Invocation, followed by the Pledge of Allegiance.

// Copies of the minutes of the May 28, 2013 meeting, having been previously furnished Council, reading was dispensed with, and on motion of Council Member Cary, seconded by Council Member Foster, Council by the following recorded vote approved the minutes as presented:

Ayes: Cary, Foster, Helgeson, Johnson, Nelson, Perrow, Gillette 7

Noes: 0

// In the matter of Public Works – Water, Resolution #R-13-074 amending the FY 2013 Water Capital Projects Fund budget and appropriating \$9,500, fully reimbursable, to reimburse costs associated with bringing Pedlar Dam into compliance with minimum standards for dam safety, laid over from the June 11, 2013 meeting, was again presented and read, and on motion of Council Member Cary, seconded by Council Member Foster, Council by the following recorded vote adopted the Resolution:

Ayes: Cary, Foster, Helgeson, Johnson, Nelson, Perrow, Gillette 7

Noes: 0

// In the matter of Taxes, Resolution #R-13-079 amending the FY 2013 General Fund budget and appropriating \$139,036 with resources from the General Fund Reserve for Contingencies for a partial refund of the real estate taxes paid by River Ridge Mall, LLC, for the tax years 2009 through 2012, laid over from the June 11, 2013 meeting, was again presented and read, and on motion of Council Member

June 25, 2013

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Cary, seconded by Council Member Foster, Council by the following recorded vote adopted the Resolution:

Ayes: Cary, Foster, Helgeson, Johnson, Nelson, Perrow, Gillette

7

Noes:

0

// In the matter of City Council, Alex Johnston requested that her item be removed from the agenda regarding the Safe Haven Alliance Baby Protection program.

// In the matter of Parks and Recreation – General, City Council Report #11 was considered. On motion of Council Member Perrow, seconded by Council Member Cary, Council by the following recorded vote adopted Resolution #R-13-080, as presented, allocating \$10,000 from the Community Park Investments Funds included in the FY 2013 Capital Improvement Program to assist the Wyndhurst Association in making improvements to City infrastructure along Enterprise Drive:

Ayes: Cary, Foster, Helgeson, Johnson, Nelson, Perrow, Gillette

7

Noes:

0

// In the matter of Community Development – Historic Review Board, City Council Report #12 was considered. Council Member Nelson, Chair of the Finance Committee (FC) stated that this item came before FC which recommended approval of the request. This motion does not require a second and Council by the following recorded vote introduced and laid over to a later meeting for final action Resolution #R-13-081, as presented, amending the FY 2014 City Federal State Aid Fund budget and appropriating \$8,950 from the Virginia Department of Historic Resources and \$2,550 transferred from the General Fund Community Development budget to prepare a State/National Historic District nomination for historically significant structures within and adjacent to the Pierce Street Renaissance District:

Ayes: Cary, Foster, Helgeson, Johnson, Nelson, Perrow, Gillette

7

Noes:

0

// In the matter of Police – General, City Council Report #13 was considered. Council Member Nelson, Chair of the Finance Committee (FC) stated that this item came before FC which recommended approval of the request. This motion does not require a second and Council by the following recorded vote adopted Resolution #R-13-082, as presented, to approve the submittal of an application for a 2013 Edward Byrne Memorial Justice Assistance Grant in the amount of \$40,753, fully reimbursable, to purchase Body Mic Transmitters, Cradles, and in care DVR systems; a high capacity printer, and six tasers:

Ayes: Cary, Foster, Helgeson, Johnson, Nelson, Perrow, Gillette

7

Noes:

0

// In the matter of Community Development – General, City Council Report #14 was considered. Council Member Nelson, Chair of the Finance Committee (FC) stated that this item came before FC which recommended approval of the request. This motion does not require a second and Council by the following recorded vote introduced and laid over to a later meeting for final action Resolution #R-13-083, as presented, amending the FY 2013 City/Federal/State Aid Fund budget and appropriating \$108,358, with resources of \$98,358 from the U.S. Department of Housing and Urban Development (HUD) to

provide 10 units of tenant-based rental assistance; and \$10,000 from the Division of Social Services for associated supportive services:

Ayes: Cary, Foster, Helgeson, Johnson, Nelson, Perrow, Gillette 7

Noes: 0

// In the matter of Schools – General, City Council Report #15 was considered. Council Member Nelson, Chair of the Finance Committee (FC) stated that this item came before FC which recommended approval of the request. This motion does not require a second. Council Member Helgeson stated he would not support this request because this is an added tax burden on our citizens, and we also rank 4th in the state for fiscal stress. Council by the following recorded vote introduced and laid over to a later meeting for final action Resolution #R-13-084, as presented, amending the FY 2014 Schools Capital Project Fund budget and appropriating \$1,185,000, with resources from the General Fund Heritage High School Committed Fund Balance for activities related to the Heritage High School Construction Project:

Ayes: Cary, Foster, Johnson, Nelson, Perrow, Gillette 6

Noes: Helgeson 1

// On motion of Council Member Foster, seconded by Vice Mayor Johnson, Council by the following recorded vote elected to hold a closed meeting to consider appointments to Council-appointed Boards and Commissions, i.e., Equalization Board, Youth Services Citizens Board, City Employees Appeal Board, Central Virginia Community College, Zoning Appeals Board, School Board, Dr. Martin Luther King, Jr./Lynchburg Community Council, Economic Development Authority Board, Museum Advisory Board, Planning Commission, Regional Sewage Treatment Plant Board, Historic Preservation Commission and Regional Tourism Board; pursuant to Section 2.2-3711(A)(1), Code of Virginia (1950), as amended:

Ayes: Cary, Foster, Helgeson, Johnson, Nelson, Perrow, Gillette 7

Noes: 0

// The meeting was re-opened to the public.

// Council Member Cary made the following motion:

WHEREAS, the Council of the City of Lynchburg has convened a closed meeting on this date, pursuant to an affirmative recorded vote and in accordance with the provisions of The Virginia Freedom of Information Act; and

WHEREAS, Section 2.2-3712 of the Code of Virginia requires a certification by City Council that such closed meeting was conducted in conformity with Virginia law;

NOW, THEREFORE, BE IT RESOLVED that the Council of the City of Lynchburg certifies that, to the best of each member's knowledge, (i) only public business matters lawfully exempted from open meeting requirements by Virginia law were discussed in the closed meeting to which this certification resolution applies, and (ii) only such public business matters as were identified in the motion convening the closed meeting were heard, discussed or considered by Council.

The Motion was seconded by Council Member Nelson, and Council by the following recorded vote adopted the motion:

Ayes: Cary, Foster, Helgeson, Johnson, Nelson, Perrow, Gillette 7

Noes: 0

// In the matter of Appointments, and on nomination of Council Member Perrow, seconded by Council Member Nelson, Council by the following recorded vote re-appointed Barry K. Armstrong, Walter M. Fore, Jr., and Diane S. Swain to serve on the Youth Services Citizens Board for terms to expire June 30, 2016:

Ayes: Cary, Foster, Helgeson, Johnson, Nelson, Perrow, Gillette 7

Noes: 0

On nomination of Council Member Perrow, seconded by Council Member Nelson, Council by the following recorded vote appointed Christopher Shearer to serve on the Youth Services Citizens Board to fill an unexpired term ending June 30, 2015:

Ayes: Cary, Foster, Helgeson, Johnson, Nelson, Perrow, Gillette 7

Noes: 0

On nomination of Council Member Perrow, seconded by Council Member Nelson, Council by the following recorded vote re-appointed Troy W. Deacon to serve on the City Employees Appeal Board for a term to expire June 30, 2016:

Ayes: Cary, Foster, Helgeson, Johnson, Nelson, Perrow, Gillette 7

Noes: 0

On nomination of Council Member Perrow, seconded by Council Member Nelson, Council by the following recorded vote appointed Cary P. Moseley to serve on the City Employees Appeal Board for a term to expire June 30, 2016:

Ayes: Cary, Foster, Helgeson, Johnson, Nelson, Perrow, Gillette 7

Noes: 0

On nomination of Council Member Perrow, seconded by Council Member Nelson, Council by the following recorded vote appointed Michael Nilles to serve on the Lynchburg School Board for a term to expire June 30, 2016:

Ayes: Cary, Foster, Helgeson, Johnson, Nelson, Perrow, Gillette 7

Noes: 0

On nomination of Council Member Perrow, seconded by Council Member Nelson, Council by the following recorded vote re-appointed Ramona Battle to serve on the Dr. Martin Luther King, Jr./Lynchburg Community Council for a term to expire June 30, 2016:

Ayes: Cary, Foster, Helgeson, Johnson, Nelson, Perrow, Gillette 7

Noes: 0

On nomination of Council Member Perrow, seconded by Council Member Nelson, Council by the following recorded vote re-appointed H. Michael Lucado, Jr., and Louise E. Mitchell to serve on the Economic Development Authority Board for terms ending June 30, 2017:

Ayes: Cary, Foster, Helgeson, Johnson, Nelson, Perrow, Gillette 7

Noes: 0

On nomination of Council Member Perrow, seconded by Council Member Nelson, Council by the following recorded vote re-appointed Robert B. Craighill, Michael R. Doucette, Langhorne L. McCarthy and J. Marie Waller to serve on the Museum Advisory Board for terms to expire June 30, 2016:

Ayes: Cary, Foster, Helgeson, Johnson, Nelson, Perrow, Gillette 7

Noes: 0

On nomination of Council Member Perrow, seconded by Council Member Nelson, Council by the following recorded vote appointed Lynn L. Dodge to serve on the Museum Advisory Board for a term to expire June 30, 2016:

Ayes: Cary, Foster, Helgeson, Johnson, Nelson, Perrow, Gillette 7

Noes: 0

On nomination of Council Member Perrow, seconded by Council Member Nelson, Council by the following recorded vote appointed Robert E. Clarke to serve on the Museum Advisory Board to fill an unexpired term ending June 30, 2015:

Ayes: Cary, Foster, Helgeson, Johnson, Nelson, Perrow, Gillette 7

Noes: 0

On nomination of Council Member Perrow, seconded by Council Member Nelson, Council by the following recorded vote appointed Alex Johnston to serve on the Planning Commission to fill an unexpired term ending December 31, 2015:

Ayes: Cary, Foster, Helgeson, Johnson, Nelson, Perrow, Gillette 7

Noes: 0

On nomination of Council Member Perrow, seconded by Council Member Nelson, Council by the following recorded vote re-appointed Jeff S. Helgeson to serve on the Regional Sewage Treatment Plant Board for a term to expire June 30, 2016:

Ayes: Cary, Foster, Helgeson, Johnson, Nelson, Perrow, Gillette 7

Noes: 0

On nomination of Council Member Perrow, seconded by Council Member Nelson, Council by the following recorded vote re-appointed Neil W. Bohnert to serve on the Historic Preservation Commission for a term to expire June 30, 2016:

Ayes: Cary, Foster, Helgeson, Johnson, Nelson, Perrow, Gillette 7

Noes: 0

On nomination of Council Member Perrow, seconded by Council Member Nelson, Council by the following recorded vote appointed Sam Roskelley to serve on the Historic Preservation Commission for a term to expire June 30, 2016:

Ayes: Cary, Foster, Helgeson, Johnson, Nelson, Perrow, Gillette 7

Noes: 0

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On nomination of Council Member Perrow, seconded by Council Member Nelson, Council by the following recorded vote re-appointed Paul A. Heckman, Phyllistine Mosley and Todd Swindell to serve on the Regional Tourism Board for terms to expire December 31, 2013:

Ayes: Cary, Foster, Helgeson, Johnson, Nelson, Perrow, Gillette

7

Noes:

0

// The meeting was adjourned at 8:47 P.M.

Clerk of Council

LYNCHBURG CITY COUNCIL

Agenda Item Summary

MEETING DATE: **July 9, 2013**

AGENDA ITEM NO.: 9

CONSENT: REGULAR: **X**

WORK SESSION:

CLOSED SESSION:
(Confidential)

ACTION: **X**

INFORMATION:

ITEM TITLE: **1350 Florida Avenue**

Rezoning: B-5C, General Business District (Conditional) to B-5C, General Business District (Conditional) - Amend previously approved proffers

RECOMMENDATION: Hold a public hearing and consider approving the rezoning petition.

SUMMARY: Dominion Sports Center, LLC., is petitioning to rezone approximately one and thirty-six thousandths (1.036) acres located at 1350 Florida Avenue from B-5C, General Business District (Conditional) to B-5C, General Business District (Conditional) to amend previously approved proffers to include a paint shop and light mechanical services. The Planning Commission recommended approval of the petition because:

- Automotive painting and light mechanical uses are permitted within B-5, General Business Districts.
- The rezoning would facilitate the use of an existing building.

PRIOR ACTION(S):

June 12, 2013: The Planning Division recommended approval of the rezoning petition.

The Planning Commission held a public hearing and recommended approval (4-0, with 2 members absent, Hooper, Hannon and 1 position vacant) of the rezoning petition.

FISCAL IMPACT: N/A

CONTACT(S):

Tom Martin, City Planner - 455-3900

Kent White, Director of Community Development – 455-3900

ATTACHMENT(S):

- Ordinance for Rezoning
- Planning Commission Report – June 12, 2013
- Planning Commission Minutes – June 12, 2013
- Vicinity Zoning Pattern Map
- Vicinity Proposed Land Use Map
- Watershed Location Map
- Planimetric and Topographic Map
- Rezoning Plan
- Proffers
- Property Photograph
- Speaker Signup Sheet

REVIEWED BY: lkp

ORDINANCE:

AN ORDINANCE CHANGING A CERTAIN AREA LOCATED AT 1350 FLORIDA AVENUE FROM B-5, GENERAL BUSINESS DISTRICT (CONDITIONAL) TO B-5, GENERAL BUSINESS DISTRICT (CONDITIONAL).

BE IT ORDAINED BY THE COUNCIL OF THE CITY OF LYNCHBURG that in order to promote the public necessity, convenience, welfare and good zoning practice that Chapter 35.1 of the Code of the City of Lynchburg, 1981, as amended, be and the same is hereby further amended by adding thereto Section 35.1-76.____, which section shall read as follows:

Section 35.1-76.____. Change of a certain area located at 1350 Florida Avenue from B-5, General Business District (Conditional) to B-5, General Business District (Conditional), subject to the conditions set out herein below which were voluntarily proffered in writing by the petitioner, Dominion Sports Center, LLC., to wit:

1. The property will be used for:
 - Automotive repair and painting
 - Light duty mechanical work
 - Office
 - Inside and outside storage
 - Retail sales
2. The petitioner will limit flow of traffic on and off the property to one entrance and one exit.
3. The petitioner will provide adequate dusk to dawn lighting.
4. All lighting shall be glare shielded and non-directional to prevent illumination beyond the property line.
5. The property will be developed in substantial compliance with the rezoning plan submitted by Warner White Engineering Partners dated May 6, 2013.

The area embraced within the following boundaries ...

Beginning at a point thence N 27°30'00" E a distance of 412.82 feet thence S 36°13'16" E a distance of 151.46 feet thence S 57°30'55" E a distance of 82.42 feet thence S 47°08'57" W a distance of 41.73 feet thence S 60°00'18" W a distance of 87.12 feet thence S 56°20'59" W a distance of 81.95 feet thence S 63°13'16" W a distance of 22.14 feet thence S 80°53'07.96" W a distance of 37.69 feet thence S 66°15'05" W a distance of 52.66 feet thence S 57°12'42" W a distance of 83.49 feet and the POINT OF BEGINNING.

The above described parcel contains ± 1.04 acres (45109.58 sq. ft.)

... is hereby changed from R-5, General Business District (Conditional) to B-5, General Business District (Conditional).

And the Director of Community Development shall forthwith cause the "Official Zoning Map of Lynchburg, Virginia," referred to in Section 35.1-4 of this chapter to be amended in accordance therewith.

Adopted:

Certified:

Clerk of Council

The Department of Community Development

City Hall, Lynchburg, VA 24504 434-455-3900

To: Planning Commission
From: Planning Division
Date: June 12, 2013
Re: **Rezoning: B-5C, General Business District (Conditional) to B-5C, General Business District (Conditional – amended proffers) – 1350 Florida Avenue**

I. PETITIONER

Dominion Sports Center, LLC, 434 Graves Mill Road, Building 100 Suite 3, Lynchburg, Virginia 24502

Representative: Trent Warner, Warner White Engineering Partners, 118 Cornerstone Street, Lynchburg, Virginia 24502

II. LOCATION

The subject property includes one (1) tract totaling approximately one and thirty six thousandths (1.036) acres located at 1350 Florida Avenue.

Property Owner: Dominion Sports Center, LLC, 434 Graves Mill Road, Building 100 Suite 3, Lynchburg, Virginia 24502

III. PURPOSE

The purpose of the petition is to amend the existing proffers on the property to include a paint shop and light mechanical services.

IV. SUMMARY

- The *Comprehensive Plan 2002-2020's Future Land Use Map (FLUM)* recommends a Resource Conservation use for the property.
- Automotive painting and light mechanical uses are permitted in B-5, General Business Districts.
- The proffers associated with the property do not allow for the above mentioned uses and therefore are proposed for modification with this petition

The Planning Division recommends approval of the rezoning petition.

V. FINDINGS OF FACT

1. **Comprehensive Plan.** The *Comprehensive Plan 2002-2020* recommends Resource Conservation uses in this area:

Resource Conservation areas “encompass lands with special natural characteristics that make their preservation in open space particularly important to the City’s environmental health (pg. 5.2).” The Resource Conservation future land use will remain as the designated future land use on the property since large portions of the property contain steep slopes, natural areas, and streams. The existing footprint of the building is not being altered with this proposal. The *FLUM* is not intended to be parcel specific, rather the use of the Plan Framework Map and other objectives of the *Comprehensive Plan 2002-2020* should be used in determining the appropriate use of a property. There will be no substantial physical

alterations being made to the property, therefore the Resource Conservation future land use should remain to insure that the property's sensitive natural areas be considered carefully should the site be developed differently in the future.

2. **Zoning.** The subject property was annexed into the City in 1926. The existing B-5C, General Business District zoning was established in 2001 when the property was rezoned for office, outdoor/indoor storage and retail sales uses by the Greater Lynchburg Habitat For Humanity.
3. **Proffers.** The petitioner has voluntarily submitted the following proffers:
 1. The property will be used for:
 - automotive repair and painting
 - light duty mechanical work
 - office
 - inside and outside storage
 - retail sales
 2. The petitioner will limit the flow of traffic on and off the property to one entrance and one exit.
 3. The petitioner will provide adequate dusk to dawn lighting.
 4. All lighting shall be glare shielded and non-directional to prevent illumination beyond the property line.
 5. The property will be developed in substantial compliance with the rezoning plan submitted by Warner White Engineering Partners dated May 6, 2013.
4. **Board of Zoning Appeals (BZA).** The Zoning Official has determined that no variances would be needed for the development of the property as proposed.
5. **Surrounding Area.** There have been several items requiring City Council approval in the immediate area:
 - On December 12, 1982, Council approved the rezoning petition of Woodrow Iseman to rezone 701 Greenfield Drive from R-4, Medium-High Density Multi-Family Residential District to B-3C, Community Business District (Conditional) to allow a grocery store with gasoline sales.
 - On September 13, 1983, Council approved the CUP petition of The Merchandising Company to construct a manufacturing plant and warehouse in the floodway fringe district at 1000 Robins Road.
 - On June 10, 1986, Council approved the CUP petition of Gospel Baptist Church to construct a multi-purpose building at 1415-1417 Florida Avenue.
 - On July 14, 1987, Council approved the rezoning and CUP petition of Woodrow Iseman to rezone 1516-1520 Florida Avenue from R-4, Medium-High Density Multi-Family Residential District to B-3C, Community Business District (Conditional) to allow for a laundromat and car wash.
 - On November 12 1991, Council approved the rezoning petition of Woodrow Iseman to rezone 1516-1520 Florida Avenue from B-3C, Community Business District (Conditional) to B-5C, General Business District (Conditional) to allow for the expansion of an existing car wash.

- On April 14, 1998, Council approved the CUP petition of Jubilee Family Development Center to allow for a community recreation and education center at 1512 Florida Avenue.
 - On August 14, 2001, Council approved the rezoning petition of Habitat for Humanity to rezone 1350 Florida Avenue from R-3, Medium Density, Two-Family Residential District and R-C, Resource Conservation District to B-5, General Business District (Conditional).
 - On January 14, 2003, Council approved the CUP petition of Temple of Deliverance to allow an existing building as a church sanctuary and parking lot at 1040-1042 Florida Avenue.
6. **Site Description.** The subject property is one (1) tract containing an existing building with parking in the front of the building. The property is bounded by Fishing Creek to the north and Branch Creek to the east. There is a significant slope on the property which drops towards the creeks. All adjoining land is heavily vegetated with vacant land uses.
 7. **Proposed Use of Property.** If the rezoning petition is approved, it would allow for light mechanical repair and automotive painting in addition to uses previously allowed. The undeveloped areas of the property would remain as is. The rezoning concept plan does account for alterations to the parking area and landscaping of the site to bring it into compliance with City standards.
 8. **Traffic, Parking and Public Transit.** The vehicle trip threshold for the proposed use does not warrant a traffic study. The driveway entrances will be modified to accommodate a safer flow of ingress/egress. In particular, they will be limited to one-way traffic. As mentioned previously, the existing parking spaces that are located adjacent to Florida Avenue will be removed.
 9. **Stormwater Management.** The property is currently drained by sheet flow away from the existing building and no erosion issues exist at this time on the property. No additional impervious areas will be added to the site. Any waste or paints will be self-contained within the garage.
 10. **Emergency Services.** The City's Fire Marshal did not have any concerns with the proposed change of use of the building, but requested that fire flow calculations be updated to reflect the proposed use.

The City Police Department had no comments of concern related to the proposed petition.

11. **Impact.** The submitted rezoning petition would allow the existing building to be used for automotive painting and light mechanical services, in conjunction with the uses already permitted through the previous rezoning proffers (office, outdoor/indoor storage, and retail sales).

Since the property is already permitted to conduct commercial uses, the amended proffers associated with this rezoning will allow for a marginal expansion of the land use intensity of the property. The painting facility will be completely enclosed and will be located on the rear of the building helping limit any incompatibility with neighboring properties.

Much of the adjacent land of the subject property is vacant and wooded other than the Washington Heights neighborhood across Florida Avenue. The applicant has not submitted any documented communication with this neighborhood to determine if there are any concerns with the petition.

The amended proffered uses submitted should have a negligible impact upon the area. The rezoning concept plan provides for an improved design of the site, in which the site will

allow for safer ingress/egress, improved parking layout and landscaping. The marginal expansion of uses upon the property should result in minimal impact and therefore, staff recommends approval of the petition.

- 12. Technical Review Committee.** The Technical Review Committee (TRC) reviewed the preliminary site plan on May 21, 2013. Comments related to the proposed use have been addressed by the petitioner.

VI. PLANNING DIVISION RECOMMENDATION

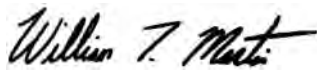
Based on the preceding Findings of Fact, the Planning Commission recommends to City Council approval of the petition of Dominion Sports Center, LLC to:

Waive the twenty-one (21)-day submittal requirement for proffers.

Rezone approximately one and thirty six thousandths (1.036) acres located at 1350 Florida Avenue from B-5C, General Business District (Conditional) to B-5C, General Business District (Conditional-amended proffers):

- 1. All proffers associated with this property shall continue and in addition shall include light mechanical and automotive painting uses henceforth.**
- 2. Any waste paints or oils shall be self-contained within the garage. No floor drains shall be allowed.**
- 3. The site shall be developed in substantial compliance with the submitted Rezoning Plan.**

This matter is respectfully offered for your consideration.



William T. Martin, AICP
City Planner

pc: Mr. L. Kimball Payne, III, City Manager
Ms. Bonnie M. Svrcek, Deputy City Manager
Mr. Walter C. Erwin, City Attorney
Mr. Kent L. White, Director of Community Development
Mr. J. Lee Newland, City Engineer
Ms. Cynthia Kozorow, Lynchburg Police Department
Battalion Chief Greg Wormser, Fire Marshal
Mr. Don DeBerry, Transportation Engineer
Mr. Doug Saunders, Building Commissioner
Mr. Robert Fowler, Zoning Administrator
Mr. Jacob Dorman, Environmental Reviewer
Mr. Trent Warner, Warner White Engineering Partners

VII. ATTACHMENTS

- 1. Vicinity Zoning Pattern Map**
- 2. Vicinity Proposed Land Use Map**
- 3. Watershed Location Map**
- 4. Planimetric and Topographic Map**
- 5. Rezoning Plan**
- 6. Narrative**
- 7. Property Photograph**

MINUTES FROM THE JUNE 12, 2013 PLANNING COMMISSION MEETING (MINUTES HAVE NOT BEEN APPROVED. THERE WAS NO SECOND PLANNING COMMISSION MEETING IN JUNE):

a. Petition of Dominion Sports Center, LLC to rezone approximately one (1) acre at 1350 Florida Avenue from B-5C, General Business District Conditional to B-5C, General Business District Conditional with amended proffers to allow the use of the existing building as a paint shop and mechanical services uses.

Mr. Martin explained that this property was rezoned from R-3 to B-5C in 2001 for the Habitat Restore. Habitat left this facility and opened at another location. This building has been vacant for some time. The new owner would like to add some additional uses to the property than those originally proffered. He would like to do some light mechanical work and enclose the rear shed to create a paint booth. The building is suited for this type of work. The property is currently designated as Resource Conservation on the Future Land Use Map, but given that the property is currently developed and this proposal does not indicate any major improvements, staff felt that it was not necessary to amend the FLUM at this time. The petitioner is intending to upgrade the entrances to limit them to one in and one out and will eliminate the parking spaces that are adjacent to Florida Avenue and upgrade the landscaping.

Mr. Trent Warner of Warner White Engineering came forward to represent the petition. He did not have any additional comments but said he was available to answer any questions. Chair Sale asked if there was anyone else who wished to speak in favor of the petition. No one came forward. He asked if there was anyone who wished to speak in opposition to the petition or with questions. No one came forward. He closed the public hearing portion of the petition.

Commissioner Coleman commented that he feels this is an admirable and appropriate use of the property. Commissioner Swienton asked about the parking spaces at the front of the property. Mr. Warner said they are being removed because they are in the right-of-way and for the proposed landscaping. Chair Sale asked if this building was used in this way in the past. Mr. Warner was not aware whether or not it had been used previously for this type of use.

Commissioner Barnes noticed that the third proffer says that any oils or paints will be contained on the property and any floor drains will be connected to the City's sewer and water system. He is happy about that proffer because he does not want to see them end up in the watershed. Commissioner Barnes asked Mr. Martin who is responsible for inspecting these practices. Mr. Martin said it would likely be Water Resources.

Commissioner Coleman made the following motion, which was seconded by Commissioner Swienton:

"That the Planning Commission recommends to City Council approval of the petition of Dominion Sports Center, LLC to waive the twenty-one (21)-day submittal requirement for proffers."

