

An adjourned meeting of the Board of Supervisors of Albemarle County, Virginia, was held on June 30, 2010, beginning at 9:00 a.m., at the Virginia Department of Forestry Building, Fontaine Research Park, 900 Natural Resources Drive, Charlottesville, Virginia, for purposes of holding a Strategic Planning Session. The meeting was adjourned from June 9, 2010.

PRESENT: Mr. Kenneth C. Boyd, Mr. Lindsay G. Dorrier, Jr., Ms. Ann H. Mallek, Mr. Dennis S. Rooker, Mr. Duane Snow and Mr. Rodney Thomas.

ABSENT: None.

OFFICERS PRESENT: County Executive, Robert W. Tucker, Jr., County Attorney, Larry W. Davis, Assistant County Executive, Tom Foley, Assistant County Executive, Bryan Elliott, Manager of Strategic Planning and Performance, Lori Allshouse, Community Relations Director, Lee Catlin, Clerk, Ella Jordan, and Senior Deputy Clerk, Meagan Hoy.

Additional members of the County's Leadership Council and staff from the Finance Department were also in attendance.

The following minutes are a summary of the Board's Strategic Planning Session.

Ms. Mallek called the meeting to order at 9:07 a.m. and provided opening remarks. She thanked the State's Forestry Department for continuing to allow us to use their facilities at no cost to the County. She provided a historical context for the meeting and stated that the County's current strategic plan officially ends on this day. She recognized that the County made a lot of progress, and that the County still faces significant challenges in the years ahead. She stated that today's meeting is to set direction for a new two year Strategic Action Plan that will best position the County given the new and evolving economy. This new Plan will be more tactical and focused. She said that in addition to priority setting work today, the Board will discuss ways to most effectively work together to serve the County in this new era. Also, the Board will reflect on the budget process just completed and come to an agreement on changes to the process in the upcoming year.

Mr. Tucker welcomed the Board's active and engaged participation in the session and provided an overview of the meeting. He echoed Ms. Mallek's comments about the benefits of this annual session and the importance of tightening the County's strategic focus over the next two years. He stated that the session will begin with the Board reviewing how Board members and staff operate as a team. Then, there will be a brief overview of the new economic realities facing the community. Next the Board will discuss major strategic issues and will identify and prioritize items that will form the basis of our strategic plan for the next two years that builds upon information shared with staff during individual interviews and material developed by the County's Leadership Council. Finally, the Board will review and discuss proposed changes to the budget process and come to an agreement on a revised budget process for the coming year. He concluded that the session would end with a summary of our day's activities and outline the next steps.

As the first agenda item, Ms. Catlin facilitated the Board discussion regarding ways the Board and Staff can work together to be most effective. Following is a summary of the Board comments and suggestions during this discussion regarding Board/staff working relationships:

- What Board members value from each other in working together:
 - Knowledge
 - Honesty
 - Diversity
 - Geographical knowledge
 - Perspective
 - Congenial attitude
 - Preparation
 - No hidden agendas
 - Appreciation of staff role
- What Board members identify as staff's appropriate role:
 - Provision of informed options
 - Legal advice
 - Timely and accurate information that is understandable and presented without an agenda
 - Quick feedback/responsiveness
 - Making the Board aware of unanticipated consequences
- What Board members identify as their appropriate role:
 - Clear/Informed direction
 - Effective use of staff time
 - Prioritized directions
 - Clear communication

- Suggested Improvements:
 - Have frequent dialogue with staff so that everyone has a clear understanding about expectations – what is required to do the task at hand
 - Do a better job of communicating the Board's decisions and intentions to the public
 - Provide an opportunity for staff to respond back and clarify/incorporate expectations into the action letter
 - Use understandable English
 - Staff should say when more people need to be in discussions about particular situations

Next, Mr. Foley led the Board in a discussion regarding the new economic realities facing the County, state and nation. He shared historical data and financial trends for the County's reassessments, property tax revenue, sales tax revenue, and state general fund revenue. He then provided economic information from the Gallop Poll and John Silvia, Ph.D., Chief Economist, Wells Fargo Securities Economics Group. The information indicated a shift in the nation's economy which will include more restrained consumer economic activity, weak job growth, and high unemployment.

Mr. Foley also provided information from the "Center on Budget and Policy" which indicated that states will continue to struggle to find resources to support critical public services and that this situation is anticipated to continue for a number of years.

Mr. Foley concluded by sharing information from the International County/City Management Association and the "Financial Times" which indicates that the financial crisis has redefined local government. Local governments will have less money to deliver services and many have established "new normal's" that will remain in place after the US economy rebounds.

Note: The Board took a brief recess at 10:24 a.m., and came back to order at 10:43 a.m.

Following the break, the Board of Supervisors, working from charts which included topics previously identified by individual Board members as well as the County's Leadership Council, discussed major strategic issues facing the County and identified, and prioritized the top five strategic action items that the County should include in the FY 10/11 – FY 11/12 Strategic Action Plan.

Following are notes and outcomes from this discussion:

Overall Theme – Redefining/Sustaining County Government in the new Economic Reality.

Priority –CIP Funding

Directional Statement/Outcome –The Board will select desired option(s) for increasing funding in the CIP.
Related issues raised by the Board:

- Options for how to put money back into CIP – target amount? Committee structure?
- Are maintenance standards appropriate? (are there reallocation possibilities?)
- Take advantage of outside funds/use county funds to leverage other funding
- Determine which projects are pressing enough for funding
- Review inventory of County properties

Initial Action Step(s): Staff to plan a preliminary discussion of viable options for the Board's consideration
Priority –Working/budgeting relationship with the School Division
Directional Statement /Outcome - The Board of Supervisors will improve communication, trust and budget information sharing with the County School Board.

Related issues raised by the Board:

- More regular discussion about issues
- Improve Communication and trust
- Better budget data/information
- Increase understanding of future picture
- Consider standardized budget reporting

Initial Action Step(s): Board approved a revised budget process for the upcoming Five Year Financial Plan and annual budget which includes additional meetings with the School Board – it will be implemented immediately

Priority –Economic Vitality

Directional Statement –The County will have an adopted plan to increase focus on economic development/ vitality.

Related issues raised by the Board:

- job creation
- ability to be responsive to changing conditions

Initial Action Step(s): Continue progress of the Economic Development Action Plan currently under consideration by the Board with public hearing on July 14

Priority – Library System Structure

Directional Statement –The Board will determine the most desirable future library system structure for the County given current fiscal realities

Related issues raised by the Board:

- staff should conduct an independent analysis prior to the Board having any conversations with Library representatives

Initial Action Step(s): Staff to determine and conduct an appropriate analysis process and bring those results to the Board of Supervisors

Priority - Solid Waste Disposal

Directional Statement – The Board will provide direction on a preferred solid waste disposal option within a six-month period.

Related issues raised by the Board:

Initial Action Step(s): Staff will determine a process for presenting and evaluating realistic options for solid waste disposal in a timeframe that allows the Board to act within the six month timeframe

Other strategic issues discussed that were not selected as the top 5 priorities by the Board:

- Historic Preservation (Lewis and Clark, Old Jail, Hatton Ferry)
- Transportation planning/funding (this will be part of CIP and other financial discussions)
- Land preservation efforts
- Alternative approaches for regional agencies:
 - SPCA
 - ACSA/RWSA/water supply (these discussions are already underway)
 - Fire rescue (these discussions are already underway)
- Sustainable level of funding for community agencies (this will be part of upcoming financial discussions)

Other Topics identified for Future Discussion:

- More information to be brought to the Board about the Inmate work release program (Sheriff Harding's work program)
- Should the County increase the Contingency fund in the budget?
- Provide the Board with an update on the One Stop Work Force Center
- Provide information to help Board members understand changes in mandates and outside funding sources

The Board reviewed and approved proposed changes to the budget process that were presented by Lori Allshouse, that included additional meetings with the School Division to improve communication and understanding of the School Division's base budget and long-term funding needs. Other changes to the budget process were also approved to provide an opportunity for the Board to learn more details about two local government departments' operations including how they construct their budgets from the bottom up.

Finally, Mr. Elliott provided a summary of the meeting results and outcomes. Staff will use this information to develop the County's FY 10/11 – FY 11/12 Strategic Action Plan.

Adjourn

With no further business, Ms. Mallek adjourned the meeting at 2:30 p.m.

Chairman

Approved by Board
Date: 08/04/2010
Initials: EWJ