

An adjourned meeting of the Board of Supervisors of Albemarle County, Virginia, was held on June 10, 2014, beginning at 9:00 a.m., at the Monticello Fire Department Training for purposes of holding a Strategic Planning Session. The meeting was adjourned from June 5, 2014.

PRESENT: Mr. Kenneth C. Boyd, Ms. Jane D. Dittmar, Ms. Ann Mallek, Ms. Diantha H. McKeel, Ms. Liz A. Palmer and Mr. Brad L. Sheffield.

ABSENT: None.

OFFICERS PRESENT: County Executive, Thomas C. Foley, County Attorney, Larry W. Davis, Clerk, Ella W. Jordan, Senior Deputy Clerk, Travis Morris, Assistant County Executive, William Letteri, Assistant County Executive, Doug Walker, Assistant to the County Executive for Community and Business Partnerships, Director of Budget and Performance Management, Lori S. Allshouse, and Organizational Development Manager, Louise Wyatt.

The following agenda was used for the meeting:

Purpose

To acquire the collective input of Board Members in order to develop long and short-term priorities that will guide the County's strategic efforts and resource allocation

Goals

1. In a series of brief opening exercises, develop an understanding of fellow Board Members and a governance strategy that may enhance collective leadership
2. Acquire input from individual Board Members on assets, needs, and desired change initiatives for the County
3. Identify the Board's long term strategic priorities
4. Identify and agree on specific priorities to be addressed over next 3 years that are consistent with resources and capacity
5. Agree on an approach to ensure effective alignment between the Board's long and short term priorities and a strategic/work plan to guide staff efforts and resource allocation
6. Identify next steps to follow up on the Board's priorities

Welcome and Overview

- Review Goals, Agenda, Roles
- Brief Team Building/Introductions

Overview Governance Model/Rationale for the Approach

Identify Position/Approach for Policy Development

- Review Rationale/Timing Perspectives of Board Members
- Identify Policy Issues Previously Noted for Future Consideration

Set County Long Term Strategic Direction

- Guided Brainstorm/Consideration
- Synthesize Board's Major Themes

Lunch with the Group

(The group recessed at 12:40 p.m. and reconvened at 1:18 p.m.)

Identify/Refine Board Long Term Strategic Priorities

Identify the Board's Short Term (3 Year) Priorities

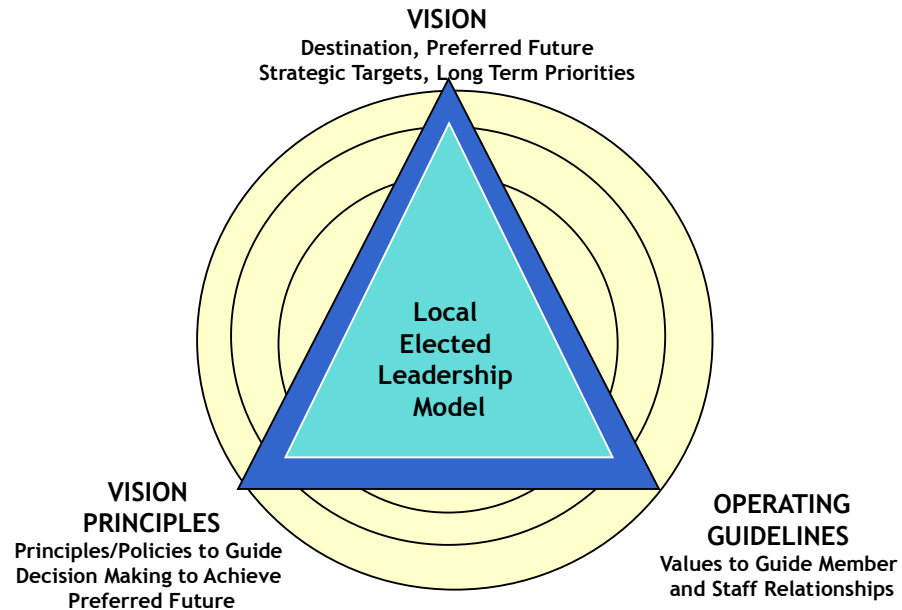
- Identify 3 Year Priorities through Consensus
- Discuss Timetable/Responsibility/Resources (as required)

Clarify Strategy for Refining the Strategic/Work Plan

- Identify Strategy to Ensure Good Board/Staff Alignment
- Clarify Timetable and Expectations

Next Steps and Evaluation

LOCAL ELECTED LEADERSHIP MODEL



Ms. A. Tyler St. Clair, Facilitator, called the group to order at 9:08 a.m. Ms. St. Clair provided the following retreat report:

DEFINING STRATEGIC DIRECTION FOR 2030

Thinking about Albemarle County in the most ideal state that it could be in 16 years from now, and keeping a possibility-oriented perspective . . .

1. What would we have to KEEP in order to achieve that ideal strategic state?
2. What would we have to CHANGE in order to achieve that ideal strategic state?

Purple Group

Jane Dittmar, Brad Sheffield, Ann Mallek, Tom Foley, Lori Allshouse, Larry Davis,
Lee Catlin (recorder)

Keep:

- Growth area strategy and sub areas that designate where growth should occur; priority areas in Master Plan; keep a hard area to growth areas (when Parkway opens, needs to transform)
- Rural area – protecting rural area, maintain the great stewardship of the past; keep an eye on service levels
- Quality of life attributes; want grandkids to have the same experiences/opportunities that we had; we need to ask, “What is at risk?” (i.e. scenery, recreation opportunities)
- Law enforcement – focus on traffic enforcement and core services, not just specialized efforts
- Low unemployment rate; support economic assets, including modern economy, federal assets
- Innovative approaches to development, including neighborhood model, Belvedere
- Focus on taking advantage of tourism assets
- Focus on education and lifelong learning
- Friendly community; maintain civility and sense of community/connection as we grow

Change:

- Strengthen care of the natural environment (air, water, etc.)
- Internet service as an infrastructure component (rural areas)
- Look at investments in growth area, including capital projects and redevelopment strategies
- Preserve existing neighborhoods
- Level/balance needs of applicant versus neighbors for new projects (based on new policies)
- Better focus on school readiness to retirement continuum
 - Better coordination of the connection between education and the workforce
 - Lifelong workforce training with diverse options like vo-tech, associate degrees, etc.
 - Include preschool
- Embrace next evolution of communicating and engaging with citizens in all the right ways; adapt to social change and increase range and toolbox
- Engage young people in government and strategic planning

- Transportation/transit focus
 - Need transportation planner
 - Address mobility and connectivity
- Comprehensive transportation plan with less focus on cars and an emphasis on alternative modes
 - Make infrastructure investments
 - People living closer to work – address critical connections
 - Need regional transit authority
- Refocus on creating vibrant urban areas
- Focus on rebuilding the CIP and enhance communication with residents about investing in infrastructure
- Create a “picture” that shows what tax increases could achieve – the tangible items that taxes will “buy”
- Increase use of public investment to spur desired development and redevelopment
- Build closer regional relationships that can result in partnership opportunities
- Get to a higher level of environmental stewardship to include water quality, etc.; be better than the minimum
- Look at alternatives to repurpose dump sites
- Expand protection of historic resources
- Consider how to respond to urban blight and abandoned homes in development areas

Other strategic issues “on the table” that need to be addressed:

- Keep the focus on working with criminal justice (reentry into workforce, etc.)
- Support adequate public safety
- Solid waste – short term and long term
- Investment in the courts project
- Continue to strengthen volunteer fire/rescue system
- Stormwater/TMDL – get on with it
- Examine barriers to alternative revenue streams (i.e. state mandates, devolution, taxing authority, etc.)
- Unfunded mandates/charter/pilot program

Green Group

Diantha McKeel, Ken Boyd, Liz Palmer, Doug Walker, Bill Letteri,
Louise Wyatt (recorder)

Keep:

- Preserve rural areas and historic resources (buildings, places;) our area is known for this
- Really strong, high performing educational system
- Water resource protection; good infrastructure for water and sewer (continue this)
- Vibrant economy – creation of economic development work to support new businesses (on the right path)
- Good library system
- Great system of parks and trails; connections with the City
- Arts community
- Walkability; pedestrian friendly
- Continue the respect of private property rights
- Continue to focus on response times and adequate staffing levels per Comp Plan
- Focus on tourism; it is a good fit for the area and it brings in \$\$
- Keep tax rate as low as possible to support the basic needs of citizens
- Good financial management; AAA bond ratings
- Streams and rivers that are as clean as they are now

Change:

- Focus more on/need to maintain the urban ring to attract people and businesses
- Infrastructure funding is not adequate
- Redevelopment of tired old shopping centers
- Divisive budget process (schools/local government) is not good for community
- Solid waste focus to develop and implement “reduce/reuse/recycle”
- Partnership with City, County, and UVA; need to “swim together” and find common goals; this also applies to surrounding communities
- Strengthen workforce development program for high school graduates; retraining
- Walkability
- Rely on private sector; more partnerships
- Broadband access to all County residents; free wifi in “urban ring?”
- Strong Pre-K program
- Improved communication with citizens, both young and old – need both infrastructure and relationship
- Clean waterways
 - Enforce ordinances like erosion and soil and development regulations
 - Fund staff appropriately to monitor compliance
- Understanding and enforcement of tax code; [reduce any abuses of land use tax]
- Regulations that are not business friendly
- Regulations for interchanges
- More by-right industrial

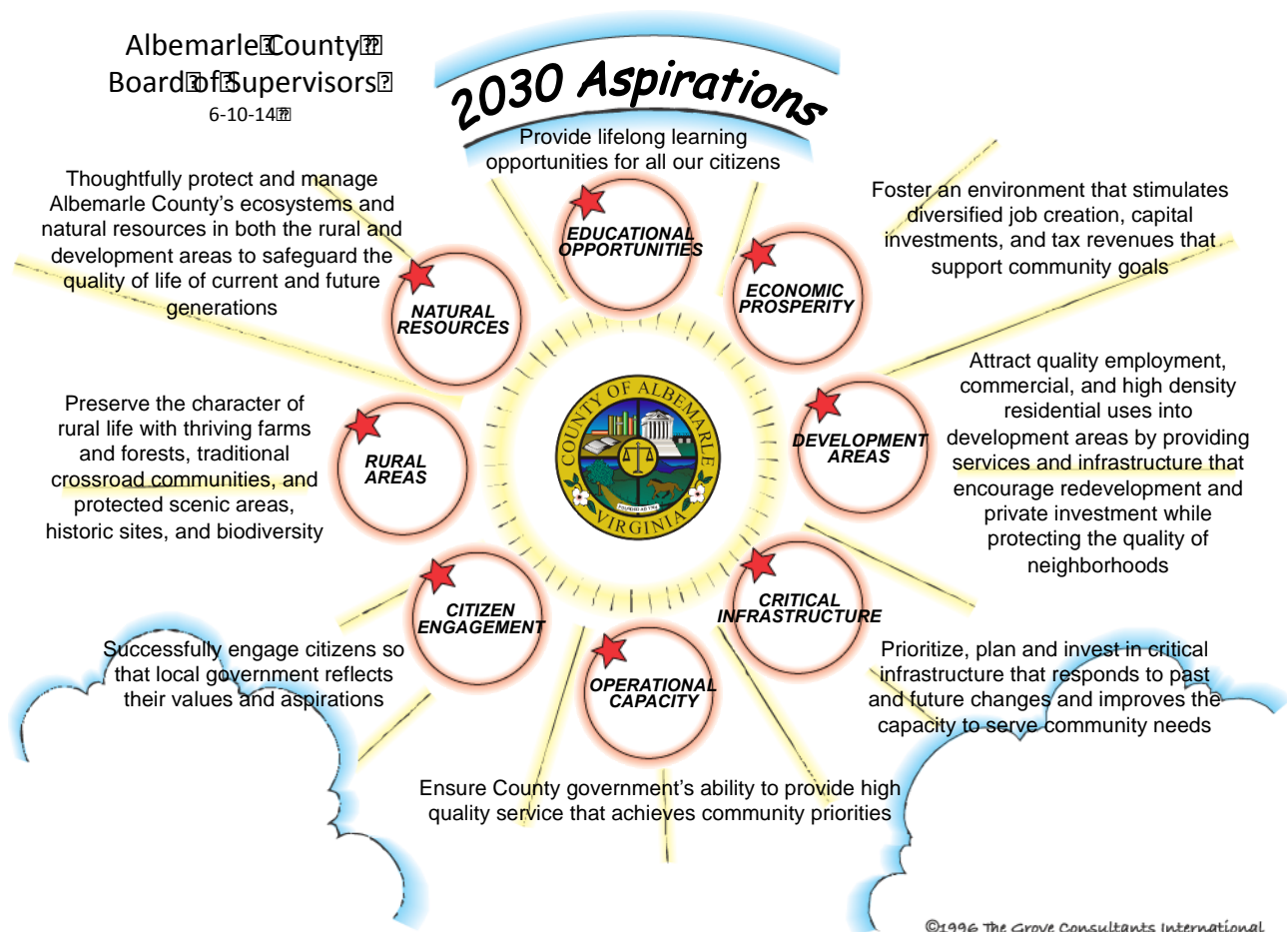
- Look at how we can keep our industrial land
- Sustainable funding for schools; have outside group review process (as City does)
- Transit, connectivity, bus stops – improve relationship with CAT; regional transit authority
- Geo-policing funded and rolled out
- Connectivity in rural areas
- Staffing increase for rural areas planner and water resource person
- Staffing for adequate inspection
- Encourage more volunteerism among special interest groups in areas such as trail maintenance, police, and fire (i.e. stream watch model)
 - Set up for biodiversity
 - Use the community expertise that we have available; ask for staff support as needed
- Educate the community on what good economic development looks like and what it can do for the community
- Strengthen our legislative impact
- Schools and local government need to work better together
- Understand assessment procedures and policies

Other strategic issues “on the table” that need to be addressed:

- Sustainable funding for schools – outside review
- Solid waste – reduce, reuse, recycle
- Stormwater utility
- Courts
- CIP issues – funding infrastructure
- Taxes – consider how the state might give us more taxation flexibility (composite index issue with state)
- How to strengthen our legislative work to make us more effective, including our impact on legislators and how we can do our own work as a Board more effectively

BOARD AGREEMENT ON ASPIRATIONS

The Board then came to agreement on important strategic focus areas for 2030 and developed aspirations to define intention in each area. These are represented graphically below and on page 6 of the Report.



Albemarle County Board of Supervisors 2030 Aspirations

Educational Opportunities:

Provide lifelong learning opportunities for all our citizens

Economic Prosperity:

Foster an environment that stimulates diversified job creation, capital investments, and tax revenues that support community goals

Operational Capacity:

Ensure County government's ability to provide high quality service that achieves community priorities

Citizen Engagement:

Successfully engage citizens so that local government reflects their values and aspirations

Critical Infrastructure:

Prioritize, plan and invest in critical infrastructure that responds to past and future changes and improves the capacity to serve community needs

Development Areas:

Attract quality employment, commercial, and high density residential uses into development areas by providing services and infrastructure that encourage redevelopment and private investment while protecting the quality of neighborhoods

Natural Resources:

Thoughtfully protect and manage Albemarle County's ecosystems and natural resources in both the rural and development areas to safeguard the quality of life of current and future generations

Rural Areas:

Preserve the character of rural life with thriving farms and forests, traditional crossroad communities, and protected scenic areas, historic sites, and biodiversity

ALBEMARLE COUNTY BOARD OF SUPERVISORS 3-YEAR PRIORITIES

The Board engaged in a consensus discussion to identify 3-Year Priorities to achieve the 2030 Aspirations. Bullets have been used to provide more information regarding the Board's discussion and considerations regarding the Priorities.

Following distribution of the initial report, Board Members will have an opportunity to further review the Priorities after staff members refine them and provide more information. Staff members will use the Board's Aspirations and 3-Year Priorities to guide and align planning efforts (i.e. Strategic Plan, Comprehensive Plan, and the CIP, etc.)

Note: Numbers used below are for reference ONLY and do not indicate priority.

Educational Opportunities: Provide lifelong learning opportunities for all our citizens

1	In partnership with the school system, identify a process to identify potential improvements in funding strategies for K-12 and school readiness <ul style="list-style-type: none"> • Consider a blue ribbon committee to explore funding methods • Examine the funding relationship between the Board and School Board
2	Research and determine the successful components and outcome measurements for a lifelong educational system <ul style="list-style-type: none"> • Determine who does what (respective responsibilities) and where opportunities may lie; consider what piece each partner may play • Determine continuing education needs by using the Economic Development Office to work with businesses to define those needs
3	Support the CATEC Strategic Plan in order to improve workforce development that is aligned with our local economy <ul style="list-style-type: none"> • Incorporate CATEC Strategic Plan into County plans (i.e. economic development) • Expand the role of CATEC • Improve vocational/workforce/employer links • Increase internships and apprenticeships
4	Change process for oversight of the CIP to ensure that the Board and School Board get better input earlier on and that we achieve greater citizen awareness

Economic Prosperity: Foster an environment that stimulates diversified job creation, capital investments, and tax revenues that support community goals

1	Establish a successful Economic Development Office that achieves the County's economic development goals <ul style="list-style-type: none"> • Determine focus and direction of efforts; create appropriate role and structure • Determine reasonable measurements for success • Leverage career ladder jobs within our target industries (multiplier jobs) • Educate the community about the importance of economic development, what it would look like, and how the Economic Development Office is a resource for the County
2	Evaluate the Orange Dot program in the County

3	Define policies and incentives for redevelopment
4	Review our assets and economic engines within the community and enhance and protect our relationships so that we are able to utilize more partnerships when appropriate

Operational Capacity: Ensure County government’s ability to provide high quality service that achieves community priorities

1	Attract and retain high performing professionals and managers
2	Bring staffing capacity up to a level required to implement the Board’s strategic priorities <ul style="list-style-type: none"> • Consider/evaluate a Transportation Planning position • Consider/evaluate a Water Resource Manager position • Consider/evaluate a Rural Areas Planning position
3	Continue with our long term plan to fund the Police Department’s core services and geo-policing
4	Continually evaluate others’ best practices and encourage an organizational culture that innovates and is a model for others <ul style="list-style-type: none"> • Help staff with furthering “One Organization Committed to Excellence”
5	Obtain and maintain infrastructure of sufficient quality to support government operations (i.e. IT, buildings, vehicles)
6	Strengthen regional collaboration efforts

Citizen Engagement: Successfully engage citizens so that local government reflects their values and aspirations

1	Improve citizen communication and participation <ul style="list-style-type: none"> • Develop an interactive mapping approach that enhances geographic information that is available to citizens • Support elected officials meeting with and coordinating ombudsman activities with citizens • Continue to establish protocols, resources, and technologies that reach and respond to citizens from diverse circumstances [Note: Consider whether any of these bulleted items should be separate priorities]
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Critical Infrastructure: Prioritize, plan and invest in critical infrastructure that responds to past and future changes and improves the capacity to serve community needs

1	Establish and implement a solid waste management plan with emphasis on reducing, reusing, and recycling <ul style="list-style-type: none"> • Develop and execute short term solutions/actions and begin the implementation of a long range strategy to address solid waste issues
2	Consider the formation of a regional transit authority and consider creating a service district for funding <ul style="list-style-type: none"> • Update previous study • Identify partners • Look at funding alternatives
3	Explore the basis for calculating school capacity to insure alignment with our development plans <ul style="list-style-type: none"> • Process is underway to produce a long range plan that will inform the CIP process • Address Pre-K space needs; consider whether schools can support Pre-K education
4	Revisit our capital investments and prioritize those that are needed, particularly as they relate to Master Plan implementation
5	Examine/revisit the possibility of financing our CIP projects through a local bond issue
6	Begin design for court expansion and renovation
7	Revisit the process for the CIP across schools [Note: This Priority may be combined with Educational Opportunities #4 into one priority regarding the CIP and will be addressed under the appropriate Aspiration]

Development Areas: Attract quality employment, commercial, and high density residential uses into development areas by providing services and infrastructure that encourage redevelopment and private investment while protecting the quality of neighborhoods

1	Perform transportation impact planning to determine how growth is affecting existing
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	neighborhoods, businesses, etc. <ul style="list-style-type: none"> • Include safety improvements in master plan areas • Enhance transit service, routes, and bus stops
2	Define new small area plans with related improvements <ul style="list-style-type: none"> • Expand and sensibly place light industrial areas
3	Develop and implement policies and/or performance measurements to protect existing neighborhoods
4	Explore redevelopment policies and incentives

Natural Resources: Thoughtfully protect and manage Albemarle County's ecosystems and natural resources in both the rural and development areas to safeguard the quality of life of current and future generations

1	Set up a program to improve water quality <ul style="list-style-type: none"> • Determine the level of service and funding • Revisit the funding mechanism for storm water management
2	Successfully implement the County's stormwater management programs
3	Identify important biodiversity areas and provide information to landowners on the importance of those areas
4	Consider steps suggested in the LCAPP to ease/mitigate climate change [Note: Revise this Priority after Comprehensive Planning presentation to the Board]

Rural Areas: Preserve the character of rural life with thriving farms and forests, traditional crossroad communities, and protected scenic areas, historic sites, and biodiversity

1	Optimize management of the County's parks and open spaces <ul style="list-style-type: none"> • Determine the optimum relationship between tourism and preservation and ensure that tourism (overuse) is not having a negative impact • Consider how we may better develop our park system • Review park/open space usage to determine what parks may be overused; how to open new parks to spread usage, and how to get people to our parks • Consider how funding for the ACE program may contribute • Include volunteer system for trail maintenance
2	Carefully address agri-tourism mandates to assess rural impact
3	Develop a rural transportation plan <ul style="list-style-type: none"> • Identify entrance corridor roads (i.e. Barracks Road) • Address connectivity including trails, bikeways, greenways, rural rustic road, etc.
4	Ascertain the core services expectations in rural areas and examine the "social contract" that the County has with rural residents in the delivery of services <ul style="list-style-type: none"> • The community facilities plan addresses this and will lead to Board policy • Develop common theme and messages that Board Members can communicate
5	Establish a minimum acceptable level of broadband service and pursue opportunities to bring that level of service to all citizens
6	Encourage rehabilitation of crossroads communities

FOLLOW UP STEPS

1. Facilitator will provide Session Report to County Executive
2. County Executive will distribute Session Report to Board Members
3. Staff members will work with, and refine as necessary, the Board's 2030 Aspirations and 3-Year Priorities to shape them into an actionable plan
4. Staff members will bring a Plan to the Board for review
 - More information will be provided to assist the Board in understanding what will be required to implement the Priorities
 - The Board may need to further prioritize the identified 3 Year Priorities to identify those most critical or those that should be addressed over the next year

5. The Board's 2030 Aspirations and 3-Year Priorities will be used to guide and align other County plans and subsequent efforts, which may include:
 - Strategic Plan
 - Comprehensive Plan and sub-plans
 - Economic Development Plan
 - Capital Improvement Plan/Program
 - Budget Preparation

6. The Facilitator recommends that the Board's 2030 Aspirations and 3-Year Priorities be reconsidered after every major election where membership changes. Additionally, the County may find it useful to review the 3-Year Priorities as a part of each budget cycle.

(Note: Ms. Palmer left the meeting at 4:50 p.m.)

Adjourn to June 11, 2014, 3:30 p.m., Room 241.

At 5:20 p.m., motion was offered by Ms. Mallek, seconded by Ms. McKeel, to adjourn to June 11, 2014, 3:30 p.m., Room 241. Roll was called and the motion carried by the following recorded vote:

AYES: Mr. Sheffield, Mr. Boyd, Ms. Dittmar, Ms. McKeel and Ms. Mallek.
ABSENT: Ms. Palmer.

Chairman

Approved by Board
Date: 02/11/2015
Initials: EWJ