The motion passed by the following vote:

AYES:	Barnes, Coleman, Sale and Swienton	4
NOES:		0
ABSTENTIONS:		0
ABSENT:	Hannon and Hooper	2
VACANCIES:		1

Commissioner Coleman made the following motion, which was seconded by Commissioner Swienton:

“That the Planning Commission recommends to City Council approval of the petition of Dominion Sports Center, LLC to rezone approximately one and thirty six thousandths (1.036) acres located at 1350 Florida Avenue from B-5C, General Business District (Conditional) to B-5C, General Business District (Conditional-amended proffers):

- 1. All proffers associated with this property shall continue and in addition shall include light mechanical and automotive painting uses henceforth.**
- 2. Any waste paints or oils shall be self-contained within the garage. No floor drains shall be allowed.**
- 3. The site shall be developed in substantial compliance with the submitted Rezoning Plan.**

The motion passed by the following vote:

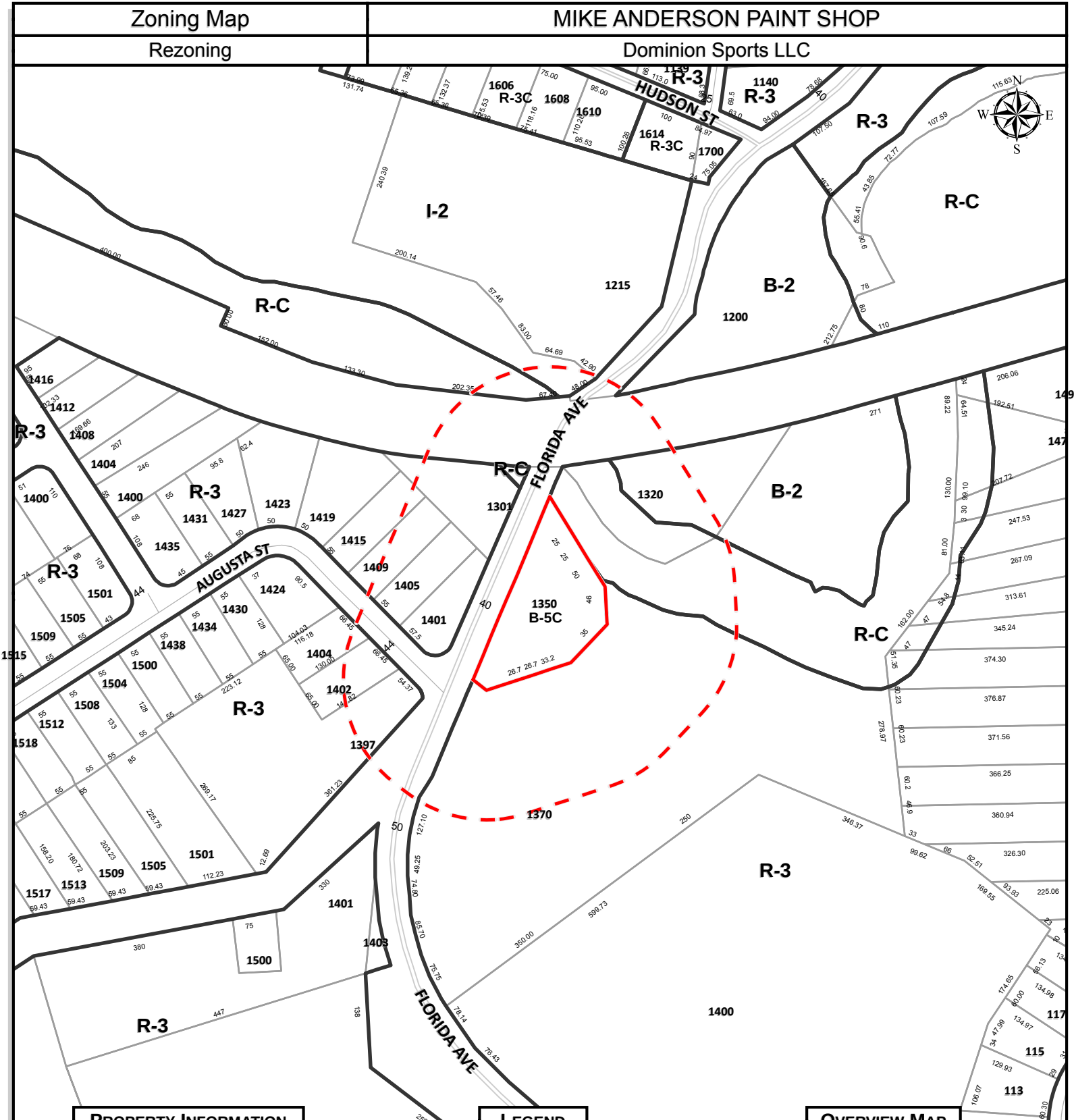
AYES:	Barnes, Coleman, Sale and Swienton	4
NOES:		0
ABSTENTIONS:		0
ABSENT:	Hannon and Hooper	2
VACANCIES:		1

Zoning Map

MIKE ANDERSON PAINT SHOP

Rezoning

Dominion Sports LLC



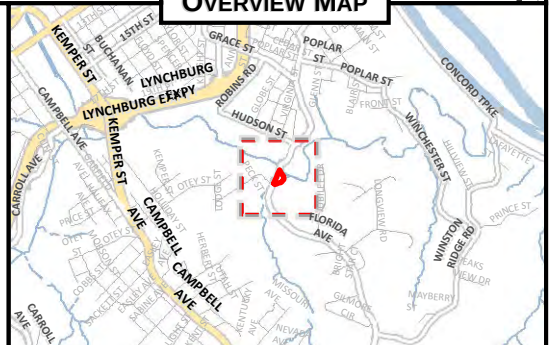
PROPERTY INFORMATION

PARCEL ID	ADDRESS
04903017	1350 FLORIDA AVE

LEGEND

- Subject Property
- 200' Buffer
- Zoning Boundary

OVERVIEW MAP



MAP SCALE: 1" = 200' DATE PRINTED: 05/27/2013

DISCLAIMER: THIS MAP IS NEITHER A LEGALLY RECORDED MAP NOR A SURVEY AND IS NOT INTENDED TO BE USED AS SUCH. THE INFORMATION DISPLAYED IS A COMPILATION OF RECORDS, INFORMATION, AND DATA OBTAINED FROM VARIOUS SOURCES. THE CITY OF LYNCHBURG IS NOT RESPONSIBLE FOR ITS ACCURACY OR HOW CURRENT IT MAY BE.

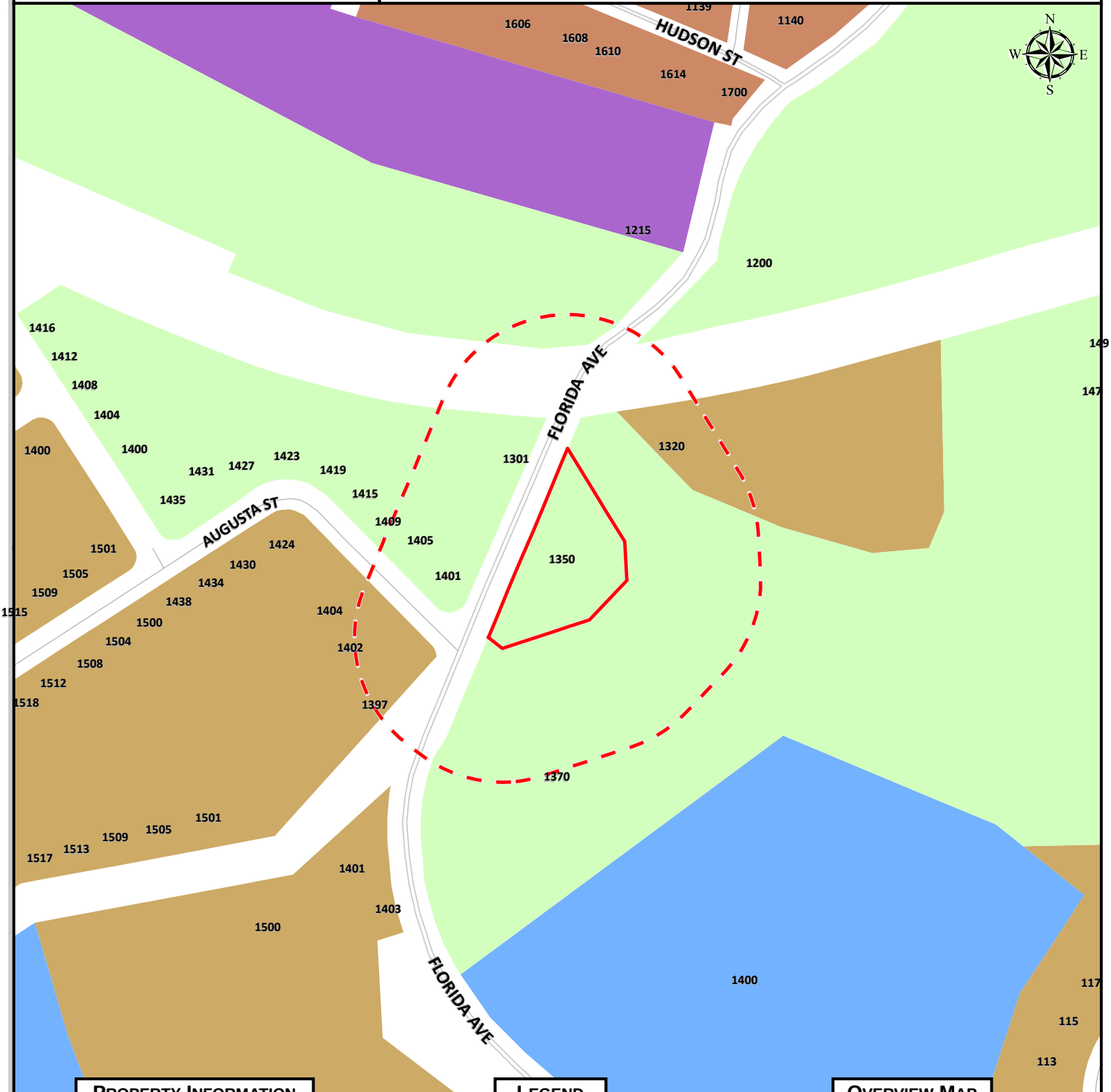
Parcel_ID	Local Address	Owner
04911020	1402 AUGUSTA ST	THORNTON, RALPH R
04911037	1404 AUGUSTA ST	THORNTON, RALPH R
04903015	1401 AUGUSTA ST	F W PROPERTIES LLC
04903014	1405 AUGUSTA ST	BROWN, CHARLES JR & DOROTHY I
04903017	1350 FLORIDA AVE	DOMINION SPORTS CENTER LLC
04903013	1409 AUGUSTA ST	ROBERSON, JAMES P & REVA L
04903012	1415 AUGUSTA ST	LEWIS, CARNELL JR & ANN M
04903016	1301 FLORIDA AVE	ANDREWS, JOHN D & FRANKIE L
04801006	1320 FLORIDA AVE	SMITH, CLEMENT A
04801005	1200 FLORIDA AVE	SMITH, CLEMENT A
04902027	1215 FLORIDA AVE	TRI-TECH LABORATORIES INC
04902016	1000 ROBINS RD	TRI-TECH LABORATORIES INC
10903009	1370 FLORIDA AVE	DOMINION SPORTS CENTER LLC
04911021	1397 FLORIDA AVE	THORNTON, RALPH R
02642002	1704 KEMPER ST	NORFOLK & SOUTHERN RAILWAY

FLUM Map

MIKE ANDERSON PAINT SHOP

Rezoning

Dominion Sports LLC



PROPERTY INFORMATION

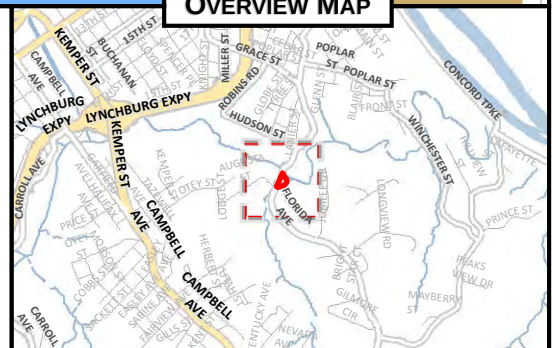
PARCEL ID **ADDRESS**
 04903017 1350 FLORIDA AVE

LEGEND

- | | |
|----------------------------|-----------------------|
| Local Historic District | Employment 1 |
| Traditional Residential | Employment 2 |
| Low Density Residential | Office |
| Medium Density Residential | Institution |
| High Density Residential | Downtown |
| Neighborhood Commercial | Public Use |
| Community Commercial | Public Parks |
| Regional Commercial | Resource Conservation |

MAP SCALE: 1" to 200' DATE PRINTED: 05/27/2013

OVERVIEW MAP



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Watershed Map

MIKE ANDERSON PAINT SHOP

Rezoning

Dominion Sports LLC



PROPERTY INFORMATION

PARCEL ID	ADDRESS
04903017	1350 FLORIDA AVE

LEGEND

- Subject Property
- Base Flood Elevation
- Floodway
- Floodzone
- River / Lake / Stream

OVERVIEW MAP



MAP SCALE: 1" to 200' DATE PRINTED: 05/27/2013

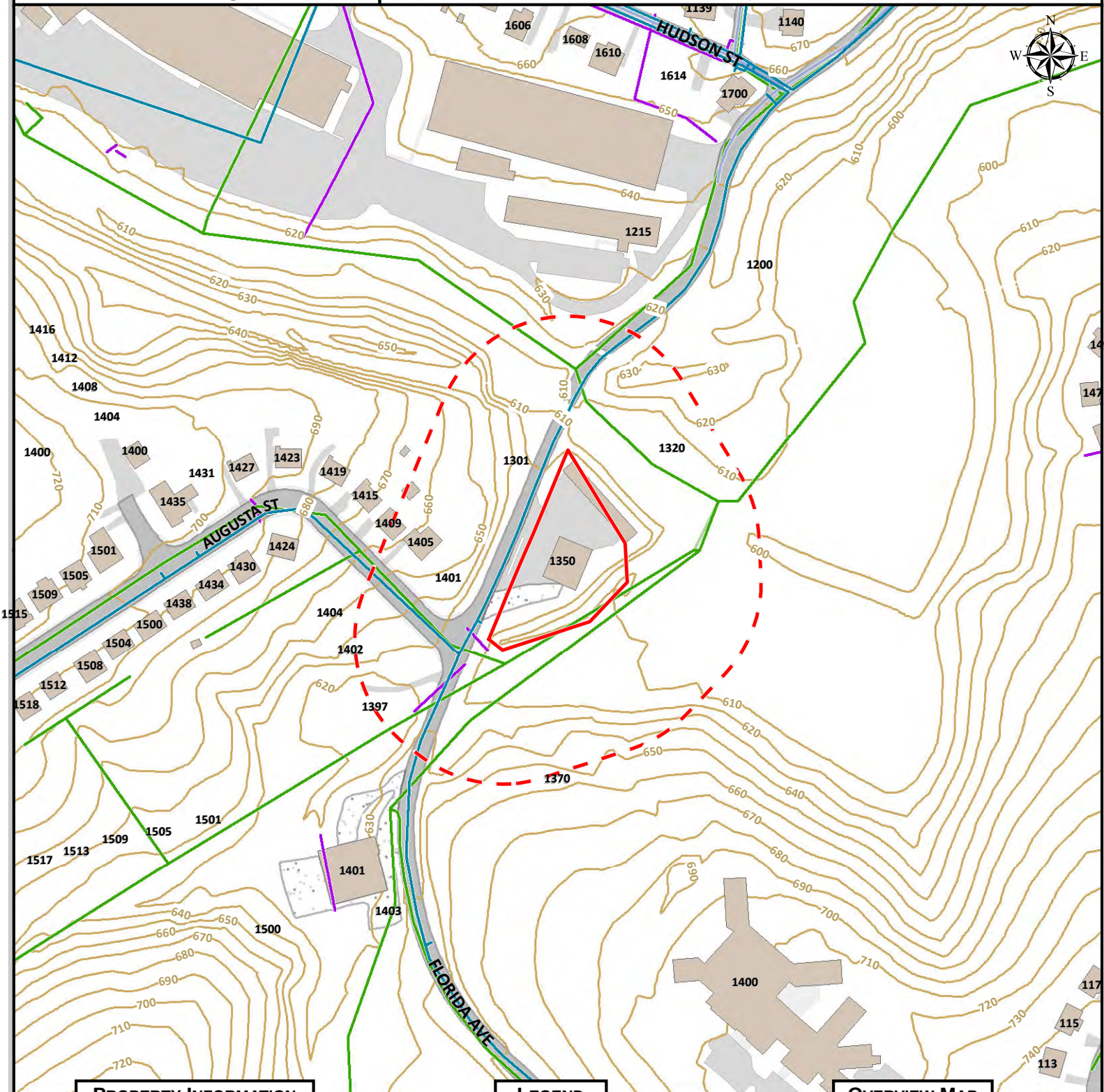
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Planimetric and Topographic Map

MIKE ANDERSON PAINT SHOP

Rezoning

Dominion Sports LLC



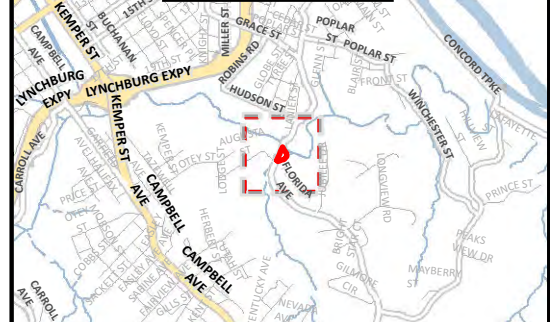
PROPERTY INFORMATION

PARCEL ID	ADDRESS
04903017	1350 FLORIDA AVE

LEGEND

	Active	Proposed	Abandoned
Utilities	Water	Sanitary	Storm
Structure	Roadway	Parking	Sidewalk
Planimetrics	Driveway		
Topography	Contour		

OVERVIEW MAP



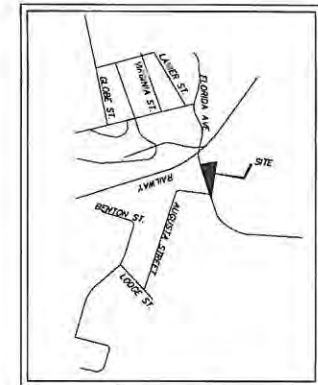
MAP SCALE: 1" to 200' DATE PRINTED: 05/27/2013

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SYMBOL	TREE	QUANTITY	BOTANICAL NAME	COMMON NAME	PLANTING SIZE	ULTIMATE SIZE	CANOPY PER PLANTING	REMARKS
	CR	6	CORNUS FLORIDA RUBUS	PINK DOGWOOD	1 1/2" CALIPER	25' H X 25' W	491 SF	TREE
	IA	11	ILEX x ATTENUATA FOSTER'S #7	FOSTER HOLLY	5' TO 6'	25' H X 12' W	113 SF	TREE
	EA	20	EUONYMUS ALATUS RUBY HAWK	WINGED EUONYMUS	3' H	5' H X 5' W	-	BUSH
	IC	3	ILEX CRENATA SKY PENCIL	JAPANESE HOLLY	6' H	10' H X 3' W	-	BUSH

NOTE: PLANTINGS ALONG THE STREET SHALL BE LIMBED SO AS NOT TO BLOCK THE SIGHT DISTANCE OF THOSE ENTERING AND EXITING THE FACILITY.

DOMINION SPORTS
CENTER LLC
TMP 048 030 17
INST # 100004105
1350 FLORIDA AVE
ZONED B-5C
USE: VACANT



VICINITY MAP
NOT TO SCALE

PROJECT NARRATIVE:

THE PURPOSE OF THIS PLAN IS TO CHANGE THE CURRENT ALLOWABLE USAGE TO INCLUDE LIGHT MECHANICAL REPAIR AND AUTOMOTIVE PAINTING. ALL PREVIOUSLY APPROVED USES SUCH AS OFFICE, INSIDE AND OUTSIDE STORAGE AND RETAIL SALE OF DISCOUNTED NEW AND USED BUILDING MATERIALS ARE TO REMAIN INTACT.

STORMWATER MANAGEMENT:

THE PROPERTY IS CURRENTLY DRAINED BY SHEET FLOW AWAY FROM THE BUILDING AND NO EROSION ISSUES EXIST AT THIS TIME. NO ADDITIONAL IMPERVIOUS AREAS WILL BE ADDED TO THE CURRENT CONDITION.

TOTAL ACRES= 1.036 AC
EXISTING IMPERVIOUS AREA = .409 AC OR 39.48%

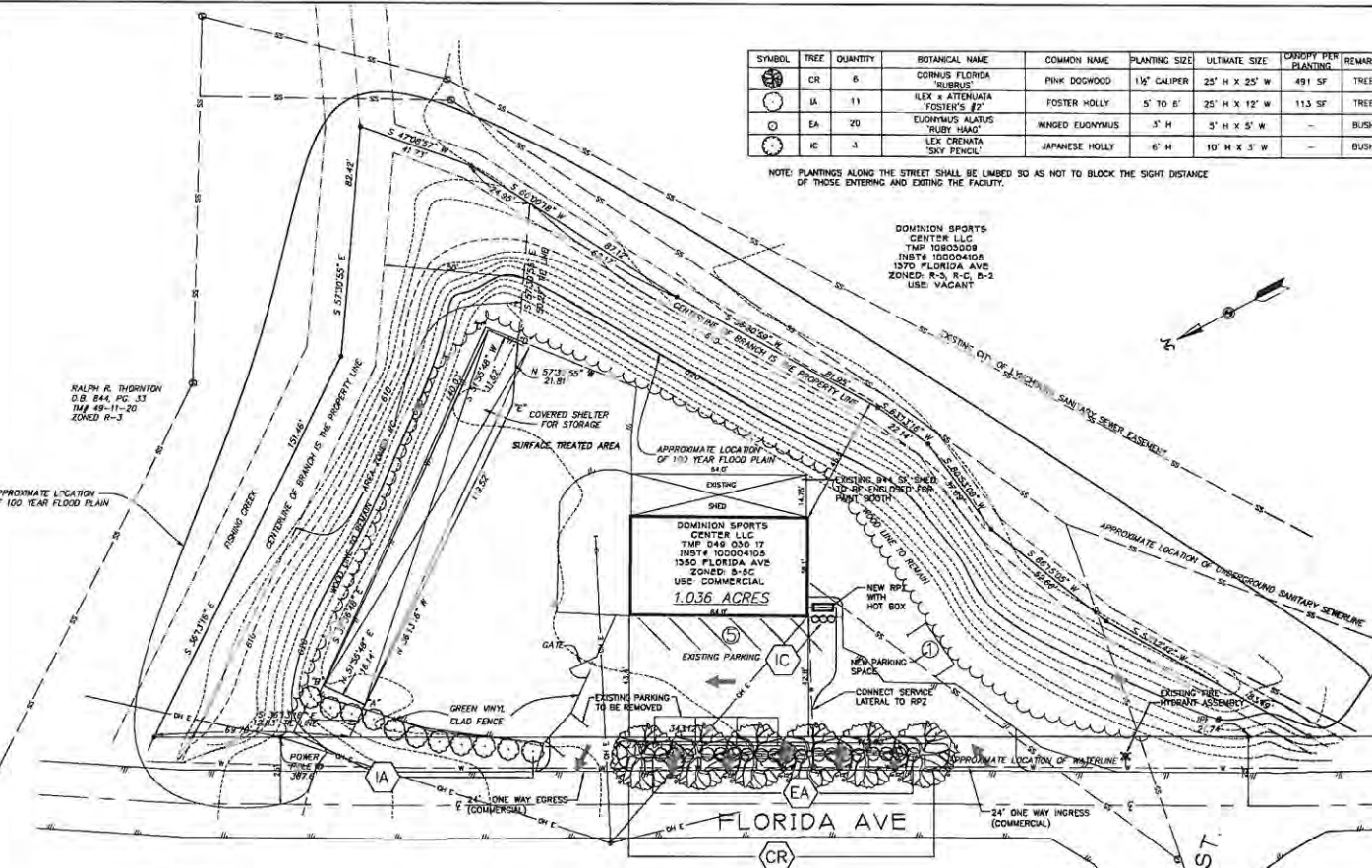
NEW CONDITIONAL REZONING REQUEST:

1. THE OWNER REQUESTS A CHANGE OF USE FOR TMP 048 030 17 TO INCLUDE LIGHT MECHANICAL AND AUTOMOTIVE PAINTING.
2. ALL ASSOCIATED PROFFERS ASSOCIATED WITH THIS PROPERTY SHALL CONTINUE.
3. ANY WASTE PAINTS OR OILS SHALL BE SELF CONTAINED WITHIN THE GARAGE. THERE ARE NO FLOOR DRAINS IN THE SHOP. SHOULD FLOOR DRAINS BE INSTALLED, THEY MUST BE CONNECTED TO THE SANITARY SEWER SYSTEM AND AN ADEQUATE OIL/WATER SEPARATOR MUST BE INSTALLED.

PROPERTY WAS REZONED FROM R-3 AND RC TO B-5C BY CITY COUNCIL APPROVAL DATED AUGUST 14, 2001 FOR THE GREATER LYNCHBURG HABITAT FOR HUMANITY.

THESE APPROVED CONDITIONS APPLY:

1. THE PROPERTY WILL BE USED FOR OFFICE, INSIDE AND OUTSIDE STORAGE AND RETAIL SALES OF DISCOUNTED NEW AND USED BUILDING MATERIALS.
2. GULFH PROFFERS THAT THE PROPERTY IF SOLD WILL HAVE THE SAME OR SIMILAR USE AS DESCRIBED IN PROFFER #1 OR THE PROPERTY MAY REVERT BACK TO R-3 USE.
3. GULFH WILL WORK WITH THE CITY OF LYNCHBURG TRAFFIC ENGINEER TO DETERMINE THE APPROPRIATE SIZE AND PLACEMENT OF PROPOSED VINYL CLAD FENCE IN ORDER TO PROVIDE A SECURE YARD AREA AS WELL AS MAXIMUM VISIBILITY FOR TRAFFIC ENTERING FLORIDA AVE.
4. IN ACCORDANCE WITH THE RESTRICTIONS PLACED BY THE CITY OF LYNCHBURG TRAFFIC ENGINEER, GULFH WILL PROVIDE AND MAINTAIN A LANDSCAPE BUFFER OF EVERGREENS AT LEAST 4' TALL ALONG THE FENCED AREA ALONG FLORIDA AVENUE.
5. IN ACCORDANCE WITH THE RESTRICTIONS SET BY THE CITY OF LYNCHBURG TRAFFIC ENGINEER AND CITY HORTICULTURIST, GULFH WILL CREATE AND MAINTAIN A MEDIUM ALONG FLORIDA AVE. WITH LOW GROWING JUNIPER.
6. GULFH WILL LIMIT THE FLOW OF TRAFFIC ON AND OFF THE PROPERTY TO ONE ENTRANCE AND ONE EXIT.
7. GULFH WILL PROVIDE ADEQUATE DUSK TO DAWN LIGHTING.
8. BUSINESS WILL ONLY BE CONDUCTED DURING THE DAY, NO EARLIER THAN 7 AM AND NO LATER THAN 7 PM, WITH THE MAJORITY OF SALES HAPPENING BETWEEN 9 AM AND 5 PM.



BASE MAPPING AS PROVIDED BY HURT & PROFFITT:

THE CONTOURS ON THIS MAP HAVE BEEN TAKEN FROM THE CITY OF LYNCHBURG TOPO MAPS, CREATED IN 1981. THEY ARE APPROXIMATE IN LOCATION AND HAVE NOT BEEN VERIFIED IN THE FIELD BY THIS SURVEYOR AT THIS TIME.

A PORTION OF THIS PROPERTY IS LOCATED WITHIN FLOOD HAZARD ZONE 'A' FOR A 100 YEAR FLOOD AS DETERMINED BY F.E.M.A. AND SHOWN ON THEIR MAP DATED SEPTEMBER 1, 1978 AND REVISED NOVEMBER 16, 1983. THE APPROXIMATE LOCATION OF THE 100 YEAR FLOOD PLAIN IS SHOWN ABOVE. NOTE: NEW FLOOD PLAIN MAP IS S1008300440, DATED JUNE 3, 2008.

NO IRONS SET ALONG FISHING CREEK. THE PROPERTY LINE FOLLOWS THE CENTERLINE OF THE CREEK/BRAUCH. THE LINE SHOWN IS USED TO APPROXIMATE CENTERLINE AND IS FOR COMPUTATION OF AREA ONLY. THIS PLAN HAS BEEN PREPARED FROM AN ACTUAL FIELD SURVEY DONE AS PER DATE OF THIS PLAN AND THERE ARE NO VISIBLE EASEMENTS OR ENCROACHMENTS EXCEPT AS SHOWN.

THIS PLAN HAS BEEN PREPARED WITHOUT THE BENEFIT OF A TITLE REPORT AND DOES NOT, THEREFORE, NECESSARILY INDICATE ALL ENCUMBRANCES ON THE PROPERTY.

THE ENGINEER AND/OR SURVEYOR TAKES NO RESPONSIBILITY FOR THE LOCATION OR ACCURACY OF THE UTILITIES AS SHOWN HEREON OR ANY UTILITIES WITHIN THE PROJECT THAT MAY NOT BE SHOWN HEREON. THE CONTRACTOR SHALL BE RESPONSIBLE FOR CONTACTING THE UTILITY COMPANIES TO SEE IF ANY UTILITIES EXIST WITHIN THE AREA OF THE PROJECT BEFORE ANY CONSTRUCTION BEGINS. ANY COST INCURRED BY DAMAGING ANY UTILITY WITHIN THE PROJECT SHALL BE AT THE EXPENSE OF THE CONTRACTOR.

48 WORKING HOURS PRIOR TO STARTING THE WORK, THE CONTRACTOR SHALL CALL MISS UTILITY AT 1-800-532-7701 AND ADVISE THE NATURE AND LOCATION OF THE WORK.

- LEGEND
- E— ELECTRIC POLE
 - G— GUY WIRE
 - T— TELEPHONE POLE
 - P— TELEPHONE PEDESTAL
 - W— WATER METER
 - S— SANITARY MANHOLE
 - L— LIGHT POLE
 - P— EDGE OF PAVEMENT
 - C— CREEK
 - E— OVERHEAD ELECTRIC
 - U— UNDERGROUND WATERLINE

OWNER: DOMINION SPORTS CENTER, LLC
434 GRAVES MILL ROAD, BLDG 100 SUITE 3
LYNCHBURG, VIRGINIA 24504

CONTACT: MIKE ANDERSON
PHONE: (434) 239-2004 EXT 100

PROPOSED USE OF EXISTING BUILDING AND PROPOSED BUILDING:
USE FOR LIGHT MECHANICAL AND AUTOMOTIVE PAINTING

CITY PARKING REQUIREMENTS: TWO (2) PER THREE (3) EMPLOYEES ON MAIN SHIFT PLUS TWO (2) FOR EACH SERVICE BAY
2 SERVICE BAYS & 2 EMPLOYEES RESULT IN 4+2 = 6 REQUIRED PARKING SPACES

NUMBER OF PARKING SPACES PROVIDED: 6

NO.	REVISION	BY	DATE

IF THIS DRAWING IS A REDUCTION
GRAPHIC SCALE MUST BE USED

WARNER WHITE
ENGINEERING PARTNERS
114 COMMONWEALTH STREET
LYNCHBURG, VIRGINIA 24502
PHONE: 434-634-3021 FAX: 434-634-3022

DRAWN BY: GJM
DESIGNED BY: JLV
REVIEWED BY: TWW
PROJECT NO.: 12048
SCALE: GRAPHIC

PROJECT: MIKE ANDERSON
1350 FLORIDA AVE
LYNCHBURG, VIRGINIA
TITLE: CHANGE OF USE PLAN

DATE: 5-31-13
DRAWING NO.: C1
SHEET NUMBER: 1 OF 1

Mike Anderson
Dominion Sports Center, LLC
1180 Chesdin Drive
Forest, VA 24551-4472

June 7, 2013

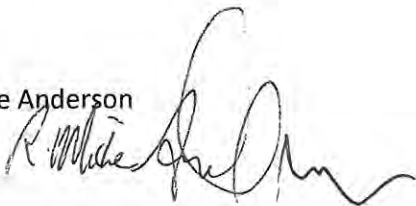
To: The Planning Commission and City Council

The following list of proffers is being offered for the conditional rezoning of 1350 Florida Avenue:

1. The property will be used for:
 - automotive repair and painting
 - light duty mechanical work
 - office
 - inside and outside storage
 - retail sales
2. The petitioner will limit the flow of traffic on and off the property to one entrance and one exit.
3. The petitioner will provide adequate dusk to dawn lighting.
4. All lighting shall be glare shielded and nondirectional to prevent illumination beyond the property line.
- 5.. The property will be developed in substantial compliance with the rezoning plan submitted by Warner White Engineering Partners dated May 6, 2013.

Sincerely,

Mike Anderson

A handwritten signature in black ink, appearing to read "Mike Anderson", written over a printed name.



NOTICE
REQUEST FOR REZONING

APPLICANT: DOMINION SPORTS CENTER, LLC
PHONE: 434-230-2004 EXT. 100
ADDRESS: 1330 FLORIDA AVE.
PRESENT ZONING: R-3C
PROPOSED ZONING: R-3C
PROPOSED USE: ARENA TO PROVIDE TO INCLUDE PAINT SHOP
RESEARCH SERVICES
ADDITIONAL INFORMATION: CALL PLANNING DIV.
DEPT. OF COMMUNITY DEVELOPMENT 455-2000

NOTICE
REQUEST FOR REZONING

APPLICANT: DOMINION SPORTS CENTER, LLC

PHONE: 434-239-2004 EXT. 100

ADDRESS: 1350 FLORIDA AVE.

PRESENT ZONING: B-5C

PROPOSED ZONING: B-5C

**PROPOSED USE: AMEND TO PROFFERS TO INCLUDE PAINT SHOP,
MECHANICAL SERVICES.**

**ADDITIONAL INFORMATION: CALL PLANNING DIV.
DEPT. OF COMMUNITY DEVELOPMENT, 455-3900**

1350 Florida Avenue
Rezoning
June 12, 2013

PLEASE PRINT

[illegible]

LYNCHBURG CITY COUNCIL

Agenda Item Summary

MEETING DATE: **July 9, 2013**

AGENDA ITEM NO.: **10**

CONSENT: REGULAR: **X**

WORK SESSION:

CLOSED SESSION:
(Confidential)

ACTION: **X**

INFORMATION:

ITEM TITLE: **41, 57 and 59 Cabell Street**

Future Land Use Map (FLUM) Amendment: Traditional Residential to Downtown

Rezoning: R-C, Resource Conservation District & B-5, General Business District to B-6, Riverfront Business District

RECOMMENDATION: Hold a public hearing and consider approving the *FLUM and* Rezoning petitions.

SUMMARY: Cabell Street Land Trust is petitioning to amend the *FLUM* from Traditional Residential to Downtown and to rezone approximately one and five tenths (1.5) acres located at 41, 57 & 59 Cabell Street from R-C, Resource Conservation District & B-5, General Business District to B-6, Riverfront Business District to allow the use of an existing building for forty-seven (47) apartments and the construction of a fifty (50)-space parking area. The Planning Commission recommended approval of the petitions because:

- The location of the property is more consistent with a Downtown use than a Traditional Residential use.
- The rezoning would remove the R-C, Conservation District zoning from the rear portion of the building and facilitate the adaptive reuse for apartments.

PRIOR ACTION(S):

June 12, 2013: The Planning Division recommended approval of the *FLUM* and Rezoning petitions.

The Planning Commission held a public hearing and recommended approval (4-0, with 2 members absent, Hooper, Hannon and 1 position vacant) of the *FLUM* and Rezoning petitions.

FISCAL IMPACT: N/A

CONTACT(S): Tom Martin, City Planner - 455-3900
 Kent White, Director of Community Development – 455-3900

ATTACHMENT(S):

- Ordinance Amending *FLUM*
- Ordinance for Rezoning
- Planning Commission Report – June 12, 2013
- Planning Commission Minutes – June 12, 2013
- Vicinity Zoning Pattern Map
- Vicinity Proposed Land Use Map
- Watershed Location Map
- Planimetric and Topographic Map
- Rezoning Plan
- Renderings
- Rezoning Narrative and Letters of Recommendation
- Property Photograph
- Speaker Signup Sheet

REVIEWED BY: lkp

ORDINANCE:

AN ORDINANCE AMENDING THE FUTURE LAND USE MAP TO CHANGE THE PROPERTIES LOCATED AT 41, 57 & 59 CABELL STREET FROM TRADITIONAL RESIDENTIAL TO DOWNTOWN.

BE IT ORDAINED BY THE COUNCIL OF THE CITY OF LYNCHBURG that in order to promote the public necessity, convenience, welfare and good zoning practice that Chapter 35.1 of the Code of the City of Lynchburg, 1981, as amended, be and the same is hereby further amended by adding thereto Section 35.1-76.____, which section shall read as follows:

Section 35.1-76.____. Amend the Future Land Use Map to change the property located at 41, 57 & 59 Cabell Street from Traditional Residential to Downtown.

The area embraced within the following boundaries ...

All those two certain tracts of parcels of land situated at 57 and 59 Cabell Street (Parcel 1) and at 41 Cabell Street (Parcel 2) in the City of Lynchburg, VA and further described as follows:

Parcel 1 (57 and 59 Cabell Street)

Beginning at the intersection of the southerly lines of Stonewall Street with the southwesterly line of Cabell street, thence, with said line of Cabell Street, S 36° 30' E 164.5 to a point; thence, with the line of Parcel 2, S47°15'30"W 80.69' to a point; thence, with said Parcel 2 and property of Appalachian Power Company, N52°44'30"W 166.7' to a point; thence, N48°15'30"E 89.5' to a point; thence N31°00'30"E 36' to a point, which point is located on said line of Stonewall Street; thence, with said line of Stonewall Street, S74°00'00"E 13' to the point of beginning, containing 0.40 acres, more or less. And being the same property conveyed unto P. Nathan Hilton, as Trustee, and not personally, of the Cabell Street Land Trust, recorded as Instrument No. 130002774 in the Circuit Court Clerk's Office of the City of Lynchburg, VA.

Parcel 2 (41 Cabell Street)

Beginning at a common corner with Parcel 1 on the southwesterly line of Cabell Street, thence with said line of Cabell Street, S36°45'00"E 240.32' to a point; thence, with the property of Aline C. Bowles, S51°21'40" W101.20' to a point on the northeasterly line of Blackwater Street; thence, with said line of Blackwater Street, N55°02'30"W 157.77' to a point; thence, along a new line delineating the change in proposed zoning, N34°57'30"E 42.97' to a point; thence, further with said new line, N51°39'39" W 94.91' to a point, which point is on the common line between Parcel 2 and the property of Appalachian Power Company; thence, with said Appalachian, N46°53'30"E 47.16' to a point; thence S52°44'30"E 26.00 to a point, then N47°15'30"E 80.69' to the point of beginning, containing 0.70 Acres, more or less. And being part of the property conveyed unto P. Nathan Hilton, as Trustee, and not personally, recorded as Instrument No. 110004553 in said Clerk's Office, and further described as part of Parcel "B" shown on a plat of same recorded in Plat Book 5, Slide 144 in said Clerk's Office.

... is hereby amended on the Future Land Use Map from Traditional Residential to Downtown and the Director of Community Development shall forthwith cause the Future Land Use Map referred to in Section 35.1-4 of this chapter to be amended in accordance therewith.

Adopted:

Certified:

Clerk of Council

101K

ORDINANCE:

AN ORDINANCE CHANGING A CERTAIN AREA LOCATED AT 41, 57 & 59 CABELL STREET FROM R-C, RESOURCE CONSERVATION DISTRICT AND B-5, GENERAL BUSINESS DISTRICT TO B-6, RIVERFRONT BUSINESS DISTRICT.

BE IT ORDAINED BY THE COUNCIL OF THE CITY OF LYNCHBURG that in order to promote the public necessity, convenience, welfare and good zoning practice that Chapter 35.1 of the Code of the City of Lynchburg, 1981, as amended, be and the same is hereby further amended by adding thereto Section 35.1-76.____, which section shall read as follows:

Section 35.1-76.____. Change of a certain area located at 41, 57 & 59 Cabell Street from R-C, Resource Conservation District and B-5, General Business District to B-6, Riverfront Business District.

The area embraced within the following boundaries ...

All those two certain tracts of parcels of land situate at #57-59 Cabell Street (Parcel1) and at #41 Cabell Street (Parcel 2) in the City of Lynchburg, VA and further described as follows:

Parcel 1

Beginning at the intersection of the southerly lines of Stonewall Street with the southwesterly line of Cabell street, thence, with said line of Cabell Street, S 36° 30' E 164.5 to a point; thence, with the line of Parcel 2, S47°15'30"W 80.69' to a point; thence, with said Parcel 2 and property of Appalachian Power Company, N52°44'30"W 166.7' to a point; thence, N48°15'30"E 89.5' to a point; thence N31°00'30"E 36' to a point, which point is located on said line of Stonewall Street; thence, with said line of Stonewall Street, S74°00'00"E 13' to the point of beginning, containing 0.40 acres, more or less. And being the same property conveyed unto P. Nathan Hilton, as Trustee, and not personally, of the Cabell Street Land Trust, recorded as Instrument No. 130002774 in the Circuit Court Clerk's Office of the City of Lynchburg, VA

Parcel 2

Beginning at a common corner with Parcel 1 on the southwesterly line of Cabell Street, thence with said line of Cabell Street, S36°45'00"E 240.32' to a point; thence, with the property of Aline C. Bowles, S51°21'40" W101.20' to a point on the northeasterly line of Blackwater Street; thence, with said line of Blackwater Street, N55°02'30"W 157.77' to a point; thence, along a new line delineating the change in proposed zoning, N34°57'30"E 42.97' to a point; thence, further with said new line, N51°39'39" W 94.91' to a point, which point is on the common line between Parcel 2 and the property of Appalachian Power Company; thence, with said Appalachian, N46°53'30"E 47.16' to a point; thence S52°44'30"E 26.00 to a point, then N47°15'30"E 80.69' to the point of beginning, containing 0.70 Acres, more or less. And being part of the property conveyed unto P. Nathan Hilton, as Trustee, and not personally, recorded as Instrument No. 110004553 in said Clerk's Office, and further described as part of Parcel "B" shown on a plat of same recorded in Plat Book 5, Slide 144 in said Clerk's Office.

... is hereby changed from R-C, Resource Conservation District and B-5, General Business District to B-6, Riverfront Business District.

And the Director of Community Development shall forthwith cause the "Official Zoning Map of Lynchburg, Virginia," referred to in Section 35.1-4 of this chapter to be amended in accordance therewith.

Adopted:

Certified:

Clerk of Council

The Department of Community Development

City Hall, Lynchburg, VA 24504 434-455-3900

To: Planning Commission

From: Planning Division

Date: June 12, 2013

Re: *Future Land Use Map (FLUM)* Amendment – Traditional Residential to Downtown
Rezoning: R-C, Resource Conservation District and B-5, General Business District
to B-6, Riverfront Business District – 41, 57 and 59 Cabell Street

I. PETITIONER

Cabell Street Land Trust, 4925 Boonsboro Road, Suite 232, Lynchburg, Virginia 24503

Representative: Ty Mosby, Berkley-Howell & Associates, 306 Enterprise Drive, Suite C,
Forest, Virginia 24551

II. LOCATION

The subject property includes three (3) tracts totaling approximately one and five tenths (1.5) acres located 41, 57 and 59 Cabell Street.

Property Owner: Hilton P. Nathan Trustee, 4925 Boonsboro Road, Suite 232, Lynchburg,
Virginia 24503

III. PURPOSE

The purpose of the petition is to amend the *FLUM* from Traditional Residential to Downtown and to rezone the property from R-C, Conservation District (portion of) and B-5, General Business District to B-6, Riverfront Business District to allow the construction of a fifty (50)-space parking area and the use of the existing building for forty-seven (47) apartment units.

IV. SUMMARY

- Petition would amend the *FLUM* from Traditional Residential to Downtown.
- Petition would rezone the R-C, Resource Conservation portion of the property on which the building is located and the B-5, General Business District to B-6, Riverfront District to allow the construction of a parking area and the use of an existing building for forty-seven (47) apartments.

The Planning Division recommends approval of the *FLUM* amendment and rezoning petitions.

V. FINDINGS OF FACT

1. **Comprehensive Plan.** The *Comprehensive Plan 2002-2020* recommends Traditional Residential, Resource Conservation, Institution and Public uses in the area. The subject property is recommended for Traditional Residential and Resource Conservation uses.

Resource Conservation areas encompass lands with special natural characteristics that make their preservation in open space particularly important to the City's environmental health. Mapped areas included steep slopes, stream valleys and their 100-year floodplains and connected wetlands. Resource Conservation areas are planned to remain in vegetated open space with development limited to trails and passive recreational facilities (with minimal

removal of vegetation and public facilities that must be located in stream valleys such as sewer mains. **(5.2-5.3)**

Traditional Residential areas are generally applied to the City's older neighborhoods, built prior to World War II and before the City was zoned. Many of the houses in these areas do not meet current lot size, setback or building height requirements of the current *Zoning Ordinance*. **(5.6)**

The property contains a three (3)-story, forty-one thousand and five (41,005) square feet warehouse, which was constructed in 1851. Given the existing building and other buildings in the area, the current *FLUM* designation of Traditional Residential is not appropriate for the property. The petition proposes to amend the *FLUM* to Downtown, which would allow the development of the property for apartment uses. Downtown is the central commercial core of the City and appropriately contains a mix of retail, entertainment, restaurant, office, employment, residential, public, park and institutional uses. The form of these uses is to remain urban in character. Demolition of historic buildings and erection of suburban style, low-density/intensity development is inappropriate. **(pg 5.3-5.4)**

As part of the ongoing update to the City's *Comprehensive Plan*, much discussion has centered on where density is appropriate in the City to meet anticipated population growth. Facilitating the adaptive reuse of existing buildings to meet portions of this demand where appropriate should be encouraged.

2. **Zoning.** The subject property was annexed into the City in 1870. The existing R-C, Resource Conservation District and B-5, General Business District were established in 1978.
3. **Proffers.** N/A
4. **Board of Zoning Appeals (BZA).** The Zoning Official has determined that no variances would be needed for the development of the property as proposed.
5. **Surrounding Area.** There have been several items requiring City Council approval in the immediate area:
 - On May 9, 1978, Council established the Daniel's Hill Historic District.
 - On January 11, 1983, Council approved the Conditional Use Permit (CUP) petition of the Lynchburg Historical Foundation to allow a church at 215 Cabell Street.
 - On April 12, 1994, portions of the downtown between the John Lynch and Carter Glass Bridges were rezoned to B-6, Riverfront Business District as part of the Riverfront/Downtown Revitalization Program.
 - On September 13, 1994, Council approved the CUP petition of the City of Lynchburg to allow the construction of a Visitor Center, Plantation Kitchen and parking area at 112 Cabell Street (Point of Honor).
 - On May 12, 2002, Council established the Rivermont Historic District.
 - On December 11, 2007, the Fifth Street Corridor was rezoned to B-6, Riverfront Business District and the Fifth Street Revitalization Corridor established.
 - On July 14, 2009, Council approved the CUP petition of Griffin Pipe Products to allow fill in the Flood Plain at 10 Adams Street.
6. **Site Description.** The subject property is three (3) tracts totaling approximately one and five hundredths (1.5) acres located 41, 57 and 59 Cabell Street. Approximately one and one

hundredth (1.1) acres of the property are proposed for rezoning. The property located at 41 Cabell Street contains a three (3)-story structure constructed in 1851). The properties located at 57 and 59 Cabell Street are vacant. The properties are bound to the north (across Cabell Street) by vacant land, to the east by a commercial structure, to the south by the Blackwater Creek Trail and an Appalachian Power substation and to the west by a storage facility.

7. **Proposed Use of Property.** If the *FLUM* amendment and rezoning are approved, the property will be redeveloped as a forty-seven (47)-unit apartment building with a fifty (50)-space parking area.
8. **Traffic, Parking and Public Transit.** While the B-6, Riverfront Business District does not specifically require off-street parking, it is encouraged. For residential uses, the *Zoning Ordinance* requires one (1) parking space per unit. The submitted site plan indicates a total of fifty (50) parking spaces to serve the forty-seven (47) apartment units.

The City's Transportation Engineer had no comments of concern with the development as proposed.

The property is not directly served by Greater Lynchburg Transit Company (GLTC). A GLTC stop is located at the intersection of D Street and Cabell Street which is three blocks north of the proposed development and is connected by sidewalks. Access to the Blackwater Creek trail is also available at the end of Cabell Street.

9. **Stormwater Management.** The construction of the proposed fifty (50)-space parking area will require the submittal of a stormwater management plan addressing both quantity and quality of stormwater. The preliminary site plan indicates that stormwater will be addressed by the use of an underground detention and pre-manufactured Best Management Practice (BMP) device.
10. **Emergency Services.** The City's Fire Marshal and Police Department had no comments of concern relating to the *FLUM* Amendment or rezoning petitions.
11. **Impact.** The submitted *FLUM* amendment and rezoning petitions would facilitate the construction of a fifty (50)-space parking area and the reuse of an existing building for forty-seven (47) apartments. The petitioner has requested an "Alternate Landscape Plan" be approved to meet requirements of the Landscaping Ordinance. Section 35.1-25.1.7, Parking Area Landscaping requires that no more than twenty (20) parking spaces exist between landscaped islands within the parking area. The submitted site plan indicates a total of twenty-one (21) spaces and twenty-seven (27) spaces between islands; however, the required landscaping is indicated adjacent to the parking spaces.

The proposed apartments should be viewed as an acceptable extension of the Downtown and would be an appropriate adaptive reuse of the existing building. If the property is rezoned to B-6, Riverfront Business District, it will be subject to Design Review Board (DRB) approval for any exterior renovations to the building.

12. **Technical Review Committee.** The Technical Review Committee (TRC) reviewed the preliminary site plan on May 21, 2013. Comments were minor in nature and have or will be addressed prior to final site plan approval.
-

VI. PLANNING DIVISION RECOMMENDATION

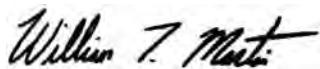
Based on the preceding Findings of Fact, the Planning Commission recommends to City Council approval of the petition of Cabell Street Land Trust to/for:

Amend the *Future Land Use Map (FLUM)* from Traditional Residential to Downtown for the properties located at 41, 57 and 59 Cabell Street.

Rezone approximately one and one hundredths (1.1) acres from R-C, Resource Conservation District and B-5, General Business District to B-6, Riverfront Business District.

Based on the preceding Findings of Fact, the Planning Commission is in concurrence with the City Planner that an alternate layout to landscaping should be approved to allow more than twenty (20) parking spaces between landscaped islands as indicated on the site plan entitled “Site Plan for Rezoning 41, 57, 59 Cabell Street, Cabell Street Land Trust, dated May 1, 2013 and received May 6, 2013.

This matter is respectfully offered for your consideration.



William T. Martin, AICP
City Planner

pc: Mr. L. Kimball Payne, III, City Manager
Ms. Bonnie M. Svrcek, Deputy City Manager
Mr. Walter C. Erwin, City Attorney
Mr. Kent L. White, Director of Community Development
Mr. J. Lee Newland, City Engineer
Ms. Cynthia Kozzerow, Lynchburg Police Department
Battalion Chief Greg Wormser, Fire Marshal
Mr. Don DeBerry, Transportation Engineer
Mr. Doug Saunders, Building Commissioner
Mr. Robert Fowler, Zoning Administrator
Mr. Jacob Dorman, Environmental Reviewer
Ms. Tobi Jaeger, T&E Properties, Inc.
Mr. Hilton P. Nathan, Cabell Street Land Trust
Mr. Ty Mosby, Berkley-Howell & Associates

VII. ATTACHMENTS

- 1. Vicinity Zoning Pattern Map**
- 2. Vicinity Proposed Land Use Map**
- 3. Watershed Location Map**
- 4. Planimetric and Topographic Map**
- 5. Rezoning Plan**
- 6. Building Elevations**
- 7. Rezoning Narrative and Letters of Recommendation**
- 8. Property Photograph**

MINUTES FROM THE JUNE 12, 2013 PLANNING COMMISSION MEETING (MINUTES HAVE NOT BEEN APPROVED. THERE WAS NO SECOND PLANNING COMMISSION MEETING IN JUNE):

a. Petition of Cabell Street Land Trust to amend the Future Land Use Map (FLUM) from Traditional Residential to Downtown and to rezone approximately one and one tenth (1.1) acres at 41, 57 and 59 Cabell Street from B-5, General Business District and R-C, Resource Conservation District to B-6, Riverfront Business District and R-C, Resource Conservation District to allow the use of the existing building as mixed use residential and retail and the construction of new parking.

Mr. Martin explained that this building was constructed in 1851. The Future Land Use Map amendment and rezoning would allow the building and adjoining properties for 47 apartments. Mr. Martin pointed out that the portion of the property zoned R-C proposed for rezoning is the portion of the property where the building is located. Stormwater management for the parking lot will be handled through underground detention and best management practices through the use of some mechanical devices.

The petitioner is requesting an alternate landscaping layout. Typically, the landscape ordinance would require landscape islands between every 20 parking spaces. The petitioner is requesting that those required trees be allowed to be planted at the rear of the parking area, as they are working with a fairly tight area.

Because this area is dominated by these older buildings, it is more sensible for this area to be designated as Downtown as opposed to Traditional Residential. The City will be and has been encouraging the adaptive reuse of buildings in proximity to downtown. The Planning Division recommends approval of all the requested petitions.

Mr. Bill Berkley of Berkley-Howell and Ms. Tobi Jaeger of T & E Properties were present to represent the petition. Ms. Jaeger stated that she is representing herself and her husband Eric Spain in this petition. They are looking to do a historic renovation of the warehouse. Since it is an integral part of the Daniels Hill and Point of Honor section of Lynchburg, they met with the board of Point of Honor and got its approval of the project. The board had concerns with their line of sight of the parking lot and Ms. Jaeger feels they have addressed those concerns with the landscaping plan. Ms. Jaeger stated that they also met with the Daniel Hills Historic Foundation and got its endorsement as well. She thinks they believe this type of development is what they will see happening to these old buildings, it is an extension of what is going on downtown and will bring more activity to that area. Ms. Jaeger stated that they plan on integrating their amenities with the trailhead located in this area.

Ms. Jaeger explained that they are currently filing the tax credit application with 47 residential units. They would like to get some retail space in here but explained that it is better to do the application with all residential units, as that is the most restrictive use to get historic tax credit approval. Later it would be easier to change some of the residential to commercial and would require less amending of the tax credit application than trying to switch commercial units into residential units. Ms. Jaeger further explained that all elements of the design have not been worked out, such as where the handicap parking or dumpster will be situated. Items such as that will be worked out later as they get into the final design phase. She assured them that she and her husband have done many projects in downtown Lynchburg and she feels they can see that their properties are well maintained.

Chair Sale asked if there was anyone else who wished to speak in favor of the petition. Ms. Aline Bowles came forward. She explained that she is on the other side of these properties and shares the alley with them. She stated that she loves what they are getting ready to do. She has a couple of concerns though, such as where the dumpster might be placed. She is also concerned about an

easement that exists that allows for the equipment she has in her building to come out through the alley, if it ever becomes necessary to remove it. She is also concerned about the amount of traffic that will be coming onto Cabell Street and is hoping that some of that traffic can be diverted to Hancock and B Streets.

Chair Sale asked if there was anyone else who wished to speak in favor of the petition. No one came forward. He asked for anyone who wished to speak in opposition or with questions. No one came forward. He closed the public hearing portion of the petition.

Commissioner Barnes asked about the concerns mentioned in the Point of Honor letter. Ms. Jaeger already mentioned their concern about the view of the parking lot and how that will be addressed through landscaping and the existing berm. Commissioner Barnes wanted to know if they had addressed their other concerns about traffic and people using the grounds of Point of Honor. Ms. Jaeger said that after meeting with the City as well as developing the current parking arrangement, it was determined that changing the traffic flow would not be necessary at this time. As far as addressing their concerns about people littering or pet waste being a problem, Ms. Jaeger said they will place a pet stand station for dog owners to use as well as being willing to somewhat police the grounds. She mentioned that last year they cleaned off the rock wall on their side of Cabell Street and planted mums for the Point of Honor day and they plan on doing that again this year.

Ms. Jaeger noted that they do not have the exact plans laid out for what will be located in the alleyway. It may be the tenant entrance or it may house the dumpster and recycling containers but they have no plans to restrict the use of the alleyway by Ms. Bowles. They will work with Ms. Bowles on the final details.

Commissioner Coleman asked about the comment in the Daniels Hill letter about their concern with the units being low income or subsidized housing. Ms. Jaeger thought that was a concern about the last proposed development of this property but she would have to defer to Mr. Martin. Mr. Martin stated that low to moderate housing going in here had been a concern expressed about previous proposals; however, he believes that what is before the commission is whether or not a residential use is appropriate in this area and not whether or not it is market rate or low to moderate income. Mr. Martin also pointed out that one of the new Comprehensive Plan requirements is to ensure that the City is providing enough affordable housing for its residents. Mr. Martin does not believe that in this instance the property is going to be developed for low income housing.

Commissioner Barnes encouraged them to include some bicycle parking in addition to the vehicle parking. Ms. Jaeger said that there will be bicycle parking inside and she would imagine that they would be able to include it outside as well.

Commissioner Swienton asked if the removal of the landscaping islands would impact the stormwater runoff. Mr. Martin felt that any impact would be minute.

Chair Sale commented that he had been hoping for something to happen here, especially since it is the old gateway to Rivermont Avenue. He is so glad to see this movement and it is an ideal place for what they are proposing. It makes sense to designate it Downtown rather than Traditional Residential in terms of what they are trying to do from a planning standpoint. It is really an extension of downtown but just happens to be separated by a creek.

Commissioner Barnes made the following motion, which was seconded by Commissioner Coleman, and passed by the following vote:

"That the Planning Commission recommends to City Council approval of the petition of Cabell Street Land Trust to amend the *Future Land Use Map (FLUM)* from Traditional Residential to Downtown for the properties located at 41, 57 and 59 Cabell Street."

The motion passed by the following vote:

AYES:	Barnes, Coleman, Sale and Swienton	4
NOES:		0
ABSTENTIONS:		0
ABSENT:	Hannon and Hooper	2
VACANCIES:		1

Commissioner Coleman made the following motion, which was seconded by Commissioner Swienton, and passed by the following vote:

"That the Planning Commission recommends to City Council approval of the petition of Cabell Street Land Trust to rezone approximately one and one hundredths (1.1) acres from R-C, Resource Conservation District and B-5, General Business District to B-6, Riverfront Business District for the properties located at 41, 57 and 59 Cabell Street."

The motion passed by the following vote:

AYES:	Barnes, Coleman, Sale and Swienton	4
NOES:		0
ABSTENTIONS:		0
ABSENT:	Hannon and Hooper	2
VACANCIES:		1

Commissioner Barnes made the following motion, which was seconded by Commissioner Coleman, and passed by the following vote:

"That the Planning Commission is in concurrence with the City Planner that an alternate layout to landscaping should be approved to allow more than twenty (20) parking spaces between landscaped islands as indicated on the site plan entitled "Site Plan for Rezoning 41, 57 and 59 Cabell Street, Cabell Street Land Trust, dated May 1, 2013 and received May 6, 2013."

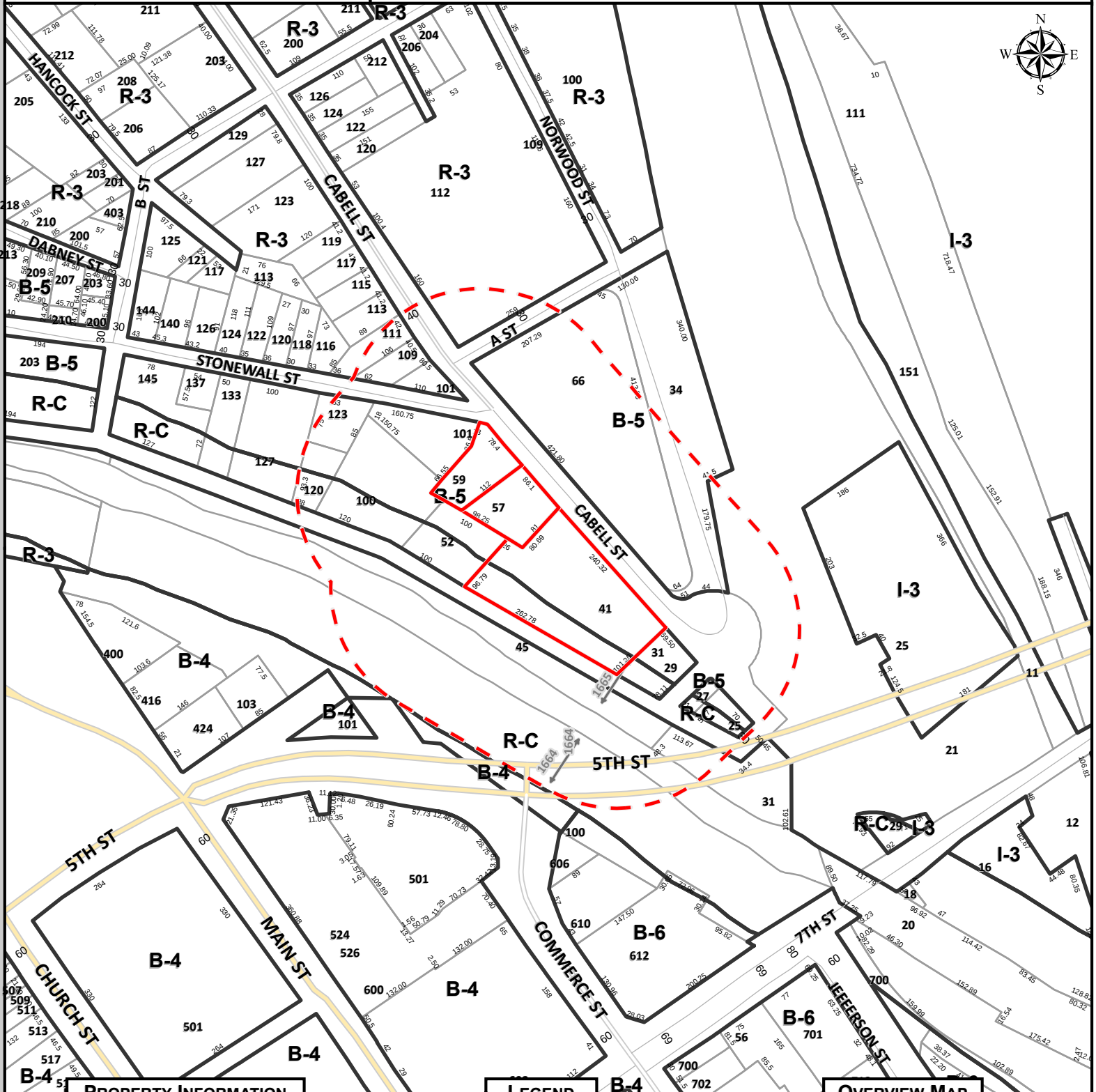
AYES:	Barnes, Coleman, Sale and Swienton	4
NOES:		0
ABSTENTIONS:		0
ABSENT:	Hannon and Hooper	2
VACANCIES:		1

Zoning Map

CABELL STREET LAND TRUST

Rezoning

Cabell Street Land Trust



PROPERTY INFORMATION

PARCEL ID	ADDRESS
04508009	41 CABELL ST
04508008	57 CABELL ST
04508007	59 CABELL ST

LEGEND

- Subject Property
- 200' Buffer
- Zoning Boundary

OVERVIEW MAP



MAP SCALE: 1" to 200' DATE PRINTED: 05/27/2013

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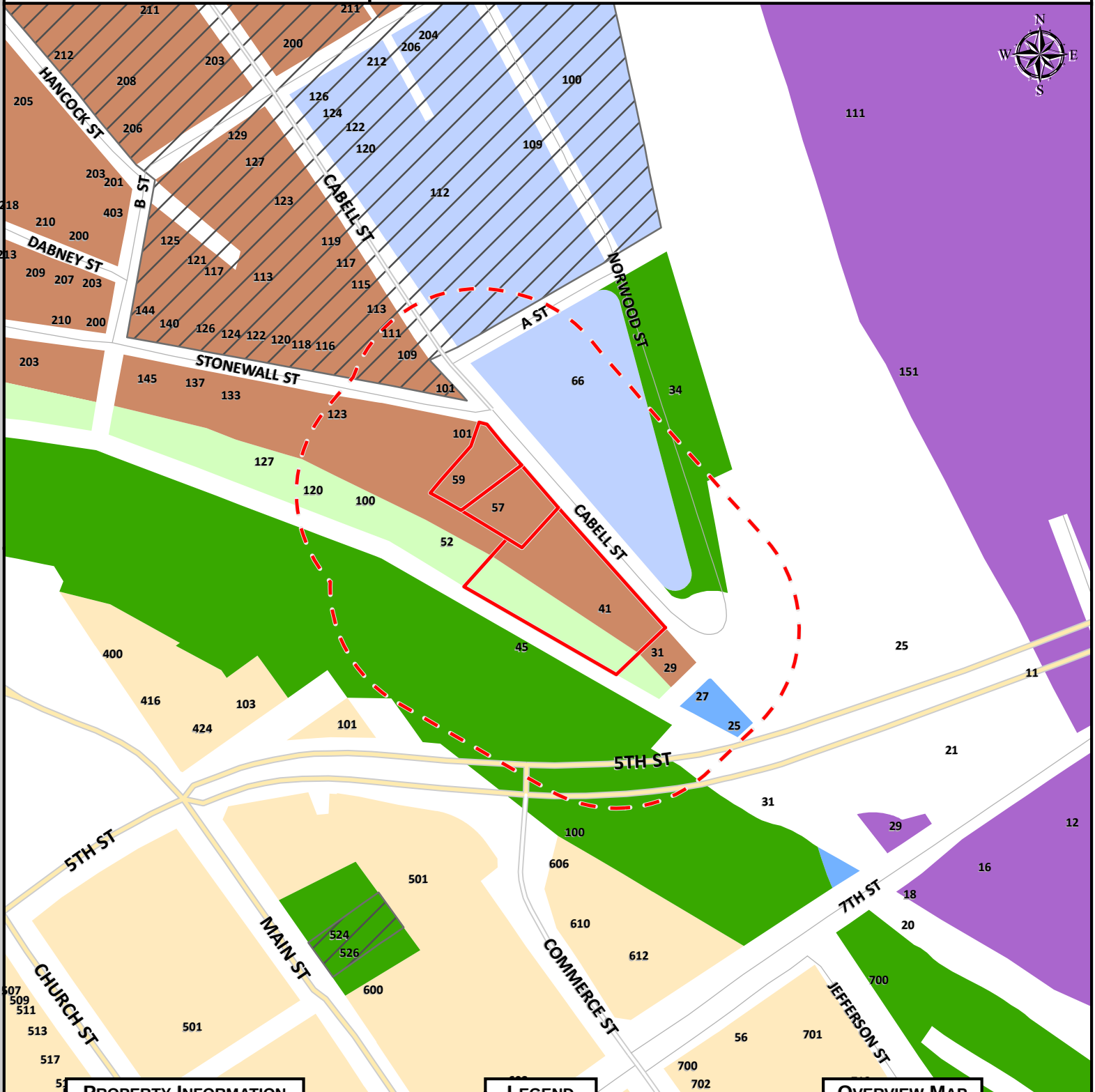
Parcel ID	Local Address	Owner
04508006	101 STONEWALL ST	SAUNDERS, FRANK W & EVELYN D
04508005	123 STONEWALL ST	APPALACHIAN ELECTRIC POWER
04508004	127 STONEWALL ST	APPALACHIAN ELECTRIC POWER
04511004	31 BLACKWATER ST	CITY OF LYNCHBURG
04511003	25 CABELL ST	CITY OF LYNCHBURG
04511008	27 CABELL ST	CARRINGTON, FREDERICK W III &
04508012	31 CABELL ST	BOWLES, ALINE C
04508009	41 CABELL ST	HILTON, P NATHAN TRS
04508014	52 BLACKWATER ST	APPALACHIAN ELECTRIC POWER
04508008	57 CABELL ST	HILTON, P NATHAN TRS
04508016	120 BLACKWATER ST	APPALACHIAN ELECTRIC POWER
04508007	59 CABELL ST	HILTON, P NATHAN TRS
04508015	100 BLACKWATER ST	APPALACHIAN ELECTRIC POWER
04506011	101 CABELL ST	HENSON, FREDDIE E & ELEANOR T LIFE
04506010	109 CABELL ST	SAUNDERS, FRANK W & EVELYN D
04506009	111 CABELL ST	SAUNDERS, FRANK W & EVELYN D
04509001	66 CABELL ST	POINT OF HONOR INC
04509002	34 CABELL ST	CITY OF LYNCHBURG
04505006	112 CABELL ST	POINT OF HONOR INC
04511009	45 BLACKWATER ST	CITY OF LYNCHBURG
04509004	21 7TH ST	SOUTHERN RAILWAY CO
04511002	100 5TH ST	CITY OF LYNCHBURG

FLUM Map

CABELL STREET LAND TRUST

Rezoning

Cabell Street Land Trust



PROPERTY INFORMATION

PARCEL ID	ADDRESS
04508009	41 CABELL ST
04508008	57 CABELL ST
04508007	59 CABELL ST

LEGEND

	Local Historic District		Employment 1
	Traditional Residential		Employment 2
	Low Density Residential		Office
	Medium Density Residential		Institution
	High Density Residential		Downtown
	Neighborhood Commercial		Public Use
	Community Commercial		Public Parks
	Regional Commercial		Resource Conservation

OVERVIEW MAP



MAP SCALE: 1" to 200' DATE PRINTED: 05/27/2013

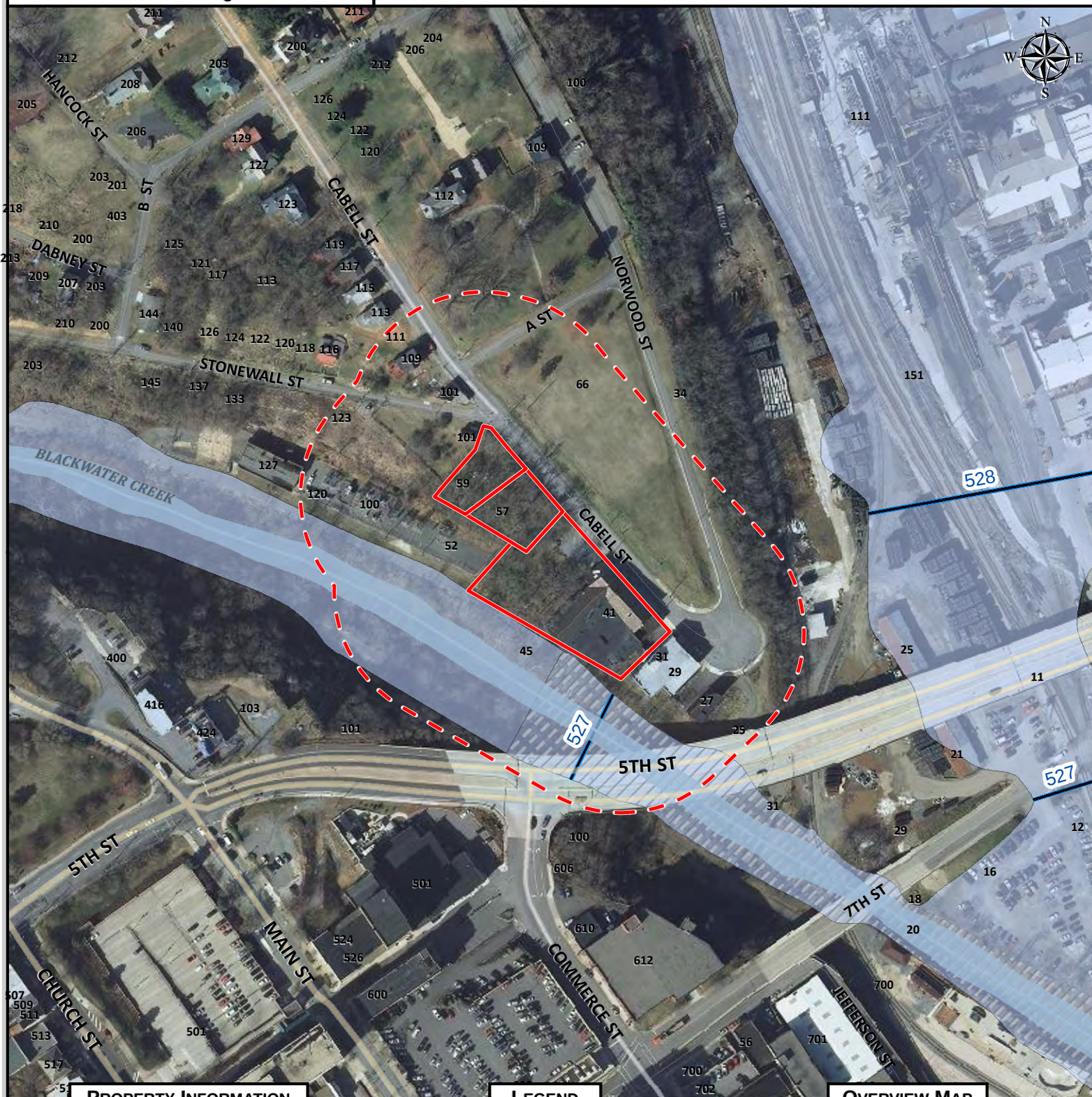
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Watershed Map

CABELL STREET LAND TRUST

Rezoning

Cabell Street Land Trust



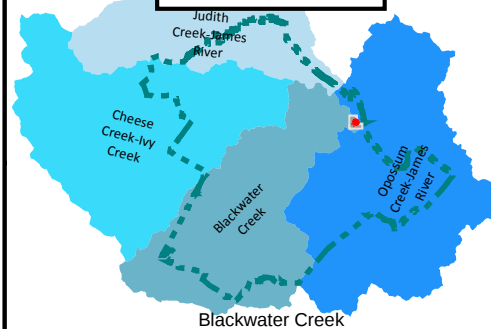
PROPERTY INFORMATION

PARCEL ID	ADDRESS
04508009	41 CABELL ST
04508008	57 CABELL ST
04508007	59 CABELL ST

LEGEND

- Subject Property
- Base Flood Elevation
- Floodway
- Floodzone
- River / Lake / Stream

OVERVIEW MAP



MAP SCALE: 1" to 200' DATE PRINTED: 05/27/2013

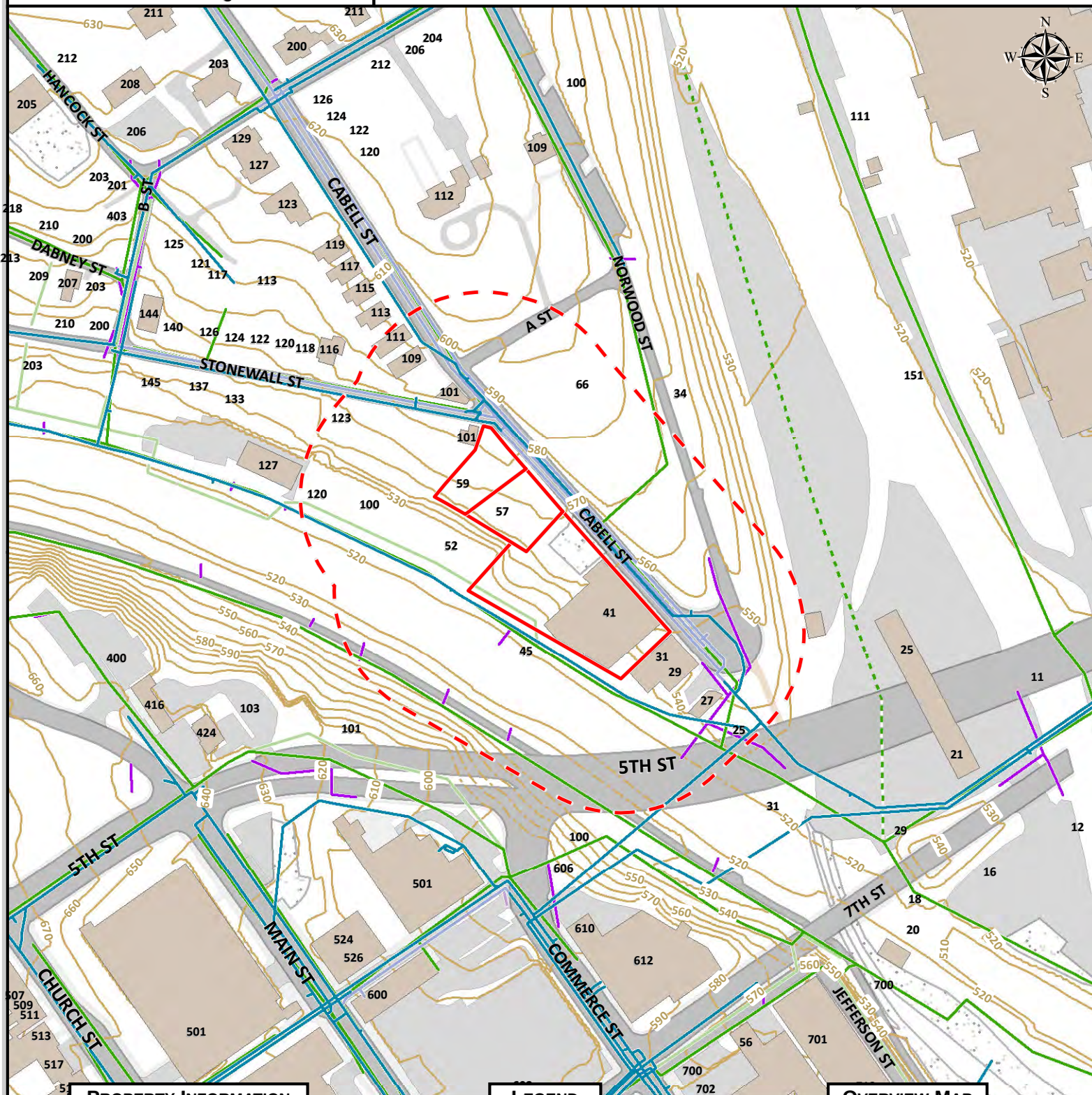
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Planimetric and Topographic Map

CABELL STREET LAND TRUST

Rezoning

Cabell Street Land Trust



PROPERTY INFORMATION

PARCEL ID	ADDRESS
04508009	41 CABELL ST
04508008	57 CABELL ST
04508007	59 CABELL ST

LEGEND

	Active	Proposed	Abandoned
Utilities			
Water			
Sanitary			
Storm			
Planimetrics			
Structure			
Roadway			
Parking			
Sidewalk			
Driveway			
Topography			
Contour			

OVERVIEW MAP



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PLANT MATERIALS SCHEDULE (General legend. All planting types may not be utilized)

KEY	BOTANICAL NAME	COMMON NAME	SIZE
SHRUBS			
IC	Ilex cornuta 'Burfordii nana'	Dwarf Burford holly	3' ht. min.
SB	Spirea bumalda 'Neon Flash'	Neon Flash spirea	2' ht. min.
JV	Juniperus virginiana 'Grey Owl'	Grey Owl Juniper	3' ht. min.
IM	Ilex meserveae 'Blue Princess'	Blue Princess holly	30-36"
AZ	Azalea 'Delaware Valley'	Delaware Valley azalea	3' ht. min.
IG	Ilex glabra 'Nigra'	Nigra inkberry holly	3' ht. min.
IV	Ilex verticillata	Sparkleberry holly	3' ht. min.
CA	Clethra alnifolia	Summersweet	3' ht. min.
VD	Viburnum dentatum	Arrow wood viburnum	3' ht. min.
MP	Myrica pennsylvanica	bayberry	3' ht. min.
DC	Deschampsia cespitosa	Tufted hair grass	2.25' pots @ 24" o.c.
TREES			
AR	Acer rubrum 'October Glory'	October Glory red maple	1.5-1.75' caliper
IN	Ilex 'Nellie R. Stevens'	Nellie Stevens holly	6-7'
AS	Acer saccharum 'Legacy'	Legacy sugar maple	1.5-1.75'
QP	Quercus phellos	Willow oak	1.5-1.75' caliper
ZS	Zelkova serrata 'Village Green'	Village Green zelkova	1.5-1.75' caliper
NS	Nyssa sylvatica	Tupelo, Black gum	1-1.5' caliper
TD	Taxodium distichum	Dald cypress	7-8'
PO	Platanus occidentalis	Sycamore	1-1.5' caliper
CR	Lagerstroemia x 'Sioux'	Sioux crepe myrtle	1.5-1.75' caliper/ 6-8'
CL	Quercus coparia 'laylandii'	Layland cypress	5-6'
IS	Syringa reticulata 'Ivory Silk'	Ivory Silk Tree Lilac	1-1.5' caliper
OC	Prunus 'Okame'	Okame Cherry	1-1.5' caliper

Plants to be installed per recommendations of supplier. Use amended soils, fertilizer, watering as needed to provide healthy plant growth.

NOTES:

- THIS PLAN HAS BEEN PREPARED WITHOUT THE BENEFIT OF A TITLE REPORT AND DOES NOT NECESSARILY INDICATE ALL ENCUMBRANCES UPON THE TITLE.
- BY GRAPHIC SCALING ONLY, A PORTION OF THIS PROPERTY IS LOCATED IN ZONES "AE, A, AND SHADED X" (DESIGNATED SPECIAL FLOOD HAZARD AREAS) ACCORDING TO THE F.E.M.A. FLOOD INSURANCE RATE MAP FOR THE CITY OF LYNCHBURG, VIRGINIA (#5100930042D) DATED JUNE 3, 2008. NO FIELD SURVEYING WAS PERFORMED TO MAKE THIS DETERMINATION.
- THIS PLAN DOES NOT PURPORT TO ADDRESS THE EXISTENCE, DETECTION OR DELINEATION OF ANY ENVIRONMENTALLY SENSITIVE AREAS OR ANY ENVIRONMENTAL PROBLEMS LOCATED WITHIN THE PERIMETER OF THE PROPERTY SHOWN.
- LANDSCAPING AS SHOWN IS PRELIMINARY. LANDSCAPING TO MEET CITY OF LYNCHBURG REQUIREMENTS. THE OWNER REQUESTS THAT THE PRELIMINARY LANDSCAPING PLAN BE APPROVED AS AN ALTERNATE LANDSCAPING PLAN IN THE THREE AREAS NOTED AS "AL". DUE TO LIMITED AMOUNT OF AVAILABLE PARKING, THE ISLAND LANDSCAPING AT LOCATIONS "AL" IS BEING SHIFTED TO THE FRONT OF THE PARKING TO AVOID LOSING PARKING SPACES.
- STORMWATER MANAGEMENT TO BE UNDERGROUND DETENTION WITH A PREMANUFACTURED BMP. STORMWATER MANAGEMENT TO MEET STATE AND LOCAL CODES.
- THE BOUNDARY INFORMATION FOR THE LOTS SHOWN HEREON IS BASED ON DEEDS AND PLATS OF RECORD AND NOT BASED ON A CURRENT FIELD SURVEY. SAID BOUNDARY INFORMATION IS SUBJECT TO ALL FACTS WHICH WOULD BE DISCLOSED BY A CURRENT FIELD SURVEY.

OWNER/:

NAME: P. Nathan Hilton, Trustee for the Cabell Street Land Trust
ADDRESS: 916 Main Street
Lynchburg, VA 24504

PHONE: 434-846-7611

PROPERTY ADDRESS:

41, 57, 59 Cabell Street

PARCEL NO.:

0458007,8,9

SOURCE OF TITLE:

110004553, 130002774

PROPERTY ACREAGE:

1.2 Acres; 1.1± acres to be Rezoned

PROPOSED LAND USE:

Residential (Apartments)

EXISTING ZONING:

B-5, R-C

PROPOSED ZONING:

B-6, R-C

BUILDING DATA: NO. STORIES:

5

SQUARE FOOTAGE:

14,000 SF± Footprint

PARKING REQUIREMENTS:

NONE REQUIRED IN B-6 DISTRICT

RECOMMENDED PARKING:

1 Space per Unit, 47 units x 1 space/unit = 47 spaces

ACTUAL PARKING:

50 spaces, 2 of which are HC

BUILDING/PARKING SETBACKS

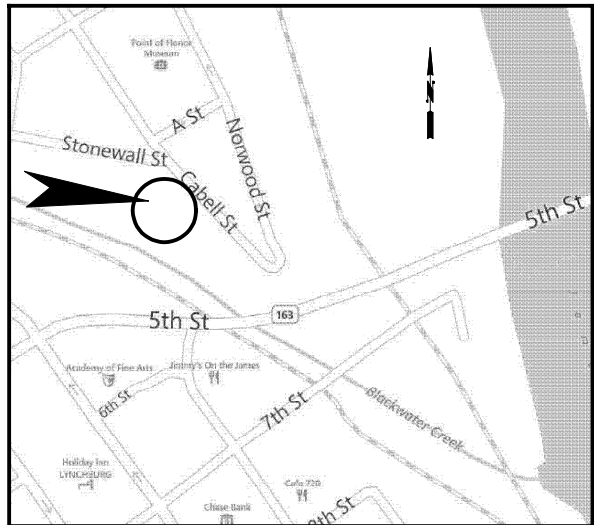
FRONT: None
SIDE: None
REAR: None

WATER SERVICE:

Public, City of Lynchburg

SANITARY SERVICE:

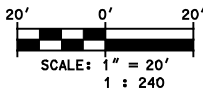
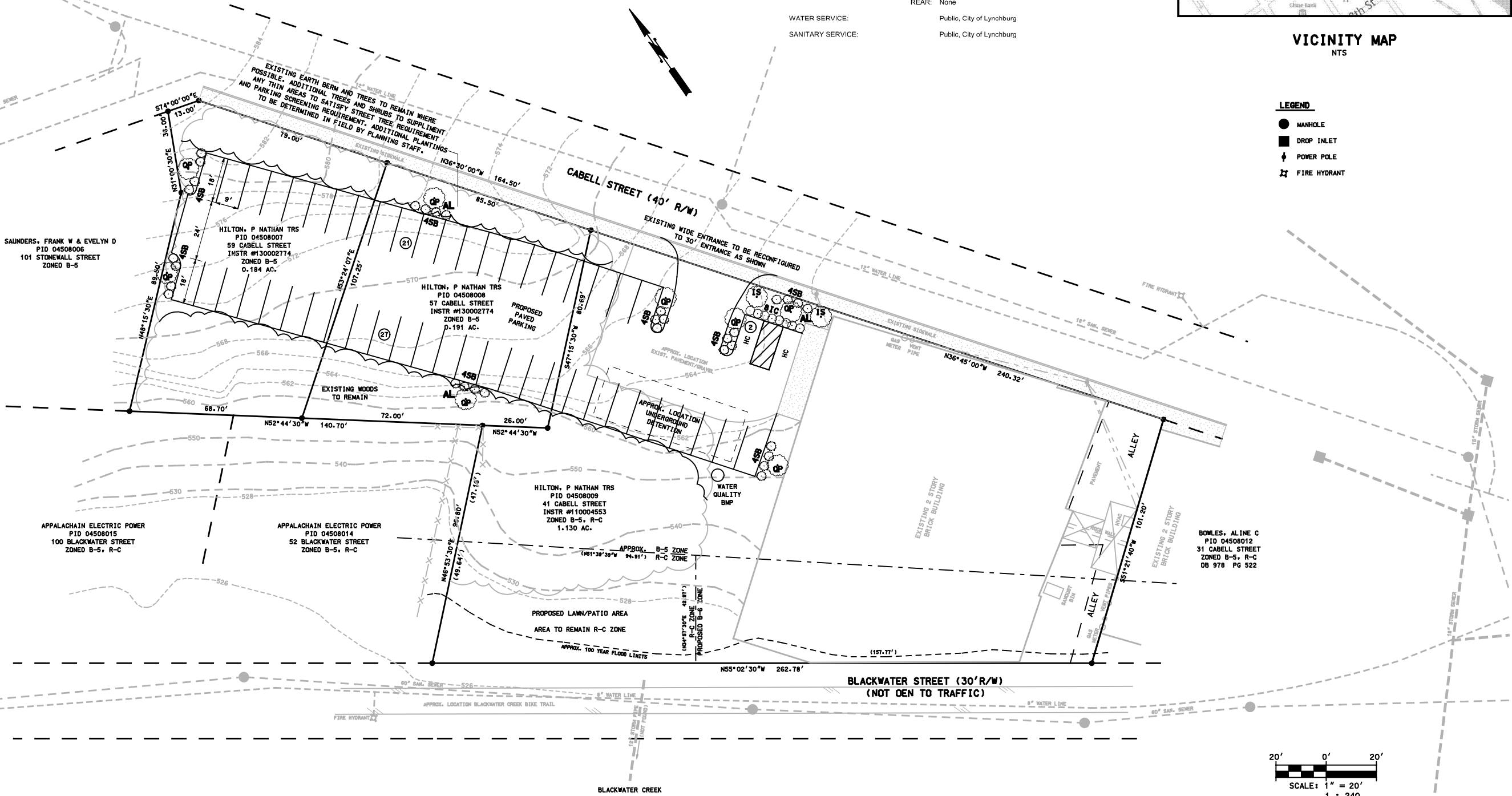
Public, City of Lynchburg



VICINITY MAP
NTS

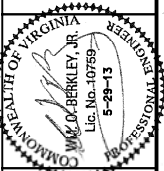
LEGEND

- MANHOLE
- DROP INLET
- POWER POLE
- FIRE HYDRANT



- REVISED PER TRC COMMENTS
- AMEND LEGAL DESCRIPTION

BERKLEY HOWELL & ASSOC., P.C.
ENGINEERS • SURVEYORS • PLANNERS
306 ENTERPRISE DRIVE, SUITE C
FOREST, VIRGINIA 24551
PHONE: (434)385-7548 FAX: (434)385-6178



SITE PLAN FOR REZONING
41,57,59 CABELL STREET
CABELL STREET LAND TRUST
CITY OF LYNCHBURG, VIRGINIA

DATE: 5-1-13

DRAWN:

CHECKED:

REVISIONS

NO.	DATE
2	5-29-13
3	6-24-13

SCALES
HORIZ: AS SHOWN
VERT: AS SHOWN

COMM. NO.

120162

SHEET NO.

1 OF 1





41
CABELL

REZONING NARRATIVE
FOR

HILTON, P NATHAN, TRUSTEE
FOR THE CABELL STREET LAND TRUST
41, 57, 59 CABELL STREET
LYNCHBURG, VIRGINIA

PREPARED FOR:

T & E PROPERTIES, INC
4925 BOONSBORO ROAD, #232
LYNCHBURG, VIRGINIA 24503

BY

BERKLEY-HOWELL & ASSOCIATES, P.C.
ENGINEERS-SURVEYORS-PLANNERS

306 ENTERPRISE DRIVE, SUITE C.
FOREST, VIRGINIA 24551
(434) 385-7548

COMM. NO. 120162

APRIL 30, 2013
REVISED May 23, 2013

PROJECT SCOPE

Request Rezoning to B-6 to allow revitalization of an existing building for 47 residential apartments units in a current B-5 and R-C Zoning District. Additional parking is also proposed. Below are narratives specifically requested by the City of Lynchburg for the Rezoning application.

WATER/SEWER CAPACITY NARRATIVE:

Public water is available via a 12" waterline along Cabell Street and is in adequate capacity to serve the proposed residential apartment project.

Public sewer is available via a 60" sanitary sewer line along the Blackwater Creek Trail and is in adequate capacity to serve the proposed residential apartment project.

STORMWATER NARRATIVE FOR ADEQUATE CHANNEL AND STORMWATER MEASURES

The residential apartment project is a revitalization of an existing building and therefore has no significant change in storm water runoff.

The majority of the parking lot expansion drains southwest towards the Blackwater Creek Trail. Storm water runoff currently drains to Blackwater Creek by a combination of sheet flow and a small 12" culvert. The sheet flow and culvert pipe are stable and shows no signs of erosion. Blackwater Creek drainage basin is over 100 times the project site and is therefore an adequate channel.

Stormwater management for both water quantity and quality will be required for the site. Stormwater management for quantity will be handled by underground detention. Stormwater management for quality will be handled by a pre-manufactured BMP. Designs shall be in accordance with state and local requirements.

FUTURE LAND USE MAP AMENDMENT

With the rezoning to B-6, the property requires an amendment to the Future Land Use Map. The property is currently listed as "Traditional Residential". With the mixed use B-6 zoning, the urban character, and the proximity to downtown, the property is best fits the "Downtown" land use category. Therefore the land use map should be amended from the "Traditional Residential" to "Downtown" category.

Daniels Hill Historic Society
404 Cabell Street
Lynchburg, VA 24504

August 28, 2012

To Whom It May Concern:

Residents in the Daniels Hill Historic District met the evening of 6 June 2012 to hear about the proposed apartments at 41 Cabell Street. Two flyers were hand delivered to residents in the historic district announcing the meeting which was held at 404 Cabell Street. During the meeting the owner of the building and the architect presented their plans, possible parking options and making the lower block of Cabell Street open to one way traffic. Discussions about parking, the number of apartments, possible mix use of the property and the impact on the community and Point of Honor took place. The reactions of those present were supportive of the plans, providing the apartments were NOT low income or subsidized housing AND that adequate parking could be constructed to handle the increased number of cars that would be parking at the end of the street. It was also discussed that this project needed to have the support of Point of Honor because of the proposed reconfiguration of traffic at the foot of Cabell Street and Norwood Street.

The possible mixed use of the building (apartments and a small restaurant/sandwich shop) also received community support.

Please note that this meeting was for those living in the Daniels Hill Historic District since they would be the ones most affected and did not include the community at large.

Based on the consensus of those in attendance of the meeting (a quorum was NOT present) that took place the evening of June 6, 2012, the Daniels Hill Historic Society supports the efforts of the owner in the restoration of the building and the change in zoning to allow for apartments/mixed use of the building provided the above considerations are satisfied.

Sincerely,



Michael H. Bedsworth
President



LYNCHBURG MUSEUM FOUNDATION

P.O. Box 218 ~ Lynchburg, Virginia 24505 ~ 434.455.6226

July 13, 2012

John B. Arnold, M. D.

Mrs. Mary Morris Booth

Mrs. Jane F. Bowden

Mr. Robert B. Craighill

Mrs. Laura B. Crumbley

Ms. Lucille W. Deane

Mr. Michael R. Doucette

Mrs. Elizabeth D. Hutter

Mrs. Langhorne L. McCarthy

Ms. Laura B. Munson

Mrs. Florence A. Perrow

Mr. Raymond H. Stokes

Mr. M. E. "Ed" Tinsley

Ms. J. Marie Waller

Mrs. Sandra S. Whitehead

Douglas K. Harvey

Museum Director

Mr. and Mrs. Eric Spain
T & E Properties, Inc.
4925 Boonsboro Rd, Suite 232
Lynchburg, VA 24503

Dear Tobi and Eric:

Thank you for meeting with the Board on May 9, 2012 and providing an overview of your plans for 41 Cabell Street, the former Hancock Tobacco Factory building. The Board appreciates and supports your effort to rehabilitate this historic structure and make it useful again. We believe that this project could bring renewed interest and energy to this area of Daniels Hill and benefit the city economy.

Preserving and protecting Point of Honor is a key mission of the Board and the Lynchburg Museum System. So that your project does not have a negative impact on Point of Honor, its vistas, and surroundings, following are areas of concern we feel need to be positively addressed by you and the City before the project moves ahead:

Parking: We ask that any parking created for the project be outside the viewshed of the main house at Point of Honor, either by use of topography and/or vegetative screening. Parking on Point of Honor property is restricted to our guests and staff at all times.

Traffic: For the safety of the visitors, volunteers, and staff, we are opposed to any increase in tenant traffic from the project onto Norwood Street between A and B Streets, as this area is heavily used by visitors. Knowing that signage alone will not deter all drivers, the Board will request that speed bumps and/or other forms of deterrence be installed to keep traffic from using this block if the project is approved.

Grounds: The grounds at Point of Honor are private property but will attract tenant use if the building becomes rental property, with added trash, wear and tear on the grounds, and pet waste. What safeguards or processes can you put in place to mitigate this issue? If these concerns can be addressed in a positive fashion, the Lynchburg Museum System Advisory Board will be fully in support of the project.

Sincerely,

Robert B. Craighill, Chairman

Cc: Board Members

Mr. Kent White, Director of Community Development

Mr. Todd Dykshorn, Architect



NEWLAND INDUSTRIES

**41 Cabell Street
Rezoning
June 12, 2013**

PLEASE PRINT

[illegible]

**LYNCHBURG CITY COUNCIL
Agenda Item Summary**

MEETING DATE: **July 9, 2013**

AGENDA ITEM NO.: 11

CONSENT: REGULAR: **X**

WORK SESSION:

CLOSED SESSION:
(Confidential)

ACTION: **X**

INFORMATION:

ITEM TITLE: **Regional Library Study – Phase II Operational Analysis**

RECOMMENDATION: Authorize participation in a Phase II Operational Analysis for a Regional Library System and authorize the use of \$22,000 in carry forward funds from the FY 2013 budget to fund Lynchburg's portion of the analysis.

SUMMARY: Library directors from Bedford and Campbell Counties as well as the City of Lynchburg, along with Region 2000 staff and the Deputy City Manager, have continued to study the feasibility of a regional library system. Attachment 1, a very preliminary cost/benefit analysis, shows an estimated annual savings of more than \$450,000, the majority of which (\$345,649) comes from personnel savings. These findings and options were discussed with Mark Reeter, Bedford County Administrator; David Laurrell, Campbell County Administrator; and Kim Payne, Lynchburg City Manager in May. Following discussion, they recommended the initiative continue toward developing a regional system by undertaking a Phase II Operational Analysis.

The Campbell County Board of Supervisors and the Bedford County Board of Supervisors have agreed to move forward with the Phase II Operational Analysis and have approved funding for a consultant to conduct such analysis.

During the Phase II Analysis development, the three localities will continue working toward enhancing regional collaboration through various efforts, including:

- Lynchburg's migration to The Library Corporation (TLC) automated network system shared by the Bedford and Campbell County library systems to expand current shared borrowing agreements. Upon migration to the TLC system, staff recommends that the non-resident fee currently charged to Bedford and Campbell County residents be eliminated. This is consistent with the agreement that the City currently has with Amherst County due to their collaboration with the City's automated network system (LION). Amherst County has indicated that they are not interested in participating in the proposed Regional Library System at this time. When details are more complete regarding the transition in the Library network system, staff will come back to Council with a recommendation regarding the non-resident fee.
- Programmatic sharing, such as joint public relations for State library initiatives and summer reading programs.

As previously stated, Phase II requires undertaking an operational analysis (Attachment 2). This analysis will seek to confirm the preliminary cost/benefit analysis prepared by staff, potentially identify additional financial savings, and suggest a regional governance system, financial and operational arrangements, and a detailed implementation plan, with costs. The operational analysis will cost approximately \$66,000, with the cost to be shared equally among the participating localities.

Attachment 3 summarizes the discussions of the Region 2000 Librarians' Working Group in its efforts to identify opportunities for improving current library service delivery practices.

Attachment 4 contains the Public Libraries' Opportunities Analysis: A Study of Three Public Libraries for Region 2000 Local Government Council which was prepared by Dominion Library Associates, LLC.

The Phase II operational analysis will be presented to the participating elected bodies with a recommendation on whether to proceed with Phase III, which would be the creation and implementation of a regional entity. This same process was used by Region 2000 in establishing the Regional Jail Authority and the Region 2000 Services Authority.

PRIOR ACTION(S):

October 23, 2012: Elimination of the library user fee for non-city residents in order to facilitate discussion regarding the creation of a regional library system was discussed. Council chose to not eliminate the fee at that time.

November 13, 2012: Consideration of Approving the Further Exploration of a Regional Library System was discussed. Council endorsed further exploration of a regional library system.

FISCAL IMPACT: Approximately \$22,000 for the City's share of the Phase II Operational Analysis depending on the number of participating localities. It is anticipated that such funds will be appropriated in FY 2013 carry forward. Funding in the amount of \$80,000 will be requested at carry forward to fund the migration of Lynchburg's library information system to the more robust and Bedford and Campbell County compatible TLC library software.

CONTACT(S): Marilyn Martin, Interim Library Director, 455-6330
Bonnie Svrcek, Deputy City Manager, 455-3990

ATTACHMENT(S):

Attachment 1: Preliminary Cost/Benefit Analysis and Moving Forward June 2013

Attachment 2: Regional Libraries' Discussion Operational Analysis Project Scope

Attachment 3: Region 2000 Libraries' Initial Opportunities Discussion December, 2010 (revised April, 2011)

Attachment 4: Public Libraries' Opportunities Analysis: A Study of Three Public Libraries for Region 2000
Local Government Council by Dominion Library Associates, LLC

REVIEWED BY: lkp

RESOLUTION:

BE IT RESOLVED that the Lynchburg City Council authorizes participation in a Phase II Operational Analysis for a Regional Library System and authorizes the use of up to \$22,000 in funds carried over from the FY 2013 budget to fund Lynchburg's portion of the analysis.

Introduced: July 9, 2013

Adopted:

Certified:

Clerk of Council

103K

Attachment 1

Regional Libraries' Discussions

Preliminary Cost/Benefit Analysis and Moving Forward

June 2013

The following report provides the results of the preliminary cost/benefit analysis accomplished by the Regional Libraries' Discussion Working Group¹. Additionally, a discussion regarding approaches to moving the effort forward is offered. This information is provided to prompt a discussion setting a future direction for this effort.

Background

Approximately two and one-half years ago all Region 2000 area library directors along with Region 2000 staff entered into a series of discussions focused on collaborative service improvements. After initial discussions the directors of the Bedford Public Library, Campbell County Public Library, and Lynchburg Public Library, with Region 2000 staff, continued this effort. As part of this continued discussion Dominion Library Associates, LLC completed the Public Libraries' Opportunities Analysis; this Analysis recommended continuing efforts for regional service improvements and suggestions for moving forward.

This past winter the local governing bodies endorsed the continued exploration of this initiative. The next step was to accomplish a preliminary cost/benefit analysis to determine if initial thoughts regarding cost savings are valid.

Compelling Reasons

The compelling reasons for this effort are:

- To ensure the responsible stewardship of public resources. With continuing stress on localities' financial resources, exploring more cost effective and efficient means to provide library services is imperative. A regional approach can provide this benefit.
- To improve public library service delivery. Each of the three library systems provide sound service. Each of the systems have developed particular strengths. If shared regionally, these strengths will elevate the total service delivery standard.
- To ensure resilient public library service to the three communities in the face of on-going fiscal stress. Technological requirements and service delivery demands continue to grow, while funding is proving more difficult. The Working Group's research concluded regional service delivery provides the strongest position to meet these needs.

¹ The Working Group consists of Peggy Bias, Director, Bedford Public Library; Nan Carmack, Director, Campbell County Public Library; Lynn Dodge, Director, Lynchburg Public Library; Bonnie Svrcek, Deputy City Manager, City of Lynchburg; Bob White, Deputy Director, Region 2000 Local Government Council.

- The opportunity to provide unobstructed access to all library resources for all users. City/County boundaries are becoming increasingly irrelevant to service delivery. The commuting nature of citizens, with homes in one locality, work places in another, shopping and recreation opportunities in still others, places value on flexible access to facilities and services.

Initial Cost/Benefit Analysis

Over the past four months, the Working Group accomplished the preliminary cost/benefit analysis. This analysis shows a financial benefit to the participating jurisdictions, principally in personnel services relating to administrative economies of scale.

Analysis Approach

In undertaking the cost/ benefit analysis, the Working Group first described the current staffing of each library system. This is shown in Attachment A: Current Organizational Structure. The Working Group then described a benchmark organizational structure, based on an expanded Bedford Public Library System. (Bedford is a regional system.) This is shown in Attachment B: Benchmark Organizational Structure.

The Benchmark Organizational Structure essentially allows for streamlining of the administrative functions from three entities to one, allowing for the reduction of eight staff positions.² The operational staffing beyond the administrative function remained constant in this analysis. A note of interest: in accomplishing this analysis the Working Group did a staffing scan of regional library systems in Virginia. The Jefferson Madison Regional Library, serving Charlottesville and its neighboring jurisdictions, shows a striking staffing similarity to the benchmark organizational structure put forth here.

Values	JMRL	Benchmark
Locations	9 +BM ³	12
Population Served	190,900	206,808
Circ / Capita	7.74	ave. 6.76
\$ / Capita	29.64	ave. 22.76
FTE*⁴ / 1k pop	0.43	0.39
*Total FTEs	*81.7 FTE	*80.6FTE

With the benchmark organizational structure addressed, the Working Group then turned its attention to the operating budget. The current operating budget for each library system was

² The benchmark system used for this analysis does not presuppose an ultimate regional system structure. Rather, it's a reasonable extrapolation of the successful Bedford Public Library experience deemed appropriate for this analysis.

³ Bookmobile

⁴ Full Time Equivalent

determined. This budget included services the parent organizations provided, such as fiscal services and IT support. The Working Group then developed a benchmark budget, taking into account the personnel reductions described in the organizational charts as well as conservative estimates of obvious savings in other operating categories, such as fiscal and attorney services.

The Working Group purposefully did not delve in greater detail in potential operating savings, given the various forms a regional system can take; but, the Working Group does realize additional savings may be identified through future analysis.

Savings

The initial cost/benefit analysis shows an annual savings of \$450,127.33 for the regional benchmark system over the current systems. The majority of the savings, \$345,649, comes through personnel savings. These savings reflect a consolidation of effort in administration, primarily through reduction in eight positions⁵, as well as using Bedford Public Library System's salary structure⁶ and VRS rate.. Bedford's salary structure generally falls between the Lynchburg structure and Campbell's⁷. Bedford's VRS rate is more attractive than Campbell's or Lynchburg's⁸.

Additional assumptions included economies of scale primarily on fiscal services and attorney services. Attachment C: Current v. Benchmark Budget Comparison provides the discussed budgets. Attachment D: Current Administrative Payscale/Benefits describes the administrative positions considered for consolidation in the suggested benchmark system. Attachment E: Benchmark Administration Payscale/Benefits describes the consolidated administrative staffing.

Revenue

An additional item for future analysis and potential increased funding is that of State Aid to Libraries, distributed by the Library of Virginia. With the recent revocation of the Reduction in State Aid to Localities Act, state aid is once again a viable revenue stream.

Approach to Moving Forward

Given the compelling reasons for continuing efforts for regional collaboration of library service delivery and a reasonable expectation further efforts can ultimately show a financial advantage, discussion turns to how best to move forward. Two approaches are worth considering:

⁵ Positions or FTE eliminated: two directors, 1.5 FTE accounting associates, 2 administrative assistants, and 2.875 FTE library assistants.

⁶ The Library Director position is estimated at \$100,000. This is higher than Bedford's Director, but reflects a reasonable estimate for a consolidated system.

⁷ An illustration of this difference is the range for library directors: Bedford: \$75,173, Campbell: \$50,650, Lynchburg: \$92,650.

⁸ Bedford	employer contribution: 7.82%	employee contribution: 5%
Campbell	employer contribution: 12.97%	employee contribution: 5%
Lynchburg	employer contribution: 20.89%	employee contribution: 5%

investigation of a regional system and investigation of shared service opportunities. However, irrespective of the approach taken, the Lynchburg Public Library System should take steps to merge with the joint Bedford and Campbell integrated automation network system, The Library Corporation (TLC).

Lynchburg Public Library System and TLC

Lynchburg will need to upgrade its automated network system in the not too distant future with the associated cost. Incurring the merger cost to TLC, although significant, is essentially a cost on the City's horizon. Bringing all three systems to the same network allows for both the regional system and shared services approach, and in fact, is necessary for both.

An integrated network eliminates the unnecessary duplication of lesser used material, provides the public with the availability and access to a wider range of materials, and promotes interlibrary communication on materials purchasing as well as other services. Essentially, merging systems can lead to universal access to the area's collective library system in the near future, a major service improvement.

Regional System

Moving toward the development of a true regional system allows for the ultimate realization of anticipated financial savings. It also positions the collective library system to be resilient in the face of future technological requirements and demands for service.

Moving in this direction will require a financial investment in a third party consultant to conduct an operational analysis as well as necessary institutional support for the examination.

Shared Services Approach

The shared services approach to advancing regional collaboration benefits from past successes such as the Overdrive ebooks contracting and the online merging of the Campbell County Public Library and Bedford Public Library System collections.

This approach will not obligate any significant initial financial investment, continues to build relationships among the library systems, and can offer tangible improvement in consistent quality service delivery across Bedford, Campbell, and Lynchburg. Dominion Library Associates initially recommended this approach.

Future Efforts

Bedford, Campbell, and Lynchburg have and continue to benefit from collaborative efforts among its various library systems. Future efforts can take a number of forms, allowing for a more resilient service with the potential for cost savings. A discussion is needed to determine the best course in moving forward.

Appendix A: Current Organizational Structure

Administration	Technical Services	Collection Management	Bedford Central Library	Big Island Library	Campbell County Public Library	Forest Library	Lynchburg Branch/Law Library	Lynchburg Public Library	Moneta Library	Montvale Library	Patrick Henry Memorial Library	Staunton River Memorial Library	Stewartsville Library	Timbrook Library
Directors 3 FTE (1 each)	Librarian II 3 FTE (1 each)	n/a	operates 52 hours	operates 33 hours	operates 49 hours	operates 52 hours	operates 40 hours	operates 52 hours	operates 50 hours	operates 33 hours	operates 31 hours	operates 48 hours	operates 33 hours	operates 50 hours
Accounting Assoc 1.5 FTE (1 LY; .5 BD)	Library Associate 2 FTE (1 BD; 1 CC)	n/a	Librarian/ YSL 2 FTE	Librarian 1 FTE	Head Librarian 1	Librarian 1 FTE	Librarian 1 FTE	Head Librarian 1 FTE	Librarian 1 FTE	Librarian 1 FTE	Librarian .5 FTE	Librarian/ YSL .5 FTE	Librarian 1 FTE	Librarian/ YSL .5 FTE
Admin Asst 3 FTE (1 CC; 2 LY)	Lib. Asst. II 3.375 FTE (1 each plus .375 at BD)	n/a	Library Associate 4.6 FTE	Library Assistant I .825 FTE	Librarian/ YSL 1.5 FTE	Library Associate 1 FTE	Library Assistant I 1.26 FTE	Libr./YSL 5 FTE	Library Associate 1 FTE	Library Assistant I .875 FTE	Circulation Manager .75 FTE	Circulation Manager 1 FTE	Library Assistant I .875 FTE	Circulation Manager 1 FTE
Volunteer Coordinator 1.5 FTE (.5 LY; 1 CC)	Library Asst. I 2 FTE (1LY, .5 BD, .5 CC)	n/a	Library Assistant II .5FTE	Custodian .10 FTE	Circulation Manager 1 FTE	Library Assistant I 2.3 FTE	2.26 total fte	Library Associate 3.75 FTE	Library Assistant II 0 FTE	Custodian .10 FTE	Library Assistant I .75FTE	Library Assistant II 1.5 FTE	Custodian .10 FTE	Library Assistant I 1 FTE
Facilities coordinator 1 FTE	Asst. Sys. Admin .5 FTE (BD)	n/a	Library Assistant I .4 FTE	2.10 total fte	Library Assistant II 1 FTE	Page 1.2 FTE		Circulation Manager 1 FTE	Library Assistant I 1.65 FTE	1.975 total FTE	2 total fte	3 total fte	1.975 total fte	Custodian .25 FTE
9 total FTE	10.875 total fte		Courier .45 FTE		Library Assistant I 1 FTE	Custodian .375 FTE		Library Assistant II 1 FTE	Custodian .25 FTE					2.75 total fte
			Page 1.25 FTE		Courier .5 FTE	5.875total fte		Library Assistant I 2.5 FTE	3.9 total FTE					
			9.575 total FTE		6 total fte			Page 6.31 FTE						
								20.56 total FTE						

Appendix B: Benchmark Organizational Structure

Administration	Technical Services	Collection Management	Bedford Central Library	Big Island Library	Campbell County Public Library	Forest Library	Lynchburg Branch/Law Library	Lynchburg Public Library	Moneta Library	Montvale Library	Patrick Henry Memorial Library	Staunton River Memorial Library	Stewartsville Library	Timbrook Library
40 hours	40 hours	40 hours	operates 52 hours	operates 33 hours	operates 49 hours	operates 52 hours	operates 40 hours	operates 52 hours	operates 50 hours	operates 33 hours	operates 31 hours	operates 48 hours	operates 33 hours	operates 50 hours
Director 1 FTE	Technology Librarian 1 FTE	CM Librarian 1 FTE	Librarian/ YSL 2 FTE	Librarian 1 FTE	Head Librarian 1 FTE	Librarian 1 FTE	Librarian 1 FTE	Head Librarian 1 FTE	Librarian 1 FTE	Librarian 1 FTE	Librarian .5 FTE	Librarian/ YSL .5 FTE	Librarian 1 FTE	Librarian/ YSL .5 FTE
COO 1 FTE	Network Admin 1 FTE	CM Assistant Librarian 1 FTE	Library Associate 4.6 FTE	Library Assistant I .825 FTE	Librarian/ YSL 1.5 FTE	Library Associate 1 FTE	Library Assistant I 1.26 FTE	Libr./YSL 5 FTE	Library Associate 1 FTE	Library Assistant I .875 FTE	Circulation Manager .75 FTE	Circulation Manager 1 FTE	Library Assistant I .875 FTE	Circulation Manager 1 FTE
Admin. Assistant 1 FTE	Computer Technician 1 FTE	Cataloguer 2 FTE	Library Assistant II .5FTE	Custodian .10 FTE	Circulation Manager 1 FTE	Library Assistant I 2.3 FTE	2.26 total fte	Library Associate 3.75 FTE	Library Assistant II 0 FTE	Custodian .10 FTE	Library Assistant I .75FTE	Library Assistant II 1.5 FTE	Custodian .10 FTE	Library Assistant I 1 FTE
Volunteer Coordinator .5 FTE (.5 LY)	3 Total FTE	ILL Technician 1 FTE	Library Assistant I .4 FTE	2.10 total fte	Library Assistant II 1 FTE	Page 1.2 FTE		Circulation Manager 1 FTE	Library Assistant I 1.65 FTE	1.975 total FTE	2 total fte	3 total fte	1.975 total fte	Custodian .25 FTE
3.5 Total FTE		5 Total FTE	Courier .45 FTE		Library Assistant I 1 FTE	Custodian .375 FTE		Library Assistant II 1 FTE	Custodian .25 FTE					2.75 total fte
			Page 1.25 FTE		Courier .5 FTE	5.875total fte		Library Assistant I 2.5 FTE	3.9 total FTE					
			9.575 total FTE		6 total fte			Page 6.31 FTE						
								20.56 total FTE						

**addition of "head librarian" position
currently held by director in Ly CC

**Attachment C: Current v. Benchmark Budget
Comparison (based on FY13)**

		Bedford	Campbell	Lynchburg	Total	BM	Cost Savings	Comments
OBJ	Personnel Services							
1111	Emp. Retirement	\$ 49,407.00	\$ 79,804.00	\$ 158,629.00	\$ 287,840.00	\$ 223,584.00	\$ 64,256.00	using BPLS formula
1112	FICA/Medicare (6.2%, 1.45%)	\$ 70,718.00	\$ 39,637.00	\$ 68,578.00	\$ 178,933.00	\$ 158,941.00	\$ 19,992.00	"
1114	Group Insurance	\$ 3,256.00	\$ 5,285.00	\$ 2,077.00	\$ 10,618.00	\$ 10,618.00	\$ -	"
1115	Medical/Hospitalization	\$ 82,320.00	\$ 67,987.00	\$ 71,560.00	\$ 221,867.00	\$ 221,795.00	\$ 72.00	assume 100% partic.
1121	Salaries, Regular ¹	\$ 614,401.00	\$ 480,972.00	\$ 742,070.00	\$ 1,837,443.00	\$ 1,576,114.00	\$ 261,329.00	
1131	Wage, General	\$ 310,013.00	\$ 37,157.00	\$ 154,380.00	\$ 501,550.00	\$ 501,550.00	\$ -	
		\$ 1,130,115.00	\$ 710,842.00	\$ 1,197,294.00	\$ 3,038,251.00	\$ 2,692,602.00	\$ 345,649.00	
OBJ	Contractual Services							
1211	Freight & Express	\$ 750.00	\$ -	\$ 32.00	\$ 782.00	\$ 250.00	\$ 532.00	
1212	Postal Services	\$ 3,000.00	\$ 4,500.00	\$ 4,350.00	\$ 11,850.00	\$ 11,850.00	\$ -	
1213	Printing Services	\$ 500.00	\$ 350.00	\$ 858.00	\$ 1,708.00	\$ 1,708.00	\$ -	
1221	Organizational Memberships	\$ 2,600.00	\$ 1,250.00	\$ 874.00	\$ 4,724.00	\$ 4,724.00	\$ -	
1223	Convention & Education Svcs.	\$ 4,000.00	\$ 550.00	\$ 2,097.00	\$ 6,647.00	\$ 6,647.00	\$ -	
1231	Auditing Services	\$ 6,000.00	\$ 1,523.00	\$ 3,329.00	\$ 10,852.00	\$ 5,000.00	\$ 5,852.00	no triplication
1232	Fiscal Services	\$ 35,000.00	\$ 26,596.00	\$ 31,498.00	\$ 93,094.00	\$ 45,000.00	\$ 48,094.00	no triplication
1233	Attorney Services	\$ 500.00	\$ 13,723.00	\$ 867.00	\$ 15,090.00	\$ 2,000.00	\$ 13,090.00	no triplication
1234	Public Info & Relations	\$ 250.00	\$ 120.00	\$ 10,581.00	\$ 10,951.00	\$ 2,000.00	\$ 8,951.00	LY allocation elim.
1236	Media Services	\$ 500.00	\$ -	\$ 75.00	\$ 575.00	\$ 575.00	\$ -	
1272	Travel, Personal Vehicle	\$ 8,000.00	\$ 1,100.00	\$ 130.00	\$ 9,230.00	\$ 9,230.00	\$ -	
		\$ 61,100.00	\$ 49,712.00	\$ 54,691.00	\$ 165,503.00	\$ 88,984.00	\$ 76,519.00	
OBJ	Library Materials ²							
1360	Library Materials	\$ 168,297.00	\$ 110,000.33	\$ 174,435.00	\$ 452,732.33	\$ 452,732.00	\$ 0.33	
1361	On-line Services, Reference	\$ 11,000.00	\$ 11,161.00	\$ 7,860.00	\$ 30,021.00	\$ 30,021.00	\$ -	
		\$ 179,297.00	\$ 121,161.33	\$ 182,295.00	\$ 482,753.33	\$ 482,753.00	\$ 0.33	
OBJ	Library Programs ³							
1411	Library Programs, Services	\$ 3,500.00	\$ -	\$ 2,265.00	\$ 5,765.00	\$ 5,765.00	\$ -	economies of scale
1421	Library Programs, Supplies	\$ 4,000.00	\$ 2,000.00	\$ 5,117.00	\$ 11,117.00	\$ 11,117.00	\$ -	may demonstrate
		\$ 7,500.00	\$ 2,000.00	\$ 7,382.00	\$ 16,882.00	\$ 16,882.00	\$ -	savings.

**Attachment C: Current v. Benchmark Budget
Comparison (based on FY13)**

OBJ	Supplies & Materials⁴									
1598	Supplies	\$	17,589.00	\$	11,415.00	\$	23,450.00	\$	52,454.00	\$ 52,454.00 \$ - economies of scale?
OBJ	Continuous Charges									
1711	Automobile Liability	\$	1,139.00	\$	325.00	\$	-	\$	1,464.00	\$ 2,000.00 \$ (536.00) add LY vehicle
1713	Property Insurance	\$	9,729.00	\$	1,834.00	\$	12,127.00	\$	23,690.00	\$ 23,690.00 \$ - localities retain
1744	Bank Service Charges	\$	1,000.00	\$	-	\$	497.00	\$	1,497.00	\$ 2,000.00 \$ (503.00) add Campbell
1751	General Liability	\$	500.00	\$	1,216.00	\$	-	\$	1,716.00	\$ 2,500.00 \$ (784.00) umbr. policy added
1753	Errors & Omissions Insurance	\$	477.00	\$	-	\$	-	\$	477.00	\$ 477.00 \$ -
1754	Surety Bonds	\$	554.00	\$	-	\$	-	\$	554.00	\$ 554.00 \$ - Bed. bldg bonds
1734	Equipment Rental-Non Comput	\$	8,500.00	\$	2,500.00	\$	4,218.00	\$	15,218.00	\$ 15,218.00 \$ - copy machines
1741	Electrical Service Charges	\$	80,000.00	\$	26,000.00	\$	49,536.00	\$	155,536.00	\$ 155,536.00 \$ -
1742	Refuse Service Charges	\$	1,000.00	\$	500.00	\$	2,545.00	\$	4,045.00	\$ 4,045.00 \$ -
1743	Water & Sewer Service Charge:	\$	9,500.00	\$	-	\$	5,157.00	\$	14,657.00	\$ 14,657.00 \$ -
		\$	112,399.00	\$	32,375.00	\$	74,080.00	\$	218,854.00	\$ 220,677.00 \$ (1,823.00)
OBJ	Buildings & Fleet⁵									
										expecting economies of scale for custodial/maintenance/supplies
1547	Services/Maintenance	\$	119,248.00	\$	147,436.00	\$	114,741.00	\$	381,425.00	\$ 368,525.00 \$ 12,900.00 economies of scale?
OBJ	Telecom/Technology⁶									
										expecting economies of scale for telecom/technology
	Telecom/Technology	\$	152,250.00	\$	161,926.00	\$	136,520.00	\$	450,696.00	\$ 450,696.00 \$ - economies of scale?
										\$ -
	Totals	\$	1,779,498.00	\$	1,236,867.33	\$	1,790,453.00	\$ 4,806,818.33	\$ 4,356,691.00	\$ 450,127.33 \$ 450,127.33
								current	benchmark	difference

¹ may need to increase to accommodate head librarians at LY & CC

²includes all formats, classifications, and ages

³collapsed all categories.

⁴collapsed for cleaning, maintenance, processing

⁵collapsed for cleaning, buildings, fleet

⁶collapsed for all systems, admin & public

**Attachment D: Current Administration Payscale/Benefits
based on FY13**

Lynchburg			VRS	FICA	MEDIC	V INS	MED INS	SALARY	TOTAL COMP
Position Name	Dept.	Annual	1111	1112	1113	1114	1115	1121	
Director	1110	\$92,580	\$ 21,423.00	\$ 5,740.00	\$ 1,342.00	\$ 259.00	\$ 4,992	\$92,580	\$ 126,336.00
Financial Prof II	1110	\$45,219	\$ 10,464.00	2,804.00	656.00	127.00	\$ 4,992	\$45,219	64,262.00
Admn Asst	1110	\$26,832	\$ 6,209.00	1,664.00	389.00	75.00	\$ 4,992	\$26,832	40,161.00
Vol. Coordinator	1110	\$15,408	\$ -	955.00	223.00	-	\$ -	\$15,408	16,586.00
Sub-Total		\$180,039	\$ 38,096.00	\$ 11,163.00	\$ 2,610.00	\$ 461.00	\$ 14,976	\$180,039	\$ 247,345.00
Librarian II	1210	\$41,225	\$ 9,539.00	\$ 2,556.00	\$ 598.00	115.00	\$ 4,992	\$41,225	\$59,025
Lib clerk II	1210	\$25,084	\$ 5,804.00	1,555.00	364.00	70.00	\$ 4,992	\$25,084	\$37,869
Admin Asst.	1210	\$28,288	\$ 6,546.00	1,754.00	410.00	79.00	\$ 4,992	\$28,288	\$42,069
lib clerk I	1210	\$9,620	\$ -	596.00	139.00	-	\$ -	\$9,620	\$10,355
lib clerk I	1210	\$9,620	\$ -	596.00	139.00	-	\$ -	\$9,620	\$10,355
Sub-Total		\$113,837	\$ 21,889.00	7,057.00	1,650.00	264.00	\$ 14,976	\$113,837	\$159,673
Lynchburg Total		\$293,876	\$ 59,985.00	\$ 18,220.00	\$ 4,260.00	\$ 725.00	\$ 29,952	\$293,876	\$407,018
Campbell			VRS	FICA	MEDICARE	G INS	MEDICAL	SALARY	TOTAL COMP
Position Name	Dept.	Annual	1111	1112	1113	1114	1115	1121	
Director	1110	\$50,655	\$ 6,947.77	\$ 3,875.11		\$ 637.46	\$ 3,840	\$50,655	\$ 65,955.34
Admin Asst	1110	\$32,337	\$ 4,435.35	\$ 2,473.78		406.94	\$ 3,840	\$32,337	\$ 43,493.07
Sub-Total		\$82,992	\$ 11,383.12	\$ 6,348.89		\$ 1,044.40	\$ 7,680	\$82,992	109,448.41
			\$ -						
Tech Librarian	2110	\$29,614	3992.17	\$ 2,265.47		366.28	\$ 3,840	\$ 29,614.00	\$ 40,077.92
CM Librarian	2110	\$41,439	\$ 5,683.70	\$ 3,170.08		521.48	\$ 3,840	\$41,439	\$ 54,654.26
Asst. CM Lib.	2110	\$25,289	\$ 3,468.57	\$ 1,934.61		318.24	\$ 3,840	\$25,289	\$ 34,850.42
Cataloguer	2110	\$13,899		\$ 1,063.27				\$13,899	\$ 14,962.27
ILL Tech	2110	\$22,901	\$ 3,141.07	\$ 1,751.93		288.19	\$ 3,840	\$22,901	\$ 31,922.19
Sub-Total		\$133,142	\$ 16,285.51	\$ 10,185.36		\$ 1,494.19	\$ 15,360	\$133,142	176,467.06
Campbell Total		\$216,134	\$ 27,668.63	\$ 16,534.25		\$ 2,538.59	\$ 23,040	\$216,134	\$ 285,915.47
Bedford			VRS	FICA	MEDICARE	G INS	MEDICAL	SALARY	TOTAL COMP
Position Name	Dept.	Annual	1111	1112	1113	1114	1115	1121	
Director	1110	\$75,173	\$ 5,878.53	\$ 4,660.73	\$ 1,090.01	\$ 398.42	\$ 5,880	\$75,173	\$ 93,080.77
Admin. Asst.	1110	\$13,366	\$ -	828.70	193.81	-	\$ -	\$13,366	\$14,389
Sub-Total		\$88,539	\$ 5,878.53	\$ 5,489.43	\$ 1,283.82	\$ 398.42	\$ 5,880	\$88,539	\$107,469
Tech Librarian	1210	\$44,426	\$ 3,474.09	\$ 2,754.39	\$ 644.17	235.46	\$ 5,880	\$44,426	\$ 57,413.77
Net Admin	1210	\$17,878	\$ -	1,108.00	259.23	-	\$ -	\$17,878	\$ 19,244.83
Sub-Total		\$62,303	\$ 3,474.09	\$ 3,862.39	\$ 903.40	\$ 235.46	\$ 5,880	\$62,303	76,658.60
CM Asst. Librarian	2110	\$27,736	\$ 2,168.95	1,719.63	402.17	147.00	\$ 5,880	\$27,736	\$ 38,053.75
Cataloguer	2110	\$8,026	\$ -	497.62	116.38	-	\$ -	\$8,026	8,640.00
Cataloguer	2110	\$11,253	\$ -	697.67	163.17	-	\$ -	\$11,253	12,113.84
Sub-Total		\$47,015	\$ 2,168.95	\$ 2,914.92	\$ 681.72	\$ 147.00	\$ 5,880	\$47,015	58,807.59
Bedford Total		\$197,857	\$ 11,521.57	\$ 12,266.74	\$ 2,868.94	\$ 780.88	\$ 17,640	\$197,857	\$ 242,935.55

Total Salary for 3 Locs. \$707,867

Total Admin Comp. for 3 Local \$ 935,869.02

Attachment E: Benchmark Administration Payscale/Benefits

			VRS	FICA	MEDIC	V INS	MED INS	SALARY	Total Comp.
Position Name	Dept.	Annual	1111	1112	1113	1114	1115	1121	
Director	1110	\$100,000	\$ 7,820.00	\$ 6,200.00	\$ 1,450.00	\$ 530.00	\$ 5,880	\$100,000	\$ 121,880.00
Business Manager	1110	\$54,662	\$ 4,274.57	3,389.04	792.60	289.71	\$ 5,880	\$54,662	69,287.93
Admin. Asst.	1110	\$36,941	\$ 2,888.79	2,290.34	535.64	195.79	\$ 5,880	\$36,941	48,731.57
Vol. Coordinator	1110	\$16,000	\$ 1,251.20	992.00	232.00	84.80	\$ 5,880	\$16,000	24,440.01
Sub-Total			\$ 16,234.54	\$ 12,871.40	\$ 3,010.24	\$ 1,100.30	\$ 23,520	\$207,603	\$ 264,339.51
Tech Librarian	1210	\$54,662	\$ 4,274.57	\$ 3,389.04	\$ 792.60	289.71	\$ 5,880	\$54,662	\$ 69,287.92
Net Admin	1210	\$32,115	\$ 2,511.39	1,991.13	465.67	170.21	\$ 5,880	\$32,115	43,133.40
Computer Tech	1210	\$20,467	\$ 1,600.52	1,268.95	296.77	108.48	\$ 5,880	\$20,467	29,621.72
Sub-Total			\$ 8,386.48	\$ 6,649.12	\$ 1,555.05	\$ 568.39	\$ 17,640	\$107,244	\$ 142,043.04
CM Librarian	2110	\$44,595	\$ 3,487.33	\$ 2,764.89	\$ 646.63	236.35	\$ 5,880	\$44,595	\$ 57,610.21
CM Asst. Librarian	2110	\$35,214	\$ 2,753.73	2,183.27	510.60	186.63	\$ 5,880	\$35,214	46,728.23
Cataloguer	2110	\$25,272	\$ 1,976.27	1,566.86	366.44	133.94	\$ 5,880	\$25,272	35,195.52
Cataloguer	2110	\$25,272	\$ 1,976.27	1,566.86	366.44	133.94	\$ 5,880	\$25,272	35,195.52
ILL Tech	2110	\$25,272	\$ 1,976.27	1,566.86	366.44	133.94	\$ 5,880	\$25,272	35,195.53
Sub-Total		\$470,472	\$ 12,169.87	\$ 9,648.74	\$ 2,256.58	\$ 824.82	\$ 29,400	\$155,625	\$ 209,925.01
Totals		\$446,538	\$ 36,790.89	\$ 29,169.25	\$ 6,821.87	\$ 2,493.51	\$ 70,560	\$470,472	\$ 616,307.56

**uses Bedford's rates for admin.

Attachment 2

Regional Libraries' Operational Analysis Project Scope

This project is designed to identify and implement a regional approach to providing library services. The consultant will explore alternatives and develop recommendations to for a regional approach that reduces costs, maintains or improves service delivery, and supports a sustainable business model.

Tasks

1. Research and Evaluate Library Operations

Gather information to understand the Bedford Public Library, Campbell County Public Library, and Lynchburg Public Library organizations, services, and operating environments by:

- Reviewing written documentation including governance documents, current strategic plans, current technology plans, organization charts, staff responsibilities (including job descriptions), as well as budgets, work plans, and performance and workload indicators.
- Conducting individual interviews with Working Group Members to discuss the services they provide, the funding structures, operating challenges and issues, regionalization ideas, and performance expectations going forward.
- Conducting focus groups with library staff from each system to solicit input from employees about the services of the individual systems.
- Preparing a summary report of the common themes identified during the discussions.

Using the information gathered during this activity, the consultant will validate the assumptions used in the cost/benefit analysis and create potential models for a regional approach.

2. Prepare Preliminary Recommendations

Using national best practices and benchmark library systems, identify alternative governance models, regional service delivery options, and the budgets needed to support the identified models. The criteria to evaluate each option should include:

- Will the alternative governance model provide the same or better quality of service?
- How will the services be different?
- What savings will occur?
- Will there be additional costs to implement the change in service delivery?
- How will library staff be affected?
- What are the risks compared with the rewards?
- Is technology among the three systems compatible or is an investment in new technology required?

After identifying appropriate options, applying the criteria to each option, and answering the questions above, the consultant will summarize the preliminary observations and recommendations for discussion with the Working Group.

3. Conduct Workshop with the Working Group

The purpose of the workshop will be to explore the options available for a regional approach, discuss the preliminary observations and recommendations, and solicit ideas and suggestions about each approach. The goal will be to reach consensus about which recommendations should be implemented.

4. Prepare a Final Report

After receiving feedback from the Working Group, the consultant will prepare a final report summarizing the results of the analysis and workshop and providing the recommended regional approach, including any potential implementation impediments. A draft report will be presented to the Working Group prior to the final report preparation.

The final report should include:

- A specific recommendation for a regional approach, including a governance structure;
- Key operational and financial agreements necessary to implement the recommendations;
- An operating budget for the new structure; and
- An implementation plan and budget..

5. Present Recommendations

The consultant will provide three presentations of the final report as directed by the Working Group.

Cost Estimate: \$66,000

Attachment 3

Region 2000 Libraries' Discussion

Initial Opportunities Discussion

December, 2010

(revised April, 2011)

This paper summarizes the discussions of the Region 2000 Librarians' Working Group in its efforts to identify opportunities for improving the current library service delivery practices, including costs, within the region.

This paper reflects the collective effort of the Work Group. It does not constitute an endorsement of any particular service delivery model.

Background

The Region 2000 Local Government Council (Council), through discussion in early 2010, identified regional library services as a concept to be studied as part of the Council's efforts to promote regional cooperation and more effective provision of public services. The Council directed a working group form, composed of Region 2000 staff and area library directors, to further investigate this concept.

Specifically, the working group was charged with organizing a review of current library service practices in the region, and determining the potential to improve on the status quo, if any. The working group was asked to:

- Describe the state of current library operations;
- Identify models of library operations;
- Determine options and opportunities for cost reductions and/or service improvements; and
- Recommend an approach to move forward with the effort, including resources needed, if advisable.

This initial discussion is a limited, high level review.

Participating on the working group are the following: Steve Preston, Director, Amherst County Public Library; Barry Morris¹, Director, Appomattox County Public Library; Peggy Bias, Director, Bedford Public Library System; Nan Carmack, Director, Campbell County Public Library; Lynn Dodge, Director, Lynchburg Public Library; and Bob White, Deputy Director, Region 2000 Local Government Council.

Current State of Library Operations

¹ Barry Morris retired during the course of the working group's discussions. At the time of this writing Appomattox County was in the process of filling the library director's position. As a result this report does not reflect the views of the Appomattox County Public Library Director.

Currently five library systems serve Region 2000: Amherst County Public Library, Appomattox County Public Library, Bedford Public Library System, Campbell County Public Library, and the Lynchburg Public Library. Jointly, the systems with their sixteen facility locations support a population of approximately 245,000. Together the Region 2000 libraries serve 1,067,444+ visitors annually, circulating 1,571,423+ books and related material.

In addition to the books and material circulation, area libraries provide 231,783+ computer access sessions per year, 979+ adult program activities with 17,590+ persons taking part, and 2,016+ youth programs with 50,535+ participants.

Clearly, the Region 2000 libraries are a significant cultural and educational asset to our community. This public service is provided by a staff of 92 with 25 professional positions, working with a cumulative budget of approximately \$6.5 million. Attachment A. Region 2000 Libraries' Profile provides a statistical snap shot of the area's libraries.

Models of Library Operations

Four base models of library operations were identified by the working group. These models are (1) the *individual library*, (2) the *library cooperative*, (3) the *regional library/cooperative*, and (4) *regional library-independent*.

Individual libraries serve a specific locality and are often identified by the locality's name. Under the *library cooperative* model, the member libraries remain independent, but contract with each other for selected joint services. With the *regional library/cooperative*, individual libraries form a regional library entity for specific services, while retaining their individual identities. The *regional library-independent* model transfers responsibility for providing public library service, including governance, to an independent regional library.

The Amherst, Appomattox, Campbell, and Lynchburg library systems are formed as individual libraries. Bedford is a regional system (Bedford City and County). All the libraries operate in some capacity as a library cooperative. A further description of the four library models is found in Appendix B.

Working Group Opportunity Discussion Summary

The working group has been meeting since May, and as part of its efforts held a series of in depth interviews with select librarians through out the state². The result of our discussion is summarized here.

² As part of the working group's discussions, it arranged a series of in depth interviews with a select group of Virginia librarians, whose collective experience and accomplishments were particularly valuable to our topic. These professionals are Diana Rosapepe, Director of Roanoke County Library Services; John Moorman, Director of Williamsburg Regional Library; John Halliday, Director of Jefferson-Madison Regional Library; Scott Firestine, Director of Appomattox Regional Library; Fran Freimarck, retired Director of Pamunkey Regional Library; and Cindy Church, Networking and Development, Library of Virginia.

- Each of our library systems faced budget cuts this past year, and the future is expected to remain challenging. This is not unique to Region 2000; libraries at all levels, local, state, and national, are experiencing the same fiscal environment.
- Interestingly, this fiscal crunch is coming at the same time that library usage is substantially increasing. The American Library Association reported in 2006 that 82% of public libraries across the country experienced a net reduction in funding while usage climbed at average rates of 6-9% annually. Further, a 2010 Harris Interactive Survey indicates net increases in usage of all library services, but particularly computer and internet access and job seeker resources. Appendix C. Library Usage Increases provides a brief discussion of this topic.
- With this expanding need for library services within this fiscally trying environment, a clear theme permeated every interview and most discussions the working group held: *the stronger a joint emphasis an area placed on library services the better positioned the library function will be to maintain services and respond to the inevitable growth in service demand and technological advancements.*

A key advantage emphasized is the inherent strength a unified management and program structure brings. A corollary to this theme is the concern individual library systems will struggle to remain viable in the current and anticipated fiscal environment.

- At the same time our discussions highlighted the benefits of strengthening a joint approach to library service delivery, equally strong was the conclusion that *a region cannot go into this initiative with an expectation of substantive system cost savings.* This realization is due to the nature of library functions with its fixed assets such as buildings and collection material.

Additionally, the libraries' integrated library systems (ILS), or collection management systems, are not uniform. Depending on the direction of any further cooperation, this issue would need to be addressed, including the cost of merging systems.

- Opportunities may exist however for program level cost savings, cost avoidance and or service improvements. The region's library systems are currently cooperating to jointly purchase e-books and downloadable audio books at a cost savings. A more unified system of library service can have benefits with administrative costs, such as human resources, information technology maintenance, subscriptions costs, purchasing, and program development. The regional community as a whole would have access to the entire catalog of materials and services currently provided by the individual systems. Coordinated use of existing facilities in adjoining localities can address underserved areas without the need to add facilities.
- Further exploring opportunities for joint cooperation is in the best interest of the region as a whole and its individual localities. The working group understands the challenge of overcoming the initial inertia of the status quo, especially within the context of not being able to realize any substantive cost savings. However, the stronger the joint emphasis our

community can place on library service provision the better positioned we will be to maintain and meet the growing service demands.

This opinion does not presume an authority is the ultimate outcome of this effort. It also does not presume a regional library.

Moving Forward

The form a strengthened level of joint cooperation can take is an open question. The working group recommends a continuing evaluation of opportunities be organized³. This evaluation would begin with a planning level or fatal flaw analysis to quantify the opportunities. This effort should be supported by a third party consultant to provide a more in depth analysis than this initial discussion can offer. If an opportunity(ies) is found to have merit the next step is a detailed financial and operational analysis. Finally, an implementation program would be put in place to effect merited improvements.

This approach allows for regular updates to the participating jurisdictions and allows for each participant to reaffirm its support of the initiative at key steps in the process. Funding for each successive step is addressed at the conclusion of each preceding step. The suggested approach is shown in Appendix D.

Additional Working Group Discussion Notes

1. Privatization

The working group did discuss privatization of libraries as an option for service. Privatization is defined as the *shifting of policy making and the management of library services or the responsibility for the performance of core library services in the entirety from the public to the private sector*. Privatization of libraries in the opinion of the working group is a philosophical issue rather than a structural or management decision. Privatization is often used to correct inefficiencies in library management and as a method to eliminate what are deemed to be excessive staff benefits, conditions that do not exist in this area.

Appendix E. provides reference citations for further reading on this topic.

2. ‘Ideal Library Services’

The working group asked the question *if starting from scratch what would the region’s ideal library service system look like?* Appendix F. ‘Ideal Library Services’ provides the working group’s perspective to this question. This discussion helped inform the working group’s deliberations.

³ Steve Preston, Director, Amherst County Public Library, abstained on this matter, deferring to the Amherst County Library Board of Trustees.

Appendix A
Region 2000 Libraries' Profile
1-Nov-10

	Amherst Co.	Appomattox Co.	Bedford Regional	Campbell Co.	Lynchburg (1)	Total
Population	32482	14100	72568	52016	72506	243672
Square Miles	475	335	754	511	50	2125
Locations	2	2	6	4	2	16
Door Count						
Annual	154381	*** (5)	351395	233606	328062	1067444
Daily	516	***	1058	792	1082	3448
Circulation						
Annual	222180	66000	459265	257650	566328	1571423
Daily	743	264	1383	874	1869	5133
Reference Services						
Annual	5083	5000	64834	18523	48842	142282
Daily	17	20	206	63	161	467
Public Computer Access						
Annual	16599	24000	81074	44792	65318	231783
Daily	56	96	252	152	216	772
Programs-Adult						
Number	83	***	554	302	40	979
Attendees	2678	***	4259	8055	2598	17590
Programs-Youth						
Number	228	***	1177	376	235	2016
Attendees	8698	***	18216	8359	15262	50535
Staff						
Professional	11	***	32	16	33	92
	4	***	7	4	10	25
Appropriated Budget	\$679,751	\$205,047	\$1,803,587	\$662,433	\$1,585,636	
Additional Assistance(2)	\$233,924	***	CIP	\$753,794	\$ 590,202	

Total Budget(3)

\$6,514,374

Note:

1. Lynchburg provides a public law library.
2. Additional assistance from parent organization, such as Campbell County IT Department or Accounting)
3. Total Budget includes Budget number and Additional Assistance.
4. Data reported by locality librarians and based on FY 10 statistics.
5. *** indicates data not reported.

Appendix B. Models of Library Operations

Individual Library

Individual libraries serve a specific locality and are often identified by the locality's name, for example the Campbell County Public Library. As a department of local government, the individual library is funded by local government and may also have a governing or advisory board. The roll of the governing body is to set policies and oversee the library program. The Library Director and staff are employees of the City or County and fall under the personnel policies and procedures of the local government. All payroll and fiscal management (processing of invoices, etc.) are handled through the local government's financial department.

Library buildings are owned by the locality and are maintained by a department of local government. Decisions to build new library buildings are made by local government and are considered along with their long-range plans for the area.

Technology is planned, administered, and supported either through the local government's technology staff or by the library staff, possibly supported by a private contractor. In addition, the library's materials are selected, ordered and processed by library staff. The library makes its collection available to the public and materials not available through the collection are borrowed via interlibrary loan. A non-resident borrowing fee may be charged.

Library programs and services are planned and carried out by library staff under the direction of the library director and as approved by the governing body. The City of Lynchburg and the counties of Amherst, Appomattox, and Campbell can be classified as individual libraries.

Library Cooperative

Under the Library Cooperative model, the member libraries remain independent, but contract with each other for selected joint services. For example, two or more libraries can open their collections to each other's residents by sharing the same library software. Nonresident fees are eliminated. A courier system is utilized to transport materials among the various facilities.

Management and operations remain as discussed with the Independent Library arrangement, except as modified by contract.

The Region 2000 libraries have a history of cooperation. All area libraries are members of SWING, the SouthWest (VA) Information Group, a consortium of over 130 public, academic, special, and school libraries. SWING has a contracts manager, who coordinates some 40 procurement contacts with library vendors, resulting in substantial discounts on books, periodicals, library supplies, library furnishings, and services.

The Lynchburg Public Library and the Amherst County Public Library, along with two area colleges, participate in the Lynchburg Information Online Network (LION) cooperative, an integrated library system (ILS). This arrangement is organized under a contract, allowing for the

shared use of an ILS central server and software along with technical support. The Roanoke Valley Area Libraries has a similar system with its joint library card, with a shared ILS.

Regional Library/Cooperative

Individual libraries form a regional library entity for specific services, while retaining their individual identities. These services can include maintaining the ILS, sharing access to their collections through the online catalog, cataloging and processing of library materials, and providing technical support for computers. In addition, supplemental services may be provided, such as e-rate filings, federal and state reports, payroll, and fiscal management. The library continues to have autonomy and be identified as the Campbell County Public Library or the Lynchburg Public Library, but could be further identified as a member of the Region 2000 Regional Library (example). The library buildings, as well as the responsibility for maintaining those buildings, remain with the local government.

An equitable funding mechanism is established to allow the local governments to fund the regional services as well as their local library. The library director continues working with his or her individual library board. One member from each board is appointed to the Regional/Cooperative Board that then makes decisions relating to all the member libraries. The level of authority is determined by the scope of services. Policies and procedures would be coordinated to the extent those policies impact joint services.

One of the libraries serves as the headquarters library and the regional/cooperative services are administered from that library. Materials ordering, cataloging, processing, and related matters are done at that site for all member libraries.

A single ILS serves all members. It is funded and supported centrally and policies and procedures are coordinated. A system administrator is employed to manage the ILS. Each locality provides network and PC support to its libraries, if that is stronger than the regional library can provide.

Library patrons would have borrowing privileges at all member libraries and have access to the larger, combined collection through the online catalog. A courier service would move the materials within the region. Library programs and services would be coordinated for efficiency and still allow autonomy for individual libraries to serve the varied needs of their community.

The State of West Virginia organizes its library systems along this model.

Regional Library-Independent

The Regional Library-Independent model transfers responsibility for providing public library service to an independent regional library. A governing board with representatives from each participating locality sets policy, hires staff, and otherwise manages the new library system. Public library services are marketed under the new name. Local identity ceases.

Each locality retains ownership and continues to be responsible for maintaining its library facilities. A locality would fund and maintain any new facility it chooses to establish, with the consent of the governing board. Facilities may be shared by localities, by means of a contract.

Collection development is coordinated centrally. The locality retains ownership of the materials it brings into the new regional library. At a later date, if a locality chooses to withdraw from the regional library, a pro-rated portion of the regional collection will be returned to the locality, according to a pre-determined plan.

A single ILS serves all members. It is funded and supported centrally and policies and procedures are coordinated. A system administrator is employed to manage the ILS. Each locality provides network and PC support to its libraries, if that is stronger than the regional library can provide.

Annually, the Board will determine a budget for the regional library and request funding from the member localities based on a predetermined formula for apportioning the costs. The Board will define the services it will provide for the amounts requested and will detail the services a locality will lose if it does not fund the full request. Each locality will appropriate funds as its governing board determines.

Typically, the regional library Board will contract with one of the member localities to provide accounting, payroll, purchasing, and audit services.

Programming is coordinated centrally, with the goal of addressing any unique needs a locality may have. New services are approved centrally.

The Bedford Public Library System is an example of this model. This system serves Bedford City and County.

Appendix C.

Library Usage Increases

The economic downturn has certainly been felt in all sectors of government. The public library, however, is in the unique position, shared possibly by only public safety and the department of social service, in which usage is increasing as resources are decreasing. Libraries have long been a cost-saving and cost-avoiding vehicle for citizens, as statistically presented by Mary Jo Lynch in *American Libraries* with the first recession of the century, noting an average 8% increase in usage over an 8th month period after recession was declared¹. The availability of computers, internet, recreational reading, periodicals, newspapers at the public library allow citizens to cut these items from their personal budgets. The localities have reported their increased usage as follows:

		2009	2010
Appomattox:	<i>Circulation</i>	<i>n/a</i>	<i>n/a</i>
	<i>Visits</i>	<i>n/a</i>	<i>n/a</i>
	<i>Computer Use</i>	<i>n/a</i>	<i>n/a</i>
Amherst:	<i>Circulation</i>	7%	8%
	<i>Visits</i>	5%	8%
	<i>Computer Use</i>	13%	23%
Bedford:	<i>Circulation</i>	-2%	2%
	<i>Visits</i>	4%	6.5%
	<i>Computer Use</i>	18%	26%
Campbell:	<i>Circulation</i>	2.3%	1.5%
	<i>Visits</i>	11%	6%
	<i>Computer Use</i>	54%	7%
Lynchburg ⁴ :	<i>Circulation</i>	0.47%	-6.2%
	<i>Visits</i>	-1.62%	-3.79%
	<i>Computer Use</i>	11.78%	19.35%

This is true not only in Region 2000 but across the Commonwealth and indeed the nation. The American Library Association reported in 2006 that 82% of public libraries across the country experienced a net reduction in funding² while usage climbed at average rates of 6-9% annually. Further, a 2010 Harris Interactive Survey indicates net increases in usage of all library services, but particularly computer and internet access and job seeker resources³.

¹ Lynch, Mary Jo (2002) *Economic Hard Times and Public Library Use Revisited*. American Libraries, August 2002, p. 61-62.

² Davis, Denise (2006) *Funding Issues in U.S. Public Libraries, Fiscal Years 2003-2006*. American Library Association. Accessed 10/3/10

<http://www.ala.org/ala/research/librarystats/public/fundingissuesinuspls.pdf>

³ American Library Association (2010) *State of America's Libraries*. Accessed 10/3/10

http://www.ala.org/ala/newspresscenter/mediapresscenter/americaslibraries/ALA_Report_2010-ATI001-NEW1.pdf

⁴ 2009 was Lynchburg Public Library's busiest year in its history.

Appendix D.

Recommended Steps for Furtherance of Library Service Discussion (supported by a consultant)

1. **Planning level analysis.** A planning level analysis will be undertaken to include the following:

- A thorough examination of all library facilities owned by participating library units. This examination would include:
 - a. Size and condition of structure
 - b. Interior arrangement
 - c. Use level
 - d. Accessibility including parking
- An examination of staffing levels at participating library units. This examination would include:
 - a. Number of staff
 - b. Education and experience of staff
 - c. Library organizational structure
- An examination of the fiscal resources available at participating library units. This examination would include:
 - a. Study of current funding for participating library units
 - b. Discussions with library directors and local government administrators on funding projections for the next five years.
 - c. Study of budgets for participating library units
 - d. Recommendation on feasibility of fiscal funding for regional service improvements
- An examination of the programs and services offered by participating library units.
 - a. Study of current programs and services offered by participating library units
 - b. Discussions with library directors and local government administrators on program and service needs and expectations
 - c. Recommendation on program and services for regional service improvements
- An examination of the commitment to proceed with regional service improvements. This examination would include:
 - a. Meeting individually with each public library director
 - b. Meeting individually with the local government administrator in each governmental entity
 - c. Meeting with Region 2000 staff involved in the project
 - d. Other meetings as determined necessary

This planning process is viewed as a fatal flaw analysis. The project deliverable would be a report indicating whether there is merit in pursuing further steps towards a greater level of regional cooperation and service improvements, including possibly a larger unit of service. If there is found to be merit the report would include recommendations to move forward, possibly including library locations and staffing structure for a larger unit of library service. Cost for the consultant services is estimated at \$15,000. A reasonable time frame for this planning analysis is four to six months.

2. **Detailed financial and operational analysis.** If it is determined by participating library units and their governmental entities that a greater level of regional service improvement is warranted, planning begins for the establishment of this enhanced service. This will be a detailed and

intensive process. The description of this process and budget will be determined at the conclusion of the previous step.

3. **Service implementation.** The description of this process and budget will be determined at the conclusion of the previous step

4.

Appendix E.

Privatization Articles of Interest

Martin, R., et al. (June 2000) *The Impact of Outsourcing and Privatization On Library Services and Management*. Texas Woman's University School of Library and Information Studies, Austin,

TX. http://www.ala.org/ala/aboutala/offices/oif/iftoolkits/outsourcing/outsourcing_doc.pdf

McCarron, J. (October, 2010) *Taking It Private*. Planning, American Planning Association

McElroy, J. (November, 2010) *When Bad Things Happen To Good Plans*. Planning, American Planning Association.

Savas, E.S. (September 2001) *Privatization Initiatives*. National Council for Public Private Partnerships

http://www.ncppp.org/resources/papers/savas_privatization.pdf

Strietfeld, D. (September 27, 2010) *Anger as Private Company Takes Over Library*, New York Times, New York.

Appendix F.

‘Ideal Library Services’

Goals Statement

Access: Citizens would have access to the collections, services and programs of any library located therein, regardless of residency, incurring no user fees at any location. One library card would offer borrowing privileges at locations. Materials could be returned or renewed at any location. Materials would be moved about to satisfy patron needs through a courier service.

Collection: The collection of all libraries would be coordinated for maximized depth and breadth for educational, informational, and recreational needs (print and electronic). Patrons would have access to expanded selection of databases and electronic resources.

Programming: Library programs would be tailored to individual community needs but benefit from centralized or collaborative planning and execution.

Staffing: Patrons would be assisted by professional, well-trained staff of librarians and assistants, adequate to meet each facility’s demand, supported by centralized administrative staff, including technology support, cataloging and processing, fiscal and human resource management.

Facilities: All library facilities would be built in high traffic areas with visibility. Buildings would be planned to make library access possible to all residents with a drive of twenty minutes or less, regardless of governmental boundaries. All buildings would be designed to meet the changing needs of the community and allow for current and future technological needs. A variety of meeting spaces would be made available for public use, from small collaboration to large gathering. All facilities will be well maintained.

Services: All library locations would have print and non print collections, electronic resources, programming, and training for its users. Library services would not be determined in cookie cutter design, but respond to the specific needs of its users.

Typical services would include:

- Programming
- Reference Provision
- Computer/Internet access-PC and wireless
- Loan of materials (courier, inter-library loan, and e-materials)
- Provision of electronic databases
- Computer instruction
- Children’s services & reference
- Fax and copy facilities
- Notary of the Public access
- Community room access
- Additional services as identified by public need.

Governance: Citizens would participate in the governance of the libraries through representation on a governing board.

Community Engagement: All libraries will engage their citizens through organizations such as Friends of the Library or other community partnerships.

Public Libraries' Opportunities Analysis

A Study of Three Public Libraries
For
Region 2000 Local Government Council

By
Dominion Library Associates, LLC.

May 15, 2012

Introduction:

Dominion Library Associates, LLC was employed by Region 2000 Local Government Council to provide the following services in completion of the Public Libraries' Opportunities Analysis:

- An examination of the fiscal resources available at participating library units. This examination will include:
 - a. Study of current funding for participating library units
 - b. Discussions with library directors and local government administrators on funding projections for the next five years.
 - c. Study of budgets for participating library units.
- An examination of the programs, services, and information technology support in place at the participating library units.
 - a. Study of current programs, services, and information technology support in place at the participating library units.
 - b. Level of public use to include systems totals, borrower, circulation, and other appropriate measures.
 - c. Discussions with library directors and local government administrators on program, service, and information technology needs and expectations.
 - d. Recommendations on program, service, and information technology support for cooperative service opportunities among two or more libraries, identifying the potential for cost savings.
- An examination of the commitment to proceed with collaborative service improvements. This examination will include:
 - a. Meeting individually with each public library director.
 - b. Meeting individually with the local government administrator in each government.
 - c. Meeting with Region 2000 staff involved in the project.
 - d. Meeting with Boards of Trustees/support organizations.
 - e. Feasibility of additional funding for cooperative service improvements.
 - f. Other meetings as determined necessary by Dominion Library Associates, LLC.
- A report to Region 2000
A written report will be presented to Region 2000 at the close of the project. While a report on best practices will not be a part of this report, references to best practices as found in the literature and the consultant's experience will be a part of any recommendations made in the report. The report will address findings in areas 1 – 3 above. It will indicate whether there is merit in pursuing further steps towards a greater level of cooperation and service improvements, including the possibility of development of a larger unit of service for the libraries involved in the study. If recommendations are made for development of new levels of cooperation or service unit consolidation, the recommendations will address the following areas:

- Administration
- Operations
- Tasks
- Schedule
- Costs

Up to four presentations of the final report and its recommendations will be provided to Region 2000.

The consultant for this project was John A. Moorman Ph.D. owner of Dominion Library Associates, LLC. Dr. Moorman has been a public library director since 1975 and a consultant since 1982.

This project is an outgrowth of the discussions of the Region 2000 Librarian's Working Group which began in 2010. Results of these discussions are found in the *Region 2000 Libraries' Discussion Initial Opportunities Discussion Document*, Revised April 2011. This document was very helpful to the consultant as background for this study.

Since beginning the project the consultant has gathered and examined data from the participating public libraries in the following areas:

- Budgets from both libraries and local government
- Staffing including personnel costs
- Programs
- Services
- Policies
- Integrated Library Systems and technology in use
- Library use data

The consultant has had interviews with the following individuals using questions found in the appendix as the basis for discussions:

- Ernest Bender – Campbell County Public Library Board Chair
- Libby Berry – Bedford Public Library System Board President
- Peggy Bias – Bedford Public Library System Director
- Nan Carmack – Campbell County Public Library System Director
- Lynn Dodge – Lynchburg Public Library Director
- Mary Guthrow – Friends of Lynchburg Public Library
- Michelle Jackson – Friends of Lynchburg Public Library
- Charles Kolakowski – Bedford City Manager
- David Laurrell – Campbell County Administrator
- Kimball Payne – Lynchburg City Manager
- Frank Rogers – Bedford County Acting County Administrator
- Bonnie Svrcek – Lynchburg Deputy City Manager
- Bob White – Region 2000

The consultant completed the interviews on Friday, February 24, 2012. Data gathering continued through the preparation of this report.

Data Presentation and Analysis:

Bedford County, Campbell County and the City of Lynchburg occupy the heart of Region 2000. According to population statistics released by the Weldon Cooper Center for Public Policy of the University of Virginia population for these entities as of July 1, 2011 is as follows:

Bedford County – 69,379
Bedford City - 6,222
Campbell County – 54,759
City of Lynchburg – 76,448

Each of the Libraries in this study has multiple locations.

Bedford Public Library System	6 locations
Campbell County Public Library	4 locations
Lynchburg Public Library	2 locations

A. General Characteristics and Population Data

There are three distinct but overlapping entities involved in this study.

Bedford County is the largest in area with population clusters around Bedford City, the western edge of Lynchburg, and the Timberlake area of Campbell County. There are small towns some with branch library locations scattered throughout the county. Otherwise it is a rural hilly/mountainous area where transportation is circuitous rather than direct.

Campbell County is a smaller version of Bedford County with population centers in Rustburg, Timberlake, Altavista, New London, and Brookneal. Much of the county is rural with the same topography as Bedford County.

The City of Lynchburg is an urban city whose recent growth is the result of the expansion of Liberty University and its student population. As an urban city it has the problems found in any long settled urban city in the country. Lynchburg is the major shopping, recreation, higher education and health center for the region.

The following chart gives basic population characteristics of the three areas. The data is from the 2010 U.S. Census quick facts file.

**Population
Statistics
2010**

<u>Item</u>	<u>Bedford County</u>	<u>Campbell County</u>	<u>Lynchburg</u>	<u>Bedford City</u>
Population	68,676	54,842	75,568	6,222
Persons Under 5 yrs	4.9%	5.5%	6.1%	6.4%
Persons Under 18	22.3%	22.0%	19.6%	20.5%
Persons 65 and over	16.2%	15.8%	14.0%	21.5%
Female	50.4%	51.3%	53.1%	53.8%
White Persons	91.4%	82.1%	64.4%	76.4%
Black Persons	5.7%	14.2%	29.3%	20.2%
High School Graduates	85.0%	82.6%	83.1%	84.5%
Bachelors Degree or higher	24.2%	16.3%	28.3%	20.8%
Homeownership rate	84.5%	75.7%	56.3%	66.6%
Median Household Income	\$54,110	\$43,478	\$37,058	\$32,262
Persons Below Poverty Level	8.7%	12.2%	22.7%	16.5%
Retail Sales Per Capita (2007)	\$7,029	\$9,742	\$23,171	\$19,848

These statistics indicate that there are a higher percentage of minority individuals in the City of Lynchburg than in the other jurisdictions. The difference between Bedford County's Median Household income of \$54,110 and the City of Bedford's \$32,262 is \$21,848. This and other statistics presented above indicate the differences often found within regional library systems. Lynchburg's 28.3% of residents having a Bachelor's degree or higher is higher than the other jurisdictions. This may be due to Lynchburg being the home to Liberty University, Lynchburg College and Randolph College. The rate of persons below poverty level is substantially higher in Lynchburg. However, this figure must take into consideration the close to 16,000 students at these institutions who are a part of Lynchburg's census data. Most of these students would fit into the persons below poverty level category. The retail sales per capita statistics indicates the role that Lynchburg plays in the economic life of the surrounding area.

B. Financial

It became apparent early in the project that governments in Bedford County, City of Bedford, Campbell County and the City of Lynchburg were funding their public libraries at a level that was less than recent years due to the recession that hit during the 2007 – 2008 period. In speaking with administrators in Bedford County, Campbell County and the City of Lynchburg there was a uniform agreement that there was not more funding available for public library

service at this time. There was also strong indication that library funding would not increase substantially if at all in the next few years. In its FY13 budget the City of Lynchburg is proposing further cuts to the Library's budget. The following chart indicates recent funding levels.

Libraries - Total Income	2007	2008	2009	2010	2011
Bedford Public Library System	\$1,690,517	\$1,801,536	\$1,873,371	\$1,846,025	\$1,690,137
Campbell County Public Library	\$978,365	\$980,733	\$945,341	\$990,334	\$893,524
Lynchburg Public Library	\$2,040,869	\$2,226,078	\$2,328,654	\$2,298,284	\$2,222,737

The above figures are from the Bibliostat Report filed with the Library of Virginia by each library. They reflect the reported total operating revenue for the fiscal year indicated. From this chart it is evident that each library has received funding cuts in FY10 and FY11. Campbell County Public Library received a 9.8% cut in FY11 the most severe of the three libraries during this period.

Another aspect of local financial support is the percentage of the local government's general fund that is spent on public library services. Standards documents and the consultant's experience indicate that a minimum 1% of localities general fund should be spent on public libraries. The percentage for each of the public libraries in the study is as follows:

Library	FY12	Average FY07 – FY12
Bedford Public Library System		
Bedford County	1.52%	1.54%
Bedford City	1.00%	1.04%
Campbell County Public Library	1.50%	1.54%
Lynchburg Public Library	.98%	1.01%

These statistics indicate all public libraries in this study are receiving the minimum recommended 1% of local government funding based on a six year average. It is important to note that the Lynchburg Public Library has fallen below the 1% for FY12 and their long term average is below that of Bedford Public Library System and the Campbell County Public Library.

Resource allocation is an important part of any library's operation. Essential to the operation of any public library is a collection of materials that meets the needs of its user community. The following chart indicates project library collection expenditures.

Libraries Collections - 2011	Collection Expenditures Per Capita	Total Collection Expenditures
Bedford Public Library System	\$2.20	\$152,809
Campbell County Public Library	\$2.21	\$121,000
Lynchburg Public Library	\$2.08	\$158,649

Combining this chart with the previous chart on library funding indicates that in 2011 project libraries were spending between 7.1% (Lynchburg) and 13.5% (Campbell County) of their budget on library materials. Bedford County was at 9.0%. Only Campbell County met the accepted desired minimum of 12% of budget being spent on library collections. This 12% figure is a standard found in many state library standards documents and is widely accepted in the library community.

C. Use Indicators

The chart below indicates the number of items added and withdrawn from the library's collections in 2011. It is important that the collection be weeded (indicated by the books withdrawn figure) on a regular basis or the collection will become stale and contain out of date materials.

Libraries Holdings - 2011	Books Added	Books Withdrawn	Total Holdings
Bedford Public Library System	11,865	24,087	206,818
Campbell County Public Library	9,483	6,936	231,017
Lynchburg Public Library	11,172	7,441	155,777

These figures indicate that on a per capita basis Bedford Public Library System has 2.98 items per capita, Campbell County Public Library has 4.21 items per capita and Lynchburg Public Library has 2.04 items per capita. While this figure indicates the number of items available for each resident, it does not indicate the quality of the collection as a whole. The consultant is impressed with the effort of the Bedford Public Library System in removing items no longer of value to library users due to condition, outdated information, or lack of use.

The next several charts will indicate library door count, the number of registered borrowers and the materials circulation for each library. It is important to note that registered borrowers may include individuals living outside of the jurisdictional area. Bedford Public Library System charges non-residents a reciprocal fee based on fees charged by the user's area of residence. Campbell County Public Library has no charge for the issuance of borrower's cards to individuals living outside of their service area. Lynchburg Public Library charges \$25.00 per

year for non-resident borrower's cards. Exclusions to this policy include residents of Amherst County and students at Central Virginia Community College. Students living on campus at any of the Lynchburg colleges are not eligible for Lynchburg Public Library borrower's cards unless they are registered to vote in the City of Lynchburg.

Libraries - Door Count	<u>2007</u>	<u>2008</u>	<u>2009</u>	<u>2010</u>	<u>2011</u>
Bedford Public Library System	310,935	319,955	332,707	351,395	333,274
Campbell County Public Library	188,364	208,999	219,840	233,606	231,091
Lynchburg Public Library	316,500	333,465	328,062	315,616	300,000

These statistics indicate that the door count since 2007 has increased at both the Bedford Public Library System and Campbell County Public Library although 2011 door counts were less than 2010 figures. Lynchburg Public Library's door count has decreased since 2008.

Libraries - Card Holders	2007	2008	2009	2010	2011
Bedford Public Library System	40,689	35,736	37,851	37,452	33,140
Campbell County Public Library	16,181	17,563	20,714	22,545	26,603
Lynchburg Public Library	28,500	28,273	29,286	30,158	29,824

These statistics show borrower's cards over a five year span beginning in FY2007. Despite having a smaller population base than Lynchburg, Bedford Public Library System has the most cardholders. When comparing cardholder statistics it is necessary to know how often the cardholder file is purged of inactive users. Both Bedford Public Library System and Campbell County use a three year purging schedule. Lynchburg Public Library uses a four year purging schedule. This means that any time the cardholder list contains individuals who have used the library within that time period. As a percentage of population 47.8% of Bedford County residents have a library card, 48.6% of Campbell County residents have a library card and 39% of Lynchburg residents have a library card.

Libraries - Circulation	2007	2008	2009	2010	2011
Bedford Public Library System	478,235	553,846	534,752	514,721	517,819
Campbell County Public Library	245,487	248,132	253,816	260,775	336,307
Lynchburg Public Library	540,245	563,687	566,328	531,210	511,596

Circulation per capita for FY 2011 indicates Bedford at 7.46, Campbell at 6.14 and Lynchburg at 6.69. None of these figures are high for public libraries serving similar populations.

D. Services

All three libraries provide the core services to their users. These services are:

- Materials Checkout and Return
- Reference Services including Readers Advisory
- Access to online databases
- Public Access Internet
- Wireless Internet Access
- Youth Services including Summer Reading Program
- Interlibrary Loan
- Public Meeting Rooms
- Copy Machines

All three libraries have Friends Organizations which provide financial and volunteer assistance in programs and services.

Additional services found in one or more of the libraries include:

- Assistance with Technical gadgets on a one-to-one basis
- Notary Service
- Fax Service
- Scanning Service
- Computer tutoring
- Public Art Gallery Space
- Courier Services
- Reciprocal Borrowing with other libraries

The consultant found that the service approach and emphasis varied from library to library. This is to be expected.

E. Programs

The three libraries provide a wide variety of programming. All libraries conduct story-times for ages ranging from babies up through the elementary years in the library and community settings. As the list below indicates library staff members exhibit their creativity and expertise on a daily basis in interacting with their communities:

- Adult Literacy Tutors
- Reading to Therapy Dogs (Paws to Read)
- Book Groups
- Fiber Arts Groups

- Winter and Summer Reading for children and adults
- Film series for youth and adults
- Computer literacy classes
- Technology classes
- Career assistance
- Lapsits for infants
- Community wide reading programs
- Family Craft Programs
- Age geared story-times

The consultant is sure that the above list is not all encompassing. It is amazing that these libraries with limited funding and staffing can provide this level and excellence in programming to their user communities.

The following chart indicates the number of programs held in the libraries from 2007 – 2011.

Libraries - Programs	2007	2008	2009	2010	2011
Bedford Public Library System	1,256	1,186	1,336	1,731	1,631
Campbell County Public Library	216	238	302	270	401
Lynchburg Public Library	460	330	316	362	388

How the libraries record programs may vary from library to library. In analyzing these figures it must be remembered that Bedford Public Library system has six locations, Campbell County Public Library has four locations and Lynchburg Public Library has two locations. Lynchburg Public Library's branch is not a programming location.

F. Technology

Technology includes both the software and hardware used in library operations and in serving the public. In 2011 libraries in this study had the following number of public access terminals:

Bedford Public Library System	- 49
Campbell County Public Library	- 34
Lynchburg Public Library	- 29

The libraries had the following number of Work Stations for staff use:

Bedford Public Library System	- 48
Campbell County Public Library	- 22
Lynchburg Public Library	- 28

Software used in staff and public access computers varies from library to library but include:

- Microsoft 2007
- Microsoft 2010
- Envisionware PC Management System
- Cassie Software Management System
- MS Office
- Firefox
- Internet Explorer 8/9
- A variety of programs installed on an as-needed basis such as Gimp, iTunes and Dreamweaver.
- Computer filtering software

Bedford Public Library System has an individual dedicated to the provision of IT services for the library. Both Campbell County Public Library and Lynchburg Public Library depend upon the IT Departments of their government for such service.

One of the most important aspects of the provision of public library service to the community is access to the library's collection. This access is provided through an automated network. This network enables the user to search the library's catalog and perform functions related to that search. Related functions include reserving and renewing materials, paying fines and fees and accessing ancillary services such as downloadable e-books, audiobooks and music. Staff may use the system for generating reports and the ordering and processing of materials.

Two automated network systems are used in the libraries in this study. Bedford Public Library System and the Campbell County Public Library recently merged their catalogs. The following is a description of the system from Peggy Bias, Bedford County Public Library System Director:

Bedford Public Library System and the Campbell County Public Library have recently (October 2011) merged catalogs. The merge resulted in a cost savings for each library and appears to be successful in that patrons are making use of the expanded collection. The physical servers that make up the ILS are housed at Bedford Central Library. CCPLS staff connect to the circulation and cataloging software via a remote desktop session to a terminal server also housed at Bedford Central. The TLC reports module is accessed over the Internet. BPLS is responsible for initiating trouble tickets with the ILS vendor and configuring the ILS settings. We are exploring an alternate access method that would allow CCPLS staff to use a web based (Internet) connection to access the circulation software, thereby minimizing their dependence on the terminal server.

Modules included in the TLC Library Solutions 4.2 (The Library Corporation) system are:

- LS2 Pac/Kids/Staff/Mobile
- LS2 Circulation software
- LS2 Cataloging software
- Reports Manager software

Other modules are available and might be a part of any unified catalog system discussed later in the report.

The Lynchburg Public Library along with the Amherst Public Library participates in LION, the Lynchburg Information On-Line Network. Below is a description of LION by Lynn Dodge, Lynchburg Public Library Director.

In 1991, a consortium of 4 libraries, Lynchburg College, Randolph-Macon Woman's College, Sweet Briar College, and Lynchburg Public, was established to form LION, the Lynchburg Information On-Line Network, using the DYNIX HORIZON software. In 1996, the 10,000- item collection of the Jones Memorial Library (a privately funded but open to the public, genealogical library) was added to Lynchburg's database and a few years later the much smaller book holdings of the Lynchburg Museum System were added.

In 2005, Lynchburg College withdrew from LION and Amherst County Public Library joined the consortium. At that time, the software was upgraded to SIRSI/DYNIX's Horizon platform. The contract was renewed for another 5 years in 2010. This has been a very successful and economical way to provide a high-quality service. Lynchburg can withdraw from LION by giving our partners 12 months notice.

The central server is located in Lynchburg's main library's computer room. Lynchburg IT provides a high-speed Internet connection at no cost. A full-time Randolph College librarian works part-time as our system administrator and a Sweet Briar librarian backs her up; both are paid by the hour. Lynchburg and Amherst librarians assist them by being in a weekly rotation to come in and do the daily back-up; they are not paid additionally for this.

The partnership with Amherst has been wildly successful. We do not have a joint library card, but we provide our cards free to each other's residents. A courier runs daily (M-F) among the public libraries' 4 locations and during the academic year also stops at each college, including Lynchburg College, which now pays a fee to be included. Public library items can be returned to any public library location and are checked in immediately.

Modules used in the current Sirsi/Dynix Horizon platform include:

- Cataloging
- Circulation
- HIP (Public Catalog)
- Kid's HIP
- Enriched content (for HIP)
- Acquisitions
- WebReporter
- Telecirc
- Self-serve checkout (with a SIP license)
- PC reservation (with a SIP license)

Hardware related licenses include:

- SQL server
- Red Hat Linux

Staffing

As the following charts indicate staffing levels vary between the three libraries.

Libraries Staff - FTE	2007	2008	2009	2010	2011
Bedford Public Library System	34.8	47.6	46.4	44	44
Campbell County Public Library	19.9	17.5	20	19	19
Lynchburg Public Library	31.89	32.39	31.89	32.95	32.96

The number of staff with graduate degrees in Library Science is as follows:

Bedford Public Library System	- 6
Campbell County Public Library	- 5
Lynchburg Public Library	- 9

The consultant has examined both job descriptions and salary information for the three libraries. They vary substantially in job titles, work descriptions and pay levels. A chart of the Full-Time Personnel salary ranges is in the appendix.

Observations:

During this study the consultant interviewed the individuals listed on page three, had detailed discussions with Peggy Bias, Nan Carmack and Lynn Dodge as they gave of their time in giving tours of library locations and met on several occasions with Bob White of Region 2000 Local Government Council. These interviews and discussions were extremely helpful in giving the consultant a background to the communities served, library operations and relationships among individuals involved in providing library service to the communities under study.

Without exception, individuals contacted were friendly, open, and willing to give the consultant their views on the current state of library service and possibilities for further cooperation among the three libraries in this study.

Those interviewed in Bedford and Campbell Counties spoke of the interconnections between their residents and the City of Lynchburg. Many individuals, who live in these counties work in the City of Lynchburg, see Lynchburg as the place to go to shop, to have recreation, and to take care of their health.

Government officials of the three entities stressed that there are many cooperative ventures that they participate in including:

- Solid Waste
- Water and Sewer
- Radio
- Juvenile Detention
- Metropolitan Planning Organization
- Regional Jail
- Local Government Council

Each of the government officials was open to further library cooperation up to and including the merger of the three libraries. It was mentioned that Boards of Supervisors and City Councils had not discussed further cooperation in any detail and that any effort toward further cooperation must meet the following criteria:

- How will it benefit each location?
- How is it sustainable?
- How will it provide additional value to residents of each jurisdiction?

In meeting with the Board of Trustee Chairs of Bedford Public Library System and The Campbell County Public Library, the consultant observed strong support and respect for their library systems. Each individual indicated that their libraries were benefiting from strong leadership and a staff that is providing quality service to their communities. Strengths mentioned for the Bedford Public Library System included advances in technology, outreach to other libraries, the merged catalog system with Campbell County Public Library, beautiful buildings with a café in each building, and the recent Overdrive agreement with area public libraries. Campbell County Public Library's strengths included board members that are supportive and proactive, and a system that meets the needs of the community. Weaknesses mentioned for Bedford County included barebones staff, reduced hours and lack of recent staff wage increases. Campbell County's major weakness was a lack of building space for a growing community.

As there is no Board of Trustees for the Lynchburg Public Library the consultant met with the President and Vice-President of Friends of Lynchburg Public Library and Lynn Dodge, Lynchburg Public Library Director for a dinner meeting. At that meeting the strengths indicated for the Lynchburg Public Library were the IT support received from the City of Lynchburg, the library's strong volunteer core, and the location of the main library. Weaknesses indicated were a lack of space, lack of visibility in the community, security issues with the main library and fiscal challenges from both the state and city.

The following are the views of representatives of each entity's board or advisory organization concerning further cooperation/consolidation.

Libby Berry, Chair of the Board of Trustees of the Bedford Library System mentioned the good relationship already in place with the Campbell County Public Library. She expressed concern about Lynchburg and the non-resident fee that Lynchburg charges out of city users (with the

exception of Amherst Public Library users as mentioned earlier). She indicated that human nature protects its own turf. She mentioned the following questions as part of any further consolidation consideration:

- How many chiefs?
- What control would be lost?
- Personnel issues.

She felt that there was interest in consolidation by the library board.

Ernest Bender, Chair of the Board of Trustees of the Campbell County Public Library also mentioned the good relationship with the Bedford Library System. Concern was expressed with the non-resident fee charged by the Lynchburg Public Library and he indicated a lack of knowledge as to how the Lynchburg Public Library operates. He indicated that support for further consolidation on his board was speculation at best. There are fears that a larger system will not allow the personal interaction with individual communities. He feels that consolidation can be accomplished but its success will depend on the details and its promotion to the community. He had a personal concern that in any further consolidation staff, directors and boards be dealt with fairly.

Mary Guthrow and Michelle Jackson, officers of Friends of the Lynchburg Public Library emphasized the centrality of the Lynchburg Public Library to their view of public library service. They indicated that they were not sure that individuals who live in the City know what goes on in the counties, that the adjoining counties were so far away, and memories of the resentment by surrounding communities of the 1974 annexation by Lynchburg of surrounding county areas was still strong. Both individuals indicated skepticism about future cooperative ventures. They asked the consultant; "What are you going to accomplish by such efforts and what is in it for the Lynchburg Public Library?" They felt that the City of Lynchburg has different demographics, needs and challenges and that a merger between Amherst Public Library and Lynchburg would be easier to accept.

In the interview with Peggy Bias, Director of the Bedford Public Library System, she indicated that strengths of the Bedford Public Library System included a professional staff, strong local government support and a community that is supportive of the services provided to them by the Library. She mentioned the bond issues passed by both Bedford County and Bedford City to build branches and expand the main library as examples of this support. Weaknesses included the unpredictability of state funding and the lack of administrative staff. The upcoming reversion to town status of the City of Bedford will mean the end of Bedford Public Library System as a regional library. She indicated that relationships in the community are positive to surrounding communities and that Bedford residents go to Lynchburg for shopping, doctors etc.

Nan Carmack, Director of the Campbell County Public Library system indicated that her library's strengths included a dedicated staff called to public library service, their literacy program, the high value placed on the library by the community, support from county government and the ability to have input into county government through weekly meetings of department heads. A major weakness was a library foundation that is struggling to establish its

identity. She indicated that Lynchburg is the primary employer of Campbell County residents. She expressed concern with the non-resident fee charged by the Lynchburg Public Library. In touring the library system with Nan the consultant agreed with her assessment of the Timberlake Branch Library which is located in a populated area near boundaries with both Bedford County and the City of Lynchburg. This library is experiencing heavy use and needs expansion.

Lynn Dodge, Director of the Lynchburg Public Library indicated that her library's strengths included a long lived staff, the technical support provided by the City of Lynchburg, membership in LION, the Friends of Library organization, and outstanding children's collection with excellent children's programming. Weaknesses include a long lived staff – when eligible staff retires much institutional knowledge will be lost, aging volunteer corps – with difficulty in replacing, and being a part of the current economic climate which includes strong fiscal constraints on the Library. She is pleased to be a part of the City and feels that the surrounding counties are not as well organized as the City of Lynchburg. The Library is the beneficiary of a \$500,000 HVAC replacement this year and a \$150,000 gift from a local church that will expand the children's area. Lynn expressed concern about policies and organization of any merged system but indicated that her employees are flexible and points to the recent Overdrive project which included Amherst, Bedford, Campbell, Appomattox, Lynchburg and Pittsylvania Libraries as an example of library cooperation.

Recommendations:

In discussions with Region 2000 Local Government Staff, and in the process of project definition and contract preparation the concept "Best Practices" was mentioned. A "Best Practice" is generally defined as a method or technique that has consistently shown results superior to those achieved with other means and that is used as a benchmark. The consultant has read considerably in library and other literature on the subject and observes that for libraries standard documents are the closest indicators of the Best Practices concept. These documents vary from state to state and are not applicable to the project at hand. The consultant does not feel that there can be a recommended practice that is best in all cases. For this report the consultant will base recommendations on the concept that what is being sought is the best possible library service for all users provided in a fiscally responsible manner.

The consultant recommends that efforts towards library consolidation continue. In these times of fiscal constraints and changing governmental expectations it is essential that options for the provision of larger units of public library service be thoroughly examined. This process has been begun by Region 2000 Local Government Council and this report urges the continuance of these efforts and presents recommendations to guide and aid this process.

Before any further discussions concerning further cooperation are held **it is strongly recommended** that the Lynchburg Public Library take the necessary steps to remove the \$25 non-resident user fee for all residents of Bedford County and Campbell County. According to Lynn Dodge's comments of March 27, 2012 there were 602 Bedford County residents with a Lynchburg card and 984 Campbell County residents with a Lynchburg card. Total income from all non-resident fees for FY2011 was \$8,025.00. The figure for the number of Bedford and Campbell County residents included many individuals in the same household. The \$25 buys a

family card and then individuals in the family are issued individual cards. The cost of collecting this fee, the small number of users involved, and the bad will that it extends to residents of adjoining areas many of whom work in the City of Lynchburg are other reasons for its removal. This fee removal has already been extended to residents of Amherst County because of their library's participation in LION and extending it to residents of the participating libraries in this project would be an expression of good will on the behalf of the Lynchburg Public Library and remove a service contention between the libraries in this study. There are 1,255 Lynchburg residents registered in the Bedford Public Library System where there is a reciprocal fee charged due to the policy of the City of Lynchburg. Of these 1,255 residents 1,214 are registered at the Forest Library which is the closest branch to the City of Lynchburg. There are 1,320 Lynchburg residents registered in the Campbell County Public Library where there is also no charge for out of county residents. During the period April 1, 2011 through March 31, 2012, Lynchburg residents checked-out/renewed 16,334 items from the Campbell County Public Library. During the same period 32,456 items were checked out at Bedford County Public Library System by non- resident card holders. Of that number 23,405 were checked out by non-residents from its Forest branch which is adjacent to the City of Lynchburg. During the course of this study the consultant has been given by Lynchburg Public Library staff numbers ranging from 8,000 to 17,000 to 23,107 as to the number of items checked out by Amherst Public Library residents from the Lynchburg Public Library during FY11. The consultant is not confident in the reliability of these numbers.

It is recommended that any further branch construction be put on hold by the libraries involved in this study. This action will enable further discussions on cooperation/consolidation to take place. These discussions should enable a new look at library locations and could provide an early opportunity for interlibrary and intergovernmental cooperation. This action could provide the basis for decisions that enhance the use of limited fiscal resources in the development of service locations throughout the region.

Program Sharing:

The consultant observed during the interview and visitation process that each of the libraries had strengths in programming and service provision that could benefit a wider audience. As an example, he was impressed with the traveling bags used by the Bedford Public Library System in the provision of children's programming. Thus, the consultant **recommends that a committee be formed consisting of representatives of the three libraries in this study with Region 2000 Local Government Council assistance to plan further sharing of resources among the participants in this study.** This committee should begin its work no later than July 1, 2012.

The committee should consider the following programs and services as beginning points where cooperation would benefit all library users. As the discussion continues the consultant is sure that other areas will be considered as well.

- A joint summer reading program where staff skills and resources could be shared among the three libraries.
- Expansion of individual library special programs and projects to include all libraries.

- Expansion of Community Wide Reading Programs to include all libraries working with the same book at the same time.
- Working together on Adult Literacy.
- Computer literacy efforts across library boundaries.
- Readers Advisory Services.

A quality resource sharing program in which individuals from all three libraries share their experiences and talents with staff and the public in other locations will not only enrich programming but enable staff to become better acquainted with their counterparts in the other libraries. As a part of this process when an individual library has a job vacancy at professional or high non-professional level, discussions should be held with the other two libraries before a hire is made. Through this process savings might accrue over time as more efficient use is made of specialized personnel.

Automated Network Development:

As indicated earlier in the report the Bedford Public Library System and the Campbell County Public Library share an automation network. The vendor for this system is TLC. The Lynchburg Public Library is a part of the LION automation network. The vendor for this system is Sirsi/Dynix and the platform used is Horizon. Members of LION are Amherst Public Library, Lynchburg Public Library, Randolph College and Sweet Briar College. However, public sharing of holdings on this network is limited to colleges sharing their resources among themselves and public libraries doing likewise. Thus for Lynchburg Public Library users the only advantage of this system is access to the holdings of the Amherst Public Library.

In gathering data for this report the consultant worked with all libraries in the project as well as Lisa Broughman, Technical Services Librarian for Randolph College who is the part-time administrator for the LION Network. Questions were asked about costs for Bedford Public Library System and Campbell County Public Library joining LION and Lynchburg Public Library joining the TLC Network operated by Bedford and Campbell County.

A discussion ensued among the directors of the LION libraries about the feasibility of adding additional members to LION. The result of this discussion is contained in a February 15, 2012 memo from Lisa Broughman from which I quote.

“After much discussion, the directors of the LION libraries concluded that it would not be financially advantageous to add additional member libraries to our consortium...Unfortunately, it’s simply not a cost effective option for us”.

The consultant believes that sharing of resources is an essential hallmark of the 21st century public library. Sharing of resources eliminates the unnecessary duplication of lesser used material, provides the public with availability and access to a wider range of materials and promotes interlibrary communication on materials purchasing as well as other library services.

As the addition of Bedford Public Library System and Campbell County Public Library's holdings to the LION network is not a possibility, the consultant sees three options:

1. Keep the situation the same as it is currently.
2. Consider a new network based upon open source software.
3. Integrating the holdings of the Lynchburg Public Library into the TLC Network operated by Bedford Public Library System and Campbell County Public Library.

Option 1

While option 1 has no initial additional financial cost, it does not improve the current materials access levels for users of the three libraries. It also hinders progress on the cooperative actions recommended above. The current Horizon platform used by LION has a limited life span and Sirsi/Dynix the platform's vendor has made no guarantees for how long they will provide support for this platform. The platform is already aging and is falling behind many other platforms in service provision and ease of use for library customers. Thus, the Lynchburg Public Library will be facing considerable costs in the near future as Horizon is upgraded to another Sirsi/Dynix platform or to a platform of another vendor.

Option 2

Open source systems are a new presence in the library automation scene. Most library automation systems are vendor based. This includes the Horizon platform used by LION and the TLC Library Systems 4.2 platform used by Bedford Public Library System and Campbell County Public Library. In vendor based systems the software is proprietary and is not shared with anyone including those using the platforms. Development and enhancement of the platforms is done in-house. The use of enhancements by participating libraries often comes at additional cost to the libraries involved.

Open source software as its name indicates is software that is shared with the user community at large. Thus open source automation systems are freely available automated systems available for libraries. They can be modified to meet the needs of specific libraries if technical skill and knowledge is available to do the modification.

The Library of Virginia is currently doing a pilot project with eight public libraries in Virginia to convert their holdings to Evergreen the major open source library system available at this time. The purpose of this project is to convert holdings of public libraries which have outgrown their school based automation systems to the Evergreen platform. In talking with Carol Adams who is coordinating this project for the Library of Virginia she emphasized that the project is directed towards libraries in desperate situations with their current automation system. She indicated that if a current automation system vendor is providing good service there is no reason to change to an open source system.

One major impetus to change to an open source automation system is the desire to have more control over its applications and services. However, unless the library is a large one with

dedicated staff for its maintenance and enhancement such control is more an illusion than a reality.

To effectively operate open source library systems libraries using them, particularly those without large and dedicated IT staff, have to contract with companies to provide support for system operations. This is no different from the current arrangement that libraries have with their automation vendor.

The consultant does not recommend the pursuit of any open source library system for any of the libraries in this study.

Option 3

The integration of the Lynchburg Public Library's holdings into the TLC automation network used by the Bedford Public Library System and the Campbell County Public Library is a viable option. While, as indicated below, there are costs involved for Lynchburg Public Library in this option, additional costs up to and possibly exceeding these costs will accrue to the Lynchburg Public Library in the next few years no matter what action they take. Thus, **the consultant recommends that ongoing discussions be held by the three libraries with assistance from Region 2000 Local Government Council on integrating the holdings of the Lynchburg Public Library into the TLC Automation Network. Should progress be made in these discussions then at an appropriate time the Lynchburg Public Library would give a 12 month notice of their intent to leave LION.**

Based upon figures provided by TLC through Jenny Novalis, Technology Librarian for the Bedford Public Library System, full integration in the TLC system will cost Lynchburg \$74,000 with \$9,200 annually for full support costs. As Lynchburg currently uses acquisitions and serials modules of LION which are not currently a part of the TLC network, the cost for their purchase will be \$14,998 with \$2,998 annually in support costs. These costs include training costs for staff on the various modules involved. Lisa Broughman indicates that LION would charge Lynchburg Public Library \$15,900 for extracting its data from LION.

Currently Lynchburg Public Library is paying \$20,353.93 annually for costs relating to their participation in LION. The total annual costs projected above for their participation in the TLC Network are \$12,198.00.

Additional costs that will need to be considered by all libraries involved in creating a new and expanded TLC system include the establishment of a full-time IT tech position for the network. Currently a 20 hour a week IT tech provides assistance. In addition delivery services will need to be expanded to include the Lynchburg Public Library. This could be accomplished by adding a Forrest Library stop to the Lynchburg Public Library's van schedule.

While the \$104,989 initial cost to Lynchburg Public Library for joining the TLC Network is a capital expense that is not programmed in any capital budget at this time, it is essential if effective long-term cooperation with Bedford Public Library System and Campbell County Public Library is to be achieved.

A benefit to Lynchburg Public Library users in joining the TLC Network is the increase in materials that will be available for their use. Currently these users have access to materials held by the Lynchburg Public Library and the Amherst Public Library. As indicated earlier the libraries in this study had the following collection holdings in 2011.

Libraries	Total Holdings
Amherst County Public Library	111,638
Bedford Public Library System	206,818
Campbell County Public Library	231,017
Lynchburg Public Library	155,777

This chart indicates that Lynchburg Public Library users currently have access to 267,415 items. With Lynchburg Public Library's participation in the TLC Network this access would increase to 593,612 items or an increase of 122%. This is a substantial addition to the resources available to Lynchburg Public Library card holders. With access to the quality collections held by the Bedford Library System and the Campbell County Public Library System Lynchburg Public Library users would have a substantially larger resource base with which to meet their information and reading needs.

In summary, what would the residents of Lynchburg receive from the integration of their holdings into the TLC automation system?

1. Quick and easy access to collections substantially larger in both number and quality than currently possible.
2. Participation in an automation system that is current, well supported by the vendor and is easy to use.
3. Lower annual costs for system maintenance.

The residents of Bedford and Campbell Counties would be able to access Lynchburg Public Library holdings and those who work in Lynchburg would find their access to the Lynchburg Public Library an easier part of their daily activities.

Merging of Libraries in the Study

Once cooperation in programming is becoming a reality and consideration of the integration of Lynchburg Public Library's holdings into the TLC Automated Network is underway it is only logical that consideration should be given to merging the libraries in this study.

Thus, the consultant **recommends that a committee be formed at an appropriate time, under the coordination of Region 2000 Local Government Council, of administrative representatives of the governments of Bedford County, Campbell County, and City of**

Lynchburg and public library representatives to consider merging the three libraries into a new library system.

As indicated earlier in the report most of the individuals interviewed indicated that there was interest in considering further cooperation up to and including merger for the libraries in this study. Only the Friends of Lynchburg Public Library indicated little interest in this process.

In this time of budget reduction and the desire for efficient use of government resources it is essential that a thorough examination be given to merging the three libraries. It is also an opportune time for such examination as the directors of both the Bedford Public Library System and the Lynchburg Public Library are eligible for retirement.

The consultant wishes to disabuse anyone of the notion that a merged system is a way to provide substantial financial savings. ***Rather this concept should be examined from the standpoint of whether it will provide better library service.*** In combining the three libraries into one unit of service there will be cost savings from no longer needing three directors. There will also be cost savings from the consolidation of materials ordering, processing and cataloging functions. There will be new costs for necessary personnel to implement and manage expanded operations. The problem of three different personnel schedules may result in additional initial cost increases. However, a merged system can provide participating localities with more effective and stable long-term financial planning.

State Aid to Public Libraries was developed to encourage larger units of public library service.

State Aid Funding			
<u>Library</u>	<u>Population</u>	<u>Regional Funding FY13</u>	<u>FY13 Estimate</u>
Bedford	75,099		\$204,873.00
Campbell	54,926		\$148,520.00
Lynchburg	75,826		\$149,455.00
Total	205,851	\$510,603.00	\$502,848.00

As the above chart provided by the Library Development and Networking Division of the Library of Virginia indicates if the three libraries were to become a region in 2013 their state aid would total \$510,603.00. As independent libraries the three libraries would receive \$502,848.00 in state aid. This is only a \$7,755.00 difference. The reason for Bedford's larger state aid figure in FY13 is that it currently is a regional library and benefits from the state aid formula for its status. However, the upcoming status change of the City of Bedford to town status could cost the Bedford Public Library System approximately \$81,000 due to the effects of the reversion and loss of regional library status. The merging of the three libraries could improve this funding to support a new regional library system.

Merging of the three libraries into a new system can provide the following long-term advantages:

1. Stability in funding through long-term operational planning and efficient use of available resources.
2. Better service to the user community through more efficient use of highly skilled individuals in program and service provision.
3. Cost savings through combining materials ordering, process and cataloging functions.
4. Better use of collection development funding to provide enhanced access to a wider variety of resources.

Issues to be considered during the work of this committee include:

- locations of service provision
- system governance
- policies of operation
- staffing levels
- staffing compensation and benefits
- local governments payment for library service

As indicated the list is long and complex. In gathering data for this study the consultant became aware of the differences in policies of the three libraries as well as in their job descriptions and compensation schedules. As indicated earlier, there is a chart indicating job titles and compensation ranges for the three libraries in the appendix.

The consultant in his tours of library facilities noted that the Bedford Library System have unassigned space in their main facilities which would be available for providing administrative and technical areas for a merged library system.

Suggestions for approaching this issue:

The consultant recommends that the following areas be covered in the merger discussions:

1. A detailed examination of the financial support of the three libraries. How is money being used in providing public library service? What differences in approach among the three libraries are found in this examination? What is the realistic expectation of future library support?
2. Consideration of how a merged library system would be funded and how the funding process would work? Would a merged library system keep all funds not expended during the Fiscal Year or would excess funds have to be returned to the funding entities? Which entity would be the merged system's fiscal agent? There are many approaches to determining cost allocation for regional library system operations. The consultant recommends that the committee consider using circulation of library materials for each

locality's cardholders from the previous fiscal year in allocating a government's responsibility for the coming fiscal year.

3. How would the merged system be governed? Within the Virginia Code requirements the committee will need to consider the number of Trustees and their allocation among the three funding entities. The consultant recommends having one Trustee from each governing entity be a member of the top administrative staff of that entity. The consultant has found that this assists in communication between the library and the governments that fund it.
4. Determining how current facilities are to be handled in a merged system. Do they automatically become the property of the new system or do they remain the responsibility of the government that currently owns them? If so responsibilities for upkeep and maintenance need to be clearly stated in any system contract.
5. Issues of any new branch locations and survival of current library locations need to be discussed during this process. What approval do new branches need? How will current locations fit into a broader service structure? Where should the headquarters of the new entity be located? The consultant recommends that current available space be considered for the headquarters location rather than new space being purchased or constructed.
6. Staffing issues is one of the more difficult issues to be discussed during the committee's work. Each library has differing job titles and salary schedules as well as employee benefits. How many staff do you need to operate the new system in an effective and efficient manner? What type of qualifications does this staffing level require? What salary and benefit schedule should be in place? How do you deal fairly with current staff as the merged system is being developed? How will human relations be dealt with? What services such as materials ordering, processing and cataloging can be combined and where would be the logical location for such service to be housed? The consultant recommends considering a contract for Human Relations related administration and service with one of the entities involved in the contract.
7. What policies should the merged library system have? Who will provide the system with legal advice and at what cost? These are items that need to be considered prior to the establishment of formal governance. Once governance is established the Board of Trustees can formally adopt policies for the new entity.
8. What are the roles of the director and the Board of Trustees in the new system? How does the director communicate and work with each of the governmental entities? The consultant would recommend that the director have the ability to attend administrative staff meetings of each entity so that they may be more knowledgeable about governmental operations and services and can better relate the library to each of these services.

9. How will technology be handled in a merged system? Will the merged system have its own IT staff? Will IT be handled by contracting with one of the entities involved in the system? How often will technology be upgraded? How will technology be backed up and where will databases be housed?

The above is directional guidance on issues relating to the creation of a merged library system. It is not all encompassing but presents essential aspects to be considered in any discussion of this subject.

The consultant hopes that this committee will be diligent in their study and base their actions and recommendations on fact and what is best for the provision of quality library service to all their residents.

Conclusion:

The provision of quality public library service in an era of financial constraint and constant change is a challenge. In the provision of this service it is essential that those responsible for this service examine ways to provide it in a fiscally responsible manner without loss of the individualized service that library users have come to expect from their public library. The recommendations in this study provide a road map for 21st Century library service for public libraries serving the Greater Lynchburg Metropolitan Area.

Through cooperative efforts in recent years under the guidance of Region 2000 Local Government Council, local governments have developed unified programs for a variety of governmental responsibilities. There is no reason that public library service should not be included in this mix.

The consultant does not underestimate the challenges to be faced if the recommendations in this study are followed. It takes knowledge, vision, courage and the ability to communicate effectively with each other and the community at large for any change of this substance and nature to take place. Regionalization has its benefits, as seen by other projects under the guidance of Region 2000 Local Government Council. There are benefits to public library consolidation and they should be considered as a part of the discussions proposed in this report.

The consultant wishes to thank all involved in this project for their time in gathering data, providing background information, sharing their wonderful communities through tours and discussions, and providing their visions of public library service for the communities they serve with love and dedication. It has been an honor to have worked with each of you.

Appendix:

Full-Time Salary Ranges

Region 2000			
Personnel Information			
Full - Time Personnel			
Job Title	Bedford	Campbell County	Lynchburg
Director	\$70, 216.00	\$50,879.00	\$92,580.00
Associate Director	\$34,236.80 - \$50,460.80		
Assistant Director	\$32,364.80 - \$45,614.40		
Librarian III	\$30,430.40 - \$42,931.20		\$40,227.20 - \$64,355.20
Librarian II	\$28,516.80 - \$40,185.60		\$36,524.80 - \$58,448.00
Librarian I	\$26,166.40 - \$36,940.80		\$30,201.60 - \$48,318.40
Professional Librarian		\$28,093.00 - \$41,439.00	
Program Manager		\$26,755.00 - 39,465.00	
Library Associate - Accounting	\$22,276.80 - \$31,387.20		
Financial Professional II			\$38,396.80 - \$61,443.20
Circulation Supervisor			\$33,213.40 - \$54,184.00
Volunteer Coordinator			\$27,456.00 - \$45,032.00
Administrative Assistant II		\$29,499.00 - \$43,513.00	
Office Manager		\$25,481.00 - \$37,590.00	
Library Assistant III		\$24,267.00 - \$35,798.00	\$24,980.80 - \$37,977.60
Library Assistant II	\$21,240.00 - \$29,921.20		\$22,692.80 - \$36,316.80
Library Assistant I	\$19,240.00 - \$27,144.00		\$20,633.60 - \$33,966.40
Administrative Services - Associate II			\$24,856.00 - \$39,769.60
Library Clerk II			\$20,633.60 - \$33,966.40
Library Clerk I		\$18,105.00 - \$26,717	\$17,056.00 - \$28,038.40
Custodian - Courier	\$17,451.20 - \$24,585.60		
Substitutes	\$16,640 - \$23,899.20		
Page	\$15,080.00 - \$19,177.60		