

An adjourned meeting of the Board of Supervisors of Albemarle County, Virginia, was held on August 21, 2013, at 9:00 a.m., at Morven Farm, (Meeting Barn), 791 Morven Drive, Charlottesville, Virginia, for purposes of holding a Strategic Planning Session. The meeting was adjourned from August 14, 2013.

PRESENT: Mr. Kenneth C. Boyd, Mr. William B. Craddock, Ms. Ann Mallek, Mr. Dennis S. Rooker, Mr. Duane E. Snow and Mr. Rodney S. Thomas.

ABSENT: None.

OFFICERS PRESENT: County Executive, Thomas C. Foley, County Attorney, Larry W. Davis, Assistant County Executive, Doug Walker, Assistant County Executive, Bill Letteri, Assistant to the County Executive for Business and Community Partnerships, Lee Catlin, Organizational Development Manager, Louise Wyatt, Clerk, Ella Jordan, and Senior Deputy Clerk, Travis O. Morris.

Additional members of the County's Leadership Council and staff from the Office of Management and Budget were also in attendance.

Welcome and Meeting Overview.

The meeting was called to order at 9:08 a.m., by the Chair, Ms. Mallek.

NonAgenda. Ordinance 13-E1

Mr. Foley mentioned that the Board has been provided with an emergency ordinance to extend the 2013 revalidation filing deadline, and Ms. Betty Burrell, Director of Finance, would make a quick comment on the item.

Ms. Betty Burrell said that the revalidation applications were issued this year with less than three weeks for applicants to return them, so staff is asking the Board to extend the deadline to October 1 as a one-time extension.

Mr. Snow said that was a very good idea.

Mr. Rooker asked if the post card goes to all property or just those currently in the program. Ms. Burrell responded that it goes to all property owners.

Ms. Mallek asked if six weeks was all that was given in previous rounds of mailings, because it used to be eight. Ms. Burrell stated that she was not employed by the County in 2009, but according to a 36-year veteran of her office, applicants were not given more than 30 days in 2009, and in 2011 they were given 30 days.

Ms. Mallek asked why it wasn't possible to move the deadline to October 15 instead of October 1. Mr. Foley said there were some things going on with system conversion.

Ms. Burrell confirmed that they were trying to implement a new accounting system, and two critical employees left – including one abruptly, and the other with two weeks. She said that she understands that people need time to budget and pay, and it is her practice to send tax bills out 40-45 days ahead of the due date – but 30 days would be adequate.

Ms. Mallek said that the complicating factor is the need for signatures for landowners who might live out of town. Ms. Burrell stated that staff is working on an online form so that people can fill them out and sign them electronically.

Mr. Rooker said that this would provide 45 days, as the notices went out August 12.

Mr. Foley said that the ultimate deadline is September 5, and if they submit after that there is a \$125 fee.

Mr. Snow then **moved** to adopt Ordinance No. 13-E1. Ms. Mallek **seconded** the motion. Roll was called and the motion carried by the following recorded vote:

AYES: Mr. Boyd, Mr. Craddock, Ms. Mallek, Mr. Rooker, Mr. Snow and Ms. Thomas.

NAYS: None.

(The adopted ordinance is set out in full below:)

ORDINANCE NO. 13-E(1)

**AN EMERGENCY ORDINANCE TO EXTEND
THE 2013 REVALIDATION FILING DEADLINE**

WHEREAS, Virginia Code § 58.1-3234 enables localities to require that property owners receiving taxation on the basis of a use assessment revalidate with the locality any applications previously approved; and

WHEREAS, pursuant to said enabling authority, Albemarle County Code § 15-803(D) requires in relevant part that a revalidation form be filed with the local assessing officer on or before September 1 of the year preceding the two-year period for which the revalidation is sought, on forms prepared by the county; and

WHEREAS, the revalidation forms for the present two-year period were mailed to property owners on or about August 12, 2013, leaving property owners only three weeks to complete and file their revalidation forms without penalty; and

WHEREAS, the Director of Finance recommends that the filing deadline for revalidation forms for the present two-year period be extended so as to allow property owners more than three weeks for the forms' completion and filing to avoid imposing the \$125.00 late filing fee on property owners unable to comply with the September 1 deadline because of the late mailing of revalidation forms; and

WHEREAS, the Board of Supervisors finds that an emergency exists requiring the adoption of this Ordinance without prior public notice pursuant to Virginia Code § 15.2-1427.

NOW, THEREFORE, BE IT HEREBY ORDAINED THAT:

Section 1. Extension of 2013 Revalidation Filing Deadline.

Notwithstanding Albemarle County Code § 15-803(D), a revalidation form may be filed with the local assessing officer on or before October 1, 2013 for the 2014-15 revalidation period, without penalty or late filing fee.

Section 2. Immediate effect; emergency.

This Ordinance shall take effect immediately, being adopted under emergency procedures pursuant to Virginia Code § 15.2-1427, and shall remain in effect not longer than sixty days unless readopted in conformity with the applicable provisions of the Virginia Code.

Mr. Foley introduced Ms. Rebecca Deeds, Event Manager at Morven.

Ms. Deeds provided a brief history of the Morven Farm and thanked the Board for holding its meeting at Morven, which was purchased by Thomas Jefferson in 1796 and deeded by John Kluge to the University of Foundation in 2001 for educational and charity purposes. She said that Morven only does nonprofit events, not private.

Mr. Foley said that the Board will be working on strategic planning. The first strategic plan put together by the Board was about 10 years ago with the intent of preparing for how it wants the County to grow and change and what it wants the services to look like. He stated that there are lots of great places like Morven in Albemarle County, which makes him think about the value of stewardship – something that is foundational for the County given its beauty and history. Mr. Foley said that the Board will focus at this meeting on values and vision, and what the Board thinks it means to be a “thriving” county and their highest aspirations for the future – as well as what it will take to get them there. Staff is asking the Board to think visionary today and what vision really means, including priorities to help get there.

Ms. Louise Wyatt, Organizational Development Manager, addressed the Board, and asked Board members to state what they hope to get out of the strategic planning retreat.

Mr. Thomas stated that he would like the Board to have plans in place that can be executed over the next few years, and not stop in the middle.

Mr. Rooker said he hopes the Board look long-term, to put a vision in place that can be maintained over a long period of time to enhance and improve the quality of life of citizens.

Ms. Mallek stated that she would like the Board to make plans to maintain what they already have as far as both the environment and structures, and ensure they are looking toward future generations.

Mr. Snow said he would like to look at things through the lens of making them work rather than why they won't work, and also to keep in mind the individual rights of property owners.

Mr. Boyd said that he liked the word “vision” and the “quality of life” goal mentioned by Mr. Rooker, and would like to leave with some idea of how to identify when they have accomplished those benchmarks and have a way to measure success.

Mr. Craddock said he thinks a long term vision is excellent, and should be proactive in the short term giving the long term vision.

Ms. Wyatt then asked Board members to discuss how they feel about what has been accomplished in the first year of the strategic plan, with about 20% of goals done.

Mr. Snow said he feels they are making great progress, noting improved relationships with the schools, enhanced economic development plans, and success with other initiatives stemming from the plan.

Mr. Craddock said, as someone who has not been involved in the process, it is good to see everything written down.

Mr. Rooker said he feels they have made great strides in the CIP area, with better funding of both school and general government projects. He said that achieving those things depends upon revenues, and the improving economy has helped move them forward.

Mr. Thomas agreed that the CIP has been a top priority, and it has improved over the last few years although he would like to see even more emphasis on funding it. He added that he would like to see the trend continue for tax savings.

Mr. Boyd said that he would like to see minutes or notes from the stakeholder groups, so they know what the outcomes of those meetings are.

Ms. Mallek said it provides a more well-rounded view to see the different perspectives.

Mr. Foley said that staff could provide links to reports from those groups.

Mr. Boyd said that at least the bullet items would be helpful.

Mr. Rooker stated that Item #7 – “Promote a valued and responsive County workforce” – is important, because the County is in the business of delivering governmental services. He said that he is encouraged by what’s been done in terms of striving for excellence in customer service and the capabilities of the County workforce. The County Executive along with staff should be commended for the measures taken in that regard.

Mr. Boyd said that one of his constituents commented to him on how much more customer service oriented staff was in the County than in the past.

Ms. Mallek stated that she was glad to see the tuition put back in the budget, because that will help with training and skill improvement.

Mr. Rooker said it is important to recognize that they are not just adopting goals, they are actually achieving them and doing concrete things to meet the goals.

Mr. Thomas stated that the Board could not have accomplished any of the strategic plan goals without staff working so hard with Board member.

Mr. Snow commented that the unity on the Board has also made a huge difference.

Ms. Wyatt thanked Board members for the feedback and stated that the Board would continue to get progress reports every six months to keep them up-to-date.

Mr. Foley reported that overall, the economy is looking up for the County, with property values expected to be up by at least 1%. The Board should be clear on the most important priorities so that as things continue to recover, the increased revenues go to things that make the biggest difference.

Ms. Mallek said that she would like to discuss how to make an incremental step to get back to putting aside money for capital every year.

Mr. Foley said that is a great example of strategic thinking about something within the Board’s plan under Goal #2 – “Provide community facilities that meet existing and future needs”. One of the Board’s objectives is increasing capacity of the capital program.

Ms. Wyatt stated that staff had asked the Board to consider a few data points provided, including the most recent citizens’ survey and the most recent community profile. She then asked Board members to share their observations.

Ms. Mallek said that there has been a demographic shift over the last decade, with more seniors and fewer families with children.

Mr. Craddock said that the public trust in local government has remained steady throughout the cycle, even though confidence in federal and state government has fluctuated drastically.

Mr. Boyd said that the Weldon Cooper Center data shows that one demographic that has grown considerably is the age 18-24 group. He also asked if there was some way expectations or the vision

could be tied to performance increases or decreases in certain categories, such as transportation. Mr. Foley responded, "yes".

Mr. Thomas said he has received very positive feedback on bus route 11, and he would like to see more routes on Route 29 up to the Airport.

Ms. Mallek said that this has been a local decision for the last five years as far as how quickly they add bus routes, so they need to take their own responsibility for what did and didn't happen.

Mr. Rooker stated that the idea is to start from the point of allocating a certain amount of money to transit, and then deciding how to disburse it to improve transit in the urban area of the County. He also said that if they expect bus service for shopping, a person cannot wait for 45 minutes with groceries for a bus to come back.

Ms. Mallek said that is especially true when there isn't a bus stop with seats and shading.

Mr. Foley said if that is an area the Board thinks is critical, staff will capture it and bring back ideas.

Ms. Wyatt said staff would capture that comment under action items.

Mr. Rooker mentioned that the recent citizens survey showed that the overall quality of life was rated by 92% as "favorable," which is better than the previous year – along with many other positive ratings of 85-90%.

Mr. Boyd said that he had questions about government's responsibility to provide transit service, as it is going to be impossible to do that for places as far away as Nelson County.

Mr. Rooker said that it is a bit of a chicken and egg question because if you have a bus coming by infrequently, it may not be an option, so that in turn causes less ridership which leads to less likelihood for funding.

Mr. Boyd said that State Farm has an extensive rideshare program, and he wondered if there was data on how many people used that versus driving their own cars.

Mr. Rooker said that the TJPDC's rideshare department would have that kind of information.

Mr. Thomas said that he would also like to consider transit that comes from Waynesboro and Staunton, Madison and Orange, and other areas outside the County.

Ms. Wyatt asked Board members if there was anything in the citizens survey that had surprised them.

Mr. Rooker commented that the area is following the national trend of an aging community, and this is becoming a desirable region for retirees. He said that given that, the County needs to try to direct investments toward the needs of seniors who are aging in place, and currently there aren't many places where they can live and have pedestrian access.

Mr. Craddock said that it is a good sign that people want to come here, so transportation problems are OK to have because they indicate a thriving community.

Mr. Snow said that they need to mention education as part of this discussion, and those opportunities here are great – with improvement for access to preschool for all young children.

Ms. Wyatt asked Board members what they are hearing out in the community from constituents in terms of their concerns and current perception of the County.

