

An adjourned meeting of the Board of Supervisors of Albemarle County, Virginia, was held on February 24, 2016, beginning at 8:30 a.m., at the Monticello Fire Station, 25 Mill Creek Drive, Charlottesville, Virginia, for purposes of holding a Strategic Planning Session. The meeting was adjourned from February 23, 2016.

PRESENT: Mr. Norman G. Dill, Ms. Ann Mallek, Ms. Diantha H. McKeel, Ms. Liz A. Palmer, Mr. Rick Randolph and Mr. Brad L. Sheffield.

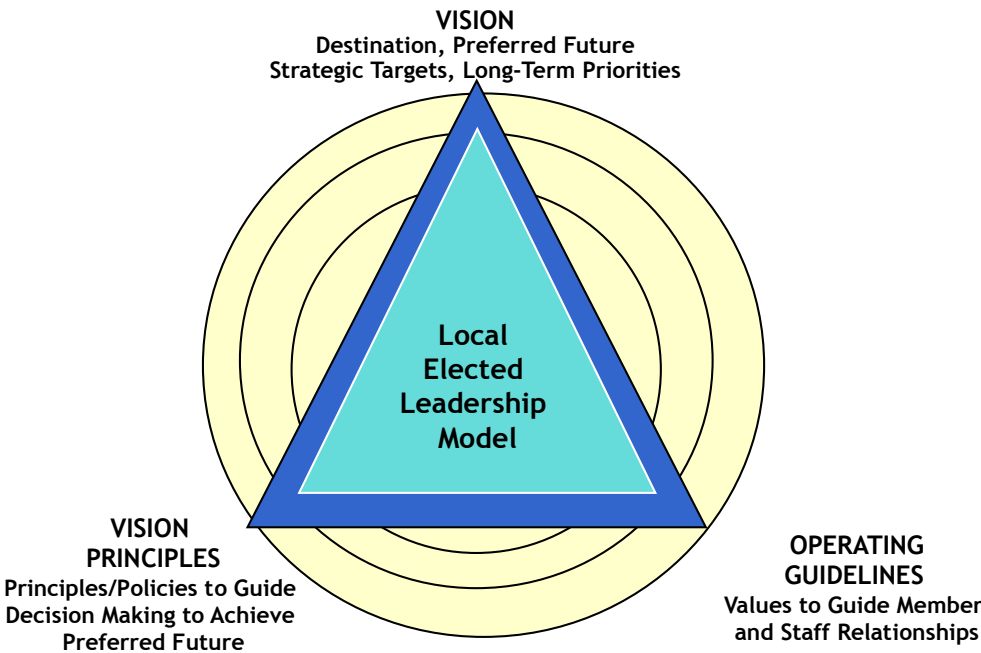
ABSENT: None.

OFFICERS PRESENT: County Executive, Thomas C. Foley, Clerk, Ella W. Jordan, and Senior Deputy Clerk, Travis O. Morris.

The following agenda was used for the meeting:

- Welcome and Overview of the Day
- Maximizing Roles: Governance Model
- Defining Roles
- Develop Operating Guidelines
- Lunch
- Develop Operating Guidelines
- Identify Next Steps for Moving Forward

LOCAL ELECTED LEADERSHIP MODEL



Ms. A. Tyler St. Clair, Facilitator, called the group to order at 89:01 a.m. Ms. St. Clair provided the following retreat report:

ROLES FOR EFFECTIVE GOVERNANCE

The Board articulated a clear set of roles for the Board, Board Chair, and County Executive, including those that represent distinctive Albemarle County expectations.

What is the role of the Board?

- Policy maker
- Ensure representative democracy; represent the citizens of the community
- Convey the concerns and issues that are in the community
- Envision what the County could be; serve in a visionary role, representing not only current desires but what the community could be
- Establish a clear set of priorities in order to focus the efforts of staff
- Provide excellent governance by having the ability to work effectively together and with all parties in County government in the best interests of the community