Mr. Snow responded that people are mostly pleased with how both schools and local government are functioning, but he hears a lot from his constituents on the south side of town about the lack of shopping opportunities.

Mr. Craddock said it would be great to offer that somewhere in between Charlottesville and Scottsville, such as Keene.

Mr. Rooker stated that the biggest complaint he has heard over the last several years concerns aesthetics, partly related to VDOT's lack of maintenance of roadways. Once people leave the City there is a noticeable difference in how things appear. He mentioned Ed McMahon's presentation a few years earlier about the relationship of community investment to the appearance of that community. Mr. Rooker mentioned the amount of roadside litter, stating that a small investment in aesthetics pays off big time in terms of the ultimate property values and vitality of the community.

Ms. Mallek commented that "mess attracts mess."

Mr. Thomas stated that he has attempted to pick up trash near Rio Road and cut grass near Carrsbrook, and he got reprimanded by VDOT for not having a permit.

Mr. Rooker said that VDOT is putting less and less money in for maintenance, so they need to decide as a community how much they are willing to do to make up the gap.

Mr. Snow said that this is a good candidate for a partnership, and asked what program they have in place for "Adopt a Highway."

Ms. Mallek noted that that's a VDOT program.

Mr. Snow asked if the County could have its own program to pick trash up. If people become part of the solution as opposed to part of the problem, it will change their views.

Mr. Boyd said it would be a great program for prison workers.

Mr. Rooker agreed, stating that it already exists and should be expanded. He said that it could be used for trash pickup, but not for mowing because of liability.

Mr. Foley said that it seems they share concerns about aesthetics, but need to discuss further how to make actual improvements.

Mr. Craddock mentioned that Lynchburg has road "sponsors" by companies that pay a certain amount in order to have a sign in the grass on the highway, which in turn is used for maintenance.

Ms. Wyatt commented that there seems to be a common theme of aesthetics.

Ms. Mallek said she is hearing that citizens would rather the County be ahead instead of reactive to issues. She added that there is also difficulty in getting some people engaged in issues because they are comfortable whereas in other areas, such as Crozet, there are a lot of citizens who care.

Mr. Rooker said there is a perception of lack of code enforcement. There are many older neighborhoods that are deteriorating yet nothing is done about it or it takes a very long time for any resolution. He stated that many of the residents in these older neighborhoods are inclined to blame the County for that lack of enforcement. He added, for example, there is an illegal food truck operating on Hydraulic Road at the Laundromat.

Mr. Foley commented that declining urban areas is a big problem for the County.

Mr. Boyd said that maybe the outcome they should focus on is whether there are ways to accelerate through code the process of dealing with abandoned homes and properties.

Ms. Wyatt asked if Board members had other observations.

Ms. Mallek stated that citizens do seem to be consistent in their feelings for clean water and clean air, and their sense of place about being here.

Mr. Boyd said that the amenities such as walking trails provided and maintained by County Parks & Recreation got very high marks in the survey.

Mr. Rooker said that there had been a proposal to the Board at one time that suggested building a few indoor recreation facilities, but the survey indicated that more people were really interested in the trail systems and things like that.

Mr. Thomas complimented the work of Mr. Dan Mahon, who has leveraged the work of many volunteers in order to get the trails built.

Mr. Craddock said that he's heard positive feedback about the Board's redirected focus on Board business instead of other matters.

Mr. Boyd stated that he hadn't heard much lately about fire, EMS and police services, which he takes as a positive sign.

Mr. Rooker said that anecdotally, people feel that police response times are better than they were four or five years ago.

Mr. Foley asked for clarification on any other items that seem to be a concern to them.

Mr. Thomas said that he is happy the application process is moving along at a better pace, which has saved time and money for the applicant – while still retaining quality.

Mr. Snow said the more transparency, the better.

Mr. Rooker stated that the more citizens they expose government to, the better. He added that the podcast has been a help, although several people have said the sound seems to need some improvement.

Mr. Boyd said that citizens have expressed a desire for involvement, yet a very small percentage has actually attended a meeting.

Mr. Craddock stated that Ms. Jordan and Mr. Morris provide good service in the Clerk's office, and that is a reflection on the Board overall.

(Note: At 10:16 a.m., the Board took a brief recess, and then reconvened at 10:35 a.m.)

Ms. Lee Catlin, Assistant to the County Executive for Community and Business Partnerships, addressed the Board, stating that the next portion of their meeting would focus on defining "thriving county" with some specificity pertaining to the seven goals of the strategic plan. Ms. Catlin said that the bullet points presented for each goal reflecting the concept of a thriving county came from interviews with individual Board members and staff discussions regarding those indicators, with further discussion by the Leadership Council to help shape the list. She asked the Board to review the lists, and stated that they would then go through them goal by goal to establish priority ranking.

Ms. Catlin asked the Board to share their top few priorities as it relates to a thriving County as it relates to community facilities in Goal #2.

Mr. Snow said that "sidewalks, pedestrian trails, bike trails, connections in place throughout the County" and "facilities that are built in a way that can be flexible and adjusted to meet changing needs over the years" should remain at the top, along with "adequate facilities and programs." He added that the Board needs to start putting money into the CIP budget.

Mr. Rooker said that he had mostly the same, but also included "stormwater system meeting mandates" because those things have to be done.

Mr. Craddock said that he wanted to add that the facilities built to address community needs "are extremely energy efficient," and wanted to emphasize that the facilities be "multi-purpose and cluster complimentary uses."

Mr. Boyd commented that he isn't sure the statement "make sure our school system is set up to handle the expected future population increase" is accurate, because he has heard mixed reports as to how many seats they will need – especially at the high school level. He said that they need a good way to determine what that population will be so that the County plans properly.

Ms. Mallek said that they've already made a good start with energy efficiency in County buildings, which will help keep long-term costs down for taxpayers, adequate facilities funding in the CIP is also important to her, as is filling in gaps for alternative transportation means.

Mr. Thomas said he would like to see a better explanation of school "capacity," funding of adequate facilities and programs in the CIP, operating budget aligned with strategic goals, and make sure the School system is set up for future population increases.

Mr. Boyd asked if they should consider what is achievable and not achievable.

Mr. Rooker, Mr. Snow and Ms. Mallek said that these are aspirations, things to shoot for in the future.

Ms. Catlin explained that the idea here is to talk about where they would like to be, and the next discussion will be what steps need to put in place to make that happen.

Mr. Rooker noted that this isn't a fiscally constrained discussion.

Mr. Foley said that the natural question emerging from strategic planning exercises is to stay focused on what they want to achieve – the vision. He stated that regarding aesthetics in the community, the City has a Public Works Department with lots of staff and equipment – but the Board immediately mentioned community partnerships, which would be a strategy to achieve that particular goal.

Mr. Rooker mentioned that a lot of County trails have been put in by volunteers over the years.

Ms. Mallek mentioned solid waste and recycling as important considerations.

Ms. Catlin clarified that there is clearly consensus around the need for CIP funding for adequate facilities and programs, pedestrian and bike trails, shared and flexible use of facilities, energy efficiency, and a better understanding of future school needs.

Ms. Catlin asked if there was anything else Board members felt should rise up on the list related to facilities.

Ms. Mallek said that "quality of life facilities" such as libraries, recreation, training, etc. should move up.

Ms. Catlin stated that after the Board members lay out the "thriving community" elements that are important to them, they need to take the three to five year action lists and prioritize items to get a handle on what can actually be accomplished. Ms. Catlin then moved on to Goal #3 which relates to encouraging a diverse and vibrant local economy.

Mr. Rooker said the County needs to foster its relationship with UVA and the Research Park. The County has an opportunity to be a start-up center for local businesses, which often grow their employment and stay once they're here. He said that the second item he had was "a vibrant and lively local community with a strong cultural presence and distinct character," as those aspects give the County an advantage and are part of the reason people love living here. Mr. Rooker said that "encourage redevelopment while being responsive to community changes" is also especially important, along with recognition that the community changes as redevelopment takes place.

Mr. Thomas said that he wants to ensure that the language regarding employer partnerships is expanded to other employers beyond UVA.

Mr. Craddock said that he also had "vibrant, lively community" and "strong, diverse tax base" as top priorities, along with "thriving small businesses."

Mr. Snow stated that he had listed "low unemployment and underemployment" as a top priority, which could be combined with "full employment with good career ladder jobs," and said that many of the other items on the list could be put under those headings. He also said that he also noted "a vibrant and lively community" and "redevelopment" as being key items, and housing becomes more affordable as people are correctly employed.

Mr. Boyd said that he doesn't think that making tourism a major part of the tax base is something the Board needs to be spending a lot of time and effort on. He also noted the need to emphasize "improve manufacturing base, create high-tech manufacturing" and "encourage redevelopment that is responsive to community changes."

Ms. Mallek highlighted "vibrant and lively community," "destinations and choice for skilled workers and entrepreneurs," and "redevelopment."

Ms. Catlin then reviewed the Board's priority items.

Mr. Rooker pointed out that a goal of having tourism as a larger part of the tax base is a great goal, as it is generally not the highest paid industry.

Ms. Mallek said it is important to recognize that it is part of the economy that reflects the "community character" element, and the idea is not to kill the goose that laid the golden egg.

Ms. Catlin presented Goal #4 relating to "protecting the County's parks and natural, scenic, and historic resources in accordance with the County's established growth management policies," and asked the Board to prioritize the items related to the goal.

Ms. Mallek said that she would prioritize "the ACE program is rebuilt and supported," "all parks and rec amenities are visible and attractive components of tourism, leveraging our natural assets," and "comprehensive land use plan and policies that ensure sustainable growth, cohesive communities, and protected natural resources."

Mr. Boyd said that all of the items are laudable, so he ended up marking those that were not as important to him as the others, and stated that the items are "in addition to protecting property rights of individuals." He stated that the items ranking high on his list were the same as Ms. Mallek's parks and rec and comprehensive land use policy items.

Mr. Snow stated that it was hard to prioritize these items with one being more important than the other, and it is a given that water and clean air are at the top of the list.

Mr. Rooker said that he would highlight rebuilding the ACE program, and resource and community character protection.

Mr. Thomas stated that he would place "balancing of growth and community development" as the highest priority item, and agreed that the ACE program should be rebuilt. He said that he would add a property rights caveat to the statement that "resources and community character are protected for future generations" and the comprehensive land use plan item.

Mr. Rooker asked for clarification as to what is meant by protecting property rights in the context of things like protecting parks and natural resources, as those two things must always be balanced.

Mr. Boyd agreed that it is a balancing act, and both sides must always be considered.

Mr. Rooker said that it is obviously a consideration, and to try to wedge it in to natural resource protection as opposed to CIP or something does not really make sense – as it could be raised any time any issue comes up.

Mr. Boyd cited the mountaintop protection ordinance as an example of the balance tipping too far in the other direction and infringing on people's property rights.

Mr. Rooker said that it is an element to be considered in any action taken, and he doesn't understand how fitting it into a few categories actually protects natural resources.

Ms. Mallek said that to the average bystander, it seems to be saying that the Board is only going to protect resources and character if it doesn't interfere with someone's right to do something on their property – and she has a real problem with that approach.

Ms. Catlin said that there seems to be agreement that the natural resources items are important, with the recognition that there are going to be individual philosophies as to whether or not they infringe on property rights.

Ms. Mallek pointed out that the neighbors have property rights too, and nobody really ever acknowledges their rights.

Mr. Boyd said that with the Field School item, neighbors' property rights were taken into consideration, so it is always a balancing act.

Ms. Catlin clarified the items on the list that the Board members agreed were important, noting that there is a spectrum within those reflecting the personal philosophies of Board members.

Mr. Rooker said that the parks and rec amenities item does not need to include language that makes it sound like an economic effort, and would like it to just say they are "visible and attractive components of the quality of life of citizens and/or visitors."

Ms. Mallek said she was thinking of the same thing in terms of residents, as many of them have no idea what's out there.

Ms. Catlin asked for input on priority items related to health and safety of the community.

Mr. Rooker said that he focused on the item stating that "the County is able to focus key resources at the neighborhood level where citizens are most vulnerable and most in need of health and safety services," the item pertaining to roadway safety, and the item related to elderly residents' ability to participate fully in community life.

Ms. Mallek stated that she had the roadway safety and elderly resident items as her top items.

Mr. Craddock said that his top items were the safety of children in adults and schools and homes, taxes are at a reasonable level, and the County is able to focus key resources.

Mr. Boyd stated that he isn't sure what government has to do with the objective that "people live healthier lifestyles and are more fit." He said that his top priority items include taxes being a reasonable level for residents, improving roadway safety, inclusion of elderly residents in community life, and availability/affordability of healthy foods.

Ms. Mallek said she would also like to prioritize healthy foods on her list.

Mr. Rooker mentioned the focus in schools about healthy lifestyle choices, which is a government function. The County is doing something in this area with its option for investment in the YMCA and other recreational services.

Mr. Boyd said that he could agree with the inclusion of "healthier lifestyle options."

Mr. Snow said that visibility and neighborhood presence of police departments was a top priority for him in this category, and felt that some of the items listed (safe walks, bike-able communities, etc.) could be action steps under that as a main item.

Mr. Thomas said that he felt the roadway safety improvements were a priority, along with inclusion of elderly residents in the community and promotion of preventative actions.

Ms. Catlin presented Goal #6 related to citizen involvement and local government management, and asked Board members to offer their thoughts on priorities.

Mr. Craddock said that his priorities were: citizens taking care of their own needs based on adequate employment and not relying on government, an active volunteer component to allow citizens to work in partnership with government, and improved efficiency and transparency in local government.

Mr. Thomas said that having residents more engaged in their communities is a top priority for him; the Crozet Library is an excellent example of that in action. He said that partnerships between government and citizens are important, along with the County's use of cutting edge technology to communicate and educate the community, resident understanding of local government, and improved transparency and efficiency in local government.

Mr. Rooker stated that "residents are more engaged in improving their community" is a general statement that is very important, with the Crozet Library being a great example of that. He said that the County's use of cutting edge technology to educate the community is an important aspect of this in an effort to get the word out to citizens.

Ms. Mallek said that local government's role in "residents well equipped to meet essential needs of natural disaster" would be contingent on planning and information from the County, and their role in

“active volunteer component allows citizens to work at partnership” would be providing those opportunities – as well as offering the efficiency and transparency that encourages people to participate. She used the Crozet Library project as an example of citizen participation, adding that it is difficult for staff to always create those opportunities.

Mr. Snow stated that in this category, he chose “residents are more engaged in improving their communities” and “citizens taking care of their own needs and becoming more self-reliant” as top priorities, along with encouraging citizens to volunteer.

Mr. Boyd said he chose “residents are more engaged in improving their communities,” “citizens taking care of their own needs based on adequate employment, not relying on government,” “residents understand the role of local government,” and “proven efficiency and transparency in local government.”

Ms. Catlin reviewed the objectives under the last Goal #7.

Ms. Mallek asked what the emergency services statement meant. Does it relate to benefits for volunteers or something else? Ms. Catlin said that it relates to all individuals involved in emergency services, but the Board could flesh that out now.

Mr. Foley said that staff included all comments made, and that particular item is a bit of an outlier.

Ms. Mallek suggested that the Board consider other ways it could provide some kinds of incentives and benefits for volunteers.

Mr. Rooker said the statement could be reworded as “improve incentives for volunteers.”

Ms. Mallek added, “more meaningful incentives.”

Mr. Thomas said that his top priorities were “cultural diversity awareness for government and cultural diversity events for the community,” and “empower employees and strive to make improvements in processes.”

Mr. Rooker said that his were “employees are well trained, feel highly valued, recognized both in tangible and non-tangible benefits,” and suggested combining the customer service items, and also felt that “cultural diversity awareness” was a top priority.

Mr. Craddock stated that his top priorities were the “cross-departmental” item, “employees are well-trained and highly valued,” and the items pertaining to customer service.

Mr. Boyd asked for clarification of the item related to career paths and public service. Ms. Catlin explained that the idea is for public service to be considered an attractive and meaningful career path, not forcing anyone into those jobs.

Mr. Boyd said that “premier career” is the part he didn’t understand.

Ms. Mallek said that the idea is to convey that public service is a respected profession.

Mr. Boyd said that he couldn’t really pick one in this category that was more important than the other.

Mr. Snow said that his priorities were the items related to cross-departmental training and flexibility, and the items related to customer service and assisting citizens in solving their problems related to the County.

Ms. Catlin asked Board members to rank the County’s position with each goal on a scale from “just hanging on” to “moving in the right direction” to “thriving.” The afternoon session will be a discussion of some of the actions the Board and County need to take in relation to some of the goals, and then how the goals balance against each other.

(Note: The Board recessed for lunch at 11:48 a.m., and then reconvened at 1:00 p.m.)

Mr. Foley introduced Ms. Emily Leik, the County’s first fellow of the Fellows Internship Program. She previously worked as an ICMA Fellow. Ms. Leik will be with the County for the next year. She has a Masters Degree in Public Administration.

Ms. Catlin said that they would now examine the actions and the priorities it would take to get to some of the “thriving” items they talked about in the first part of the meeting.

She noted under Goal #2 - community facilities, the items on which there was consensus included: sidewalks, pedestrian trails, bike trails and connections, existing facilities maintained and new facilities built to meet needs in an energy efficient manner, community facilities are multi-purpose and cluster complimentary uses as well as being flexible and adjusted to meet changing needs, increased focus on providing quality of life facilities, adequate facilities and programs with a budget aligned to maximize investments.

Ms. Catlin said that under Goal #1 of providing excellent educational opportunities, the Board had discussed shared priorities extensively with the School Board, and they included: shared facility use, consolidated outcomes and goals related to the economy including job preparedness and job opportunities, enhancing internships, conducting a study to identify gaps in adult education, exploring financial ways to expand pre-K, building a shared portfolio for how schools and the economy are interconnected, IT collaborating on a strategic plan for closing the digital divide, and conducting future joint meetings.

Ms. Catlin said that Goal #3 related to a diverse and vibrant economy had the priorities of: affordable housing, a strong local economy, low unemployment, full employment with good career ladder jobs, close working relationship with UVA and others to help start-up companies, a vibrant and lively community and a strong cultural presence, a strong diverse tax base, top tier destination and choice for skilled workers, improved manufacturing base, thriving small businesses, and encouraging redevelopment.

Ms. Catlin said that Goal #4 related to protecting the County's natural, scenic and historic resources included the priorities of: clean air and clean water, community aesthetics, greenways and trails, historic resources, streams and rivers, balancing rate of growth, ACE program, resources and community character protected for future generations, parks and rec amenities include visible and attractive components, improved river and stream quality, and comprehensive land use plan that encourages sustainable growth.

Ms. Catlin said that Goal #5 related to ensuring the health and safety of the community included the priorities of: children and adults safe in schools, homes and communities; a taxable level that's reasonable for residents; creating opportunities for healthier food options and lifestyles; focusing resources on specific areas of the County; roadway safety; residents participating fully and preventative actions being recommended.

Ms. Catlin said that Goal #6 related to individual responsibility and citizen ownership included the priorities of: residents more engaged in improving their communities; government and citizen partnerships like the Crozet Library are in place to increase ownership and buy-in; citizens taking care of their own needs based on adequate employment, not relying on government; residents well equipped to meet needs in natural disasters; County uses cutting edge technology; residents understand role of government; active volunteer component allows citizens to work in partnership; and improved efficiency and transparency in local government.

Ms. Catlin said that Goal #7 related to providing a valued and responsive County workforce included priorities of: partners foster a culture of using cross-departmental efforts; employees are well-trained and feel highly valued; County residents obtain outstanding customer service; employees embrace their roles and make improvements in processes to work; County is nationally recognized for innovation; County embraces new technology; incentives are considered for public safety and cultural diversity programs.

Ms. Catlin asked Board members to rank their highest priority objectives under each goal.

Ms. Catlin reviewed the Board's choices, stating that Goal #1 of excellent educational opportunities included top priority objectives of enhancing internships in collaboration with the economic development team; exploring financial ways to expand pre-K; and encouraging shared use of facilities. She said that other items garnering interest included consolidating outcomes and goals related to the economy, including job preparedness and job opportunities; conducting a study to identify gaps in adult education and working with partners to fill gaps; building a shared portfolio for how the economy and schools are interconnected; and IT departments collaborating on the strategic plan.

Ms. Catlin reviewed Goal #2 priority objectives, including developing a CIP funded at a level that is more than maintenance replacement projects, a higher focus on alternative transportation for residents, setting a goal and reaching it for a specific number of miles of bike lanes and sidewalks, AAA bond rating, adequate fire and rescue facilities for Pantops, court needs, continued long-range funding approach, establishing a stormwater special fund with dedicated revenue streams, and adopting and implementing a greenways trail plan.

Ms. Catlin stated that Goal #3 related to a diverse and vibrant local economy included top priorities of encouraging use of existing sites, increased cooperation involved with the University, actively encouraging new business, strategic marketing campaign to promote wine region, growing existing business, continuing improvements on streamlining the review and approval processes, and having a County-owned incubator zone that provides for businesses to grow. She said that goals noted as second-tier priorities included addressing transportation needs tied to development, marketing to equestrian community, providing incentives that facilitate of homegrown business and high-tech manufacturers, and finding employers who will provide careers for the underemployed.

Ms. Catlin stated that Goal #4 included top priorities of adequate roads to support the growth in infrastructure, especially in the Route 29 corridor.

Mr. Rooker asked why that was on the natural and historic resources list. Ms. Catlin indicated that it may have been put in the wrong place.

Ms. Catlin restated the review of Goal #4 priorities for protection of natural, scenic and historic resources, stating that they included completing inventory of historic resources and preservation of oral history, providing adequate staffing to meet needs including Community Development, increasing the number of playfields to meet or exceed established State standards, focusing on vibrant outdoor lifestyle options that encourage stewardship of land, meeting mandates for stormwater program, supporting the ACE program, and exploring adaptive reuse of the old County jail.

Ms. Catlin said that Goal #5 related to ensuring the health and safety of the community included top priorities of: continued training on the new fire and rescue system processes and focus on career/volunteer relationships, establishing partnerships with entities like JABA to assist the elderly, increasing the number of police officers on the street, promoting public education on what to do in emergencies, installing safe pedestrian crossings on Route 29, rounding out the volunteer staffing at Ivy fire station, and promoting a safe environment in schools. She said that lower-ranked priorities included more resources and places to go for seniors, more volunteer incentives, reestablishment of County Government Day, decentralizing police services, and expansion of the school resource officer program.

Ms. Catlin said that Goal #6 related to individual responsibility and citizen ownership was the most "scattered," but some of the priority objectives that emerged included support of volunteerism to fill gaps in service; getting volunteer coordinator in place; having police team up with Adult Protective Services, Region Ten, and other community advocates; and more collaboration between public and private organizations. She said that lesser priorities noted were increasing the number of Neighborhood Watch groups, increasing the roles of residents in citizen academies, dedicating appropriate resources to support the work of community advisory councils, hosting special events to promote volunteerism, having police departments more involved with community programs, reestablishing County Government Day, continuing to seek community input, redeveloping the County Fair, and fostering alliances within the community.

Ms. Catlin stated that Goal #7 related to promoting a valued and responsible County workforce included fairly clear-cut priorities: an expectation that all departments actively solicit feedback from internal and external customers, review evaluation and merit system, address deficiencies in internal customer service, determine if existing workload exceeds current FTE capacity, consider centralized customer service centers, implementing quality assurance program, and leveraging resources across departmental boundaries.

She asked for feedback from Board members.

Ms. Mallek said she is encouraged that in each goal there are one or two priorities that seem to have a lot of support, so they may be able to work on them in a focused way.

Mr. Rooker said there is a clear indication that the Board wants to make certain there is more than a maintenance CIP, and that it wants to arrange finances in a way that enables that to take place.

Ms. Catlin asked if Board members had any comments given that staff is in the process of beginning work on the Five Year Financial Plan.

Mr. Rooker commented that there are objectives in every category that are not significantly expensive, and that's encouraging to him.

Mr. Boyd said that he wanted to make it clear they are not necessarily saying the Board will add money to the tax rate just because the CIP is enhanced, as an improving economy should also enhance revenues.

Mr. Foley said that how they get there is something they will need to spend some time on.

Mr. Boyd reiterated Mr. Rooker's point that they could tackle the inexpensive, doable items first.

Mr. Foley said that it helps staff to know that the Board is committed to enhancing the CIP, so staff can dedicate growth to capital as it is preparing the five-year plan proposal.

Mr. Rooker stated that he didn't see specific items in Goal #4 addressing improving the aesthetics and impression of the County, and he would advocate for making an additional investment for things like the Entrance Corridors.

Mr. Foley said that a lot of those services were contracted out currently, and there is a question as to whether those contracts allow them to be as responsive as they need to be.

Ms. Catlin encouraged Board members to identify gaps so that they can be addressed in the priority objectives.

Ms. Mallek noted that there were "five checks" next to ACE, so it would be good if that can be addressed sooner than three years out – along with capital.

Mr. Rooker said that he didn't see anything to specifically address the objective related to focusing resources in areas of need around the community.

Ms. Catlin reviewed the status ranges for each goal along the “thriving” spectrum, and asked what those ratings say to the Board about where to focus emphasis and resources.

Mr. Rooker said that he and Mr. Boyd have mentioned the need to cost benefit things, and there are objectives that can be implemented with less investment than others. He added that without doing a cost-benefit analysis, it is difficult to prioritize what should be done first.

Mr. Craddock said that it is best that not everything be on the “already thriving” end of the spectrum, as that can cause complacency.

Ms. Mallek said that Goals #2 and #3 ratings seem to indicate that more work needs to be done, so the other items should probably be prioritized above those.

Mr. Rooker said that he disagrees, stating that they are doing a good job in the natural resources area but have a growing population – so those strategies need to continue. He added that he doesn't equate a high rating as meaning the Board does not need to do anything.

Ms. Mallek asked if even if it means that the item is closer to “surviving” than “thriving”, and each Board member has a different interpretation.

Mr. Snow emphasized that Board members looked at these items individually, not collectively.

Mr. Foley said that if they are at a thriving level for a goal, that doesn't necessarily mean the staff would be scaling back. He also mentioned that the County is at FY 2002-03 levels of staffing, and staff members day to day feel a lot of pressure and continue to struggle as they are operating at full capacity. Mr. Foley mentioned that the pace has been picking up in Community Development, for example, and there isn't a single person on staff who can dedicate their time to the coordination of improvement projects related to natural, cultural and historic resources. He said that the Police Department has some needs to be covered, so they advertised for a specific position and ended up getting a retired crime analyst who volunteers their time.

Mr. Snow suggested that they take that kind of approach, advertising and seeing if any interest emerges.

Mr. Boyd mentioned that everyone has had to cut back on staff because of the economy, not just Albemarle. In his mind, Goal #6 is heading in the wrong direction with its emphasis on volunteers, and what he was looking for was a public that becomes more self-reliant, not finding volunteers to do County jobs.

Mr. Rooker asked Mr. Boyd for an example, noting that education is one of the ways to make people self-reliant. The strategies under Mr. Boyd's suggestion may fall into other categories, but there is a strategic need in the community to get people involved in things such as aesthetics and the trail system.

Mr. Boyd said there is more to this particular initiative than just hiring a volunteer coordinator. He thinks the County needs to perhaps cut back on support to nonprofits and reallocate it to core services, i.e., Police Department, ACE Program, etc.

Mr. Foley said that both of the things Mr. Boyd has mentioned are objectives under Goal #6 already – volunteer efforts, and an emphasis on self reliance. He added that there is also a place in the middle, because while citizen groups can get things rolling, they may have a lot of meetings and a need for information.

Mr. Rooker mentioned that the 29 Advisory Committee has been meeting monthly.

Mr. Foley said the citizen advisory committees may be the biggest payoff in the County.

Mr. Rooker stated that the groups do need some guidance to stay focused on the positive things they can achieve in their area of influence. He mentioned the garden club's planting in front of the sign as you enter Fontaine Avenue off of the Route 250 bypass, and the possibility that perhaps more garden clubs could be engaged in this fashion, but only with someone to coordinate it.

Mr. Foley said that he is not saying the County is way short on staff, but there may be some small investments made in volunteer coordination to achieve the same thing as a large budgeted department. He stated that as the economy picks up, there may be increased demand on staff in departments like Community Development.

Mr. Rooker said that a population that grows at 1,000 or more a year puts more strain on fiscal and human resources.

Ms. Catlin stated that the last part of the meeting would focus on a coordinated look at a set of actions and strategies. For example, some of the agreed-upon priority areas such as CIP will start to resolve objectives in other goal areas.

Mr. Rooker said that a capable volunteer coordinator could work in a number of areas that are reflected in goals, to help achieve those goals through volunteer efforts in the community in a very targeted way.

Mr. Boyd asked under Goal #3 when staff would be coming back with the Economic Vitality Action Plan findings. Ms. Catlin said staff will close out the final reports in September, and in October they will talk about the establishment of the ongoing economic development program.

Mr. Boyd stated that he agree with Mr. Rooker that the Board needs a cost benefit analysis in deciding on which items are priorities.

Mr. Thomas commented that there are so many things on the list he does not know how anyone can follow through on them.

Mr. Foley said that staff is in the cycle of putting together the five-year plan, which they consider to be "good community work," and the Board that is sitting in January after the election would be the one that needs to make those commitments. He said that if and when the Board has budget and strategic requests that are consistent with the strategic plan, the work will get fleshed out with staff and some goal teams – and as a part of that, they will be analyzing which things require money and which things can move forward.

Ms. Catlin clarified that at this stage, the Board is telling staff what is important to them and what they want to see prioritized. She said that the work then begins on what that might look like, what the impacts will be, and what resources are required – and the Board then decides what specifics will be invested in.

Mr. Boyd said he is having difficulty getting to that step short of taking a vote on specifics.

Mr. Snow said the Board has already established priorities, so staff's role now is to assign specific programs, projects and costs to each and come back to them.

Mr. Foley said these items will come back in the normal process, but he would like to understand the distribution of points in the economy goal, as he felt they were making good progress in that area but that does not seem to be reflected here.

Mr. Boyd said he feels the County is headed in the right direction, but it is not there yet – so this is saying that it is time for the next step.

Mr. Snow said that just a few years ago, the Board did not even have an Economic Vitality Action Plan.

Mr. Rooker pointed out that the Comp Plan did provide some guidance through an economic development chapter.

Mr. Snow said it is a nice statement, but there were no action goals.

Mr. Foley said that it provided a framework, and in the past three years the action plan has been the catalyst for some great progress.

Mr. Snow reiterated that the County is moving in the right direction, but it still has a way to go.

Mr. Foley said that the next thing to determine is to what a thriving economic development program looks like to them.

Mr. Snow said that it is moving forward from the action items, and making the identified objectives happen.

Ms. Mallek said that the idea of enhancing the staff effort is so they are more capable of preparing an outreach effort to a company, and currently there are very few resources assigned to that.

Mr. Craddock said they are headed in the right direction but have put a lot of emphasis on the UVA partnership, so it would be helpful to round that out a bit.

Mr. Boyd reiterated that the rating is not a condemnation of all the things they have done so far, it is reinforcement that they are ready to take the next step.

Mr. Foley commented that it is confirmation that there is still a ways to go.

Mr. Thomas said that it should rise consistently, and mentioned that he was very encouraged when he served on the Planning Commission by economic development meetings that were led by Mr. Bob DuMaurier.

Mr. Rooker commented that everyone wants small government except in the area they want something done. He said that joining TJPED (CVPED) is another example, and that organization changed its goals to help accommodate the County's participation. He said that the Target Industry Study is another example of what government can do, and the UVA Research Park is already in place for business – and government can encourage those partnerships. Mr. Rooker emphasized that he does not look at government to take credit or blame for low unemployment or high unemployment in the area, because they do not control the private sector. He said that the best thing you can do to attract viable

industry is to maintain a beautiful community with a good school system, and capital investment necessary for businesses to thrive.

Mr. Foley stated that the Board has had the Target Market Study for about eight months, and the question now is what to do with it. He said that it is a current issue, but it is also a very strategic issue, and the Board will have that before it in October. Mr. Foley stated that a good education system, strong infrastructure, and attractive aesthetics are huge pieces of the equation – but every other similar locality has more than that in place to try to get the target industries into their county.

Ms. Catlin offered Board members an opportunity to make additional comments.

Ms. Mallek said that she is very optimistic about the future. She added that there is a very positive sense on the part of the citizenry and forward movement in the economy – so the real debate will be what choices to make if things improve.

Mr. Rooker commented that this would be his last strategic planning process. He thinks that the process has improved, and it gets better and better each time. He said that he appreciates his fellow Board members' input, and the way staff has followed through with strategic planning goals so they can see year by year how those things become concrete actions.

Mr. Craddock said that this is his first strategic planning effort with the Board, and it is great to come up with suggestions that everyone agrees on – and those the taxpayers also embrace.

Mr. Boyd said that the best definition of success is their vision statement and the ranking system, which reflects that the Board members are closer to the “thriving” end of the spectrum.

Ms. Snow asked for input from staff in the room on how the session went overall.

Ms. Ella Jordan said that the meeting went very well and was interesting. She added that she probably would have placed her priorities more towards the center of the spectrum. She stated that it is also a good idea to be in this type of setting to encourage interaction which allows this process to work well.

Mr. Bill Letteri said that staff is focused on so many different areas that is supportive to hear Board comments, as it reinforces what the staff is doing.

Mr. Doug Walker stated that there was a lot of thought and energy put into this process, and staff all participated in some way. He said that alignment of Board, staff and community priorities has always been a challenge. He added that the amount of effort put into having a position at the end of the process is commendable.

Mr. Mark Graham thanked all of the Board members for including staff in the process. He stated that the Board members make huge sacrifices in their personal lives to serve. He added that the fact that Board members can have these conversations in a professional manner speaks volumes about the quality of the County.

Mr. Thomas commented that he genuinely appreciates the amount of knowledge and expertise that Mr. Rooker has brought to the Board, and he will be missed. He said that one of the best experiences in his time on the Board has been the merging of the School Board and local government budget efforts, and the strategic planning process shows that they do agree on many issues.

Mr. John Martin addressed the Board, as a citizen, and said that he feels the community is already thriving – but over the past few years he feels he has taken a couple of shots that make him feel this is slipping a bit. Mr. Martin said that the demise of the Solid Waste Authority is one example, with no discussion about the future of solid waste in the community and government's place in that. He stated that the County also need to give attention to completing the water supply plan and dredging the South Fork reservoir, as all of their natural resources are contingent on the water supply. Mr. Martin said that the whole Route 29 bypass and the way it was brought back to life was also unsettling to him, as there is an appearance in the community that it is being built to satisfy state and Lynchburg political expectations.

Ms. Mallek thanked everyone for their participation.

Mr. Foley thanked staff for attending and participating, and said that the Board gets a lot of work out of them regarding strategic thinking and planning.

Mr. Foley said that there is a meeting on the long-range transportation plan set up by the Thomas Jefferson Planning District Commission, which is a community meeting. If more than three Board members plan to attend, the Board needs to adjourn to that meeting as there will be opportunity for comments.

Mr. Rooker and Ms. Mallek indicated that they planned to attend.

Adjourn. At 2:50 p.m., Mr. Rooker **moved** that the Board adjourn to August 28, 2013, 5:00 p.m. Water Street Center, in Downtown Charlottesville, to allow Board members to attend the Charlottesville-Albemarle MPO 2040 Long Range Transportation Plan public outreach event. Mr. Thomas **seconded** the motion. Roll was called and the motion carried by the following recorded vote:

AYES: Mr. Boyd, Mr. Craddock, Ms. Mallek, Mr. Rooker, Mr. Snow and Ms. Thomas.
NAYS: None.

Chairman

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| Approved by Board |
| Date: 09/03/2014 |
| Initials: EWJ |