- Serve as an effective ambassador for the community within one's district in a way that works for each Member including:
 - Once the vision is developed, Board Members encourage citizens to learn about the vision and discuss it in order to "see if it has legs in the community"
 - Work with people at the ground level, but recognize when staff members need to provide information and/or facilitate in their professional roles; be able to blend one's elected role with staff expertise
 - Have awareness of individuals who don't come to public meetings and be willing to participate in community events that others attend in order to hear from them; be a voice for those that don't have a voice; go beyond traditional channels
 - There is no cookie cutter approach that works; each Member must create a spectrum of ambassadorship with options and can find himself or herself within it
 - Listening and accessibility are important as citizens *want* to tell you what they want
- Exemplify good ethical and moral conduct with each other and with the public
- Develop a respectful and effective working relationship with staff while not becoming staff members
 - Respect the professionalism and training of staff members
 - Trust staff members to live up to the high expectations that we have for them
 - After we put the vision in place, consciously establish staff interaction and a partnership to ensure that the vision goes forward when Board Members leave office
- Facilitate effective communication between County residents and staff
 - Facilitate greater understanding regarding services between residents and staff
 - Avoid handling citizen requests with just "I'll put you in touch with the right person"
 - Continue the facilitation to ensure follow through
 - Regard each citizen and staff interaction as a learning opportunity
- Approve the budget
- Make budget decisions that reflect community values through the budgetary process; determine policy with resource allocation
- Work effectively with the County Executive along with the County Attorney and Clerk. Recognize the "zone of cooperation" where the role of the County Executive and the role of the Board converge as there are places where we share responsibilities.
- Build effective relationships with other jurisdictions, state government, and federal government
- Work effectively with key stakeholders in the County
- Work effectively with our elected School Board
- Ensure effective and transparent communication with members of the media so that they can convey accurate information to the public
- Evaluate performance of the County Executive, County Attorney, and Clerk

What is the role of the Chair?

- Keep the meeting efficient
- Work with County Executive, Clerk, and Vice Chair to review board meeting agendas
- Work closely with the County Executive in a collaborative, open, and trusting manner
- Represent the Board at ceremonial events
- Speak last
- Make sure that all Board Members are heard at the meeting, even if Chair does not agree with their respective position
- Serve as first contact and official spokesperson for the Board
- Represent the established majority position of the Board
- Be aware that you are one of six equals
- Maintain highest level of ethical and moral behavior as a focal person for the Board's leadership

What is the role of the County Executive?

- Manage local government operations
- Handle the day to day operations
- Manage staff
- Help the Board identify a *clear* set of priorities
- Get direction from the Board regarding policy
- Implement the Board's vision and priorities
- Help the Board articulate its vision and priorities to staff and the public
- Provide a clear process and opportunities for the Board to give feedback regarding priority implementation to the County Executive
- Demonstrate accountability; take ownership of staff actions
- Work to develop a good working relationship with Board Members, including:
 - Serve as a consultant to the Board, including serving as its institutional memory and providing professional expertise and background
 - Demonstrate the ability to have candid conversations
 - Develop trust with Board Members
 - Develop a strong, trusting relationship with the Board Chair
 - Be respectful
 - Demonstrate the highest standards of ethical and moral behavior
- Present innovative ideas and best management practices to improve the effectiveness and efficiency of government
- Develop the budget and make recommendations to the Board

- Manage the fiscal condition of the County, both long term and short term
- Collaborate and communicate with the Superintendent of Schools
- Develop and maintain effective working relationships with community partners and agencies as well as regional partners
- Be attentive and responsive to (sometimes) contradictory community thinking and priorities based on the Board's direction
- Provide recommendations and justify them based on the Board's direction
- Be open-minded regarding the Board's ideas, while providing guidance on priorities that are in the best interests of the County based on realities and his or her experience
- Seek to operate a High Performance Organization (HPO) government using high performance principles
- Hire top quality professionals and give them the resources to do their jobs
- Facilitate a transparent, responsive government
- Ensure that all Board Members are equally informed



ALBEMARLE COUNTY BOARD OF SUPERVISORS OPERATING GUIDELINES

1. The County's strategic plan will serve as a guiding document for the County and will be supported by a thoughtful priority setting process and cycle.
2. Once the Board has made a policy decision, we avoid actively undermining the majority position.
3. We ensure that policy decisions and directions to the County Executive are communicated by the entire Board. No single member of the Board will provide policy direction to the County Executive.
4. Board Members ensure that their interactions with and requests to staff members do not negatively impact their productivity, including:
 - Understand that staff work on priorities adopted by the Board as a whole
 - Evaluate the impact of your request for information or action before making it
 - Avoid placing staff in an uncomfortable position regarding their responsiveness
 - If a policy issue is going to affect workload or a policy decision, it should come through the County Executive's office
 - When making a request of staff that will impact policy or workload, contact the County Executive or Deputies, using best judgment regarding the specific situation
5. In order to assure a creative and inclusive environment, Board Members should:
 - Be honest and share their ideas and concerns as they come up
 - Share creative ideas collectively
 - Be open and supportive of new ideas and approaches offered by Board Members
 - Be receptive, seek understanding, and weigh the merits and demerits openly
6. The Board seeks to be thoughtful regarding perception, consequences, and policy:
 - When a Board Member has an idea that would impact policy direction, discuss with the County Executive to make sure that it is carefully considered
 - Be aware of unintentional signals that we may send to staff members or the public
 - Be careful that staff members do not perceive that they are being asked to go around the hierarchy; avoid end runs
7. Be sensitive and respectful regarding time limitations and keep one's communication focused
8. To assure maximum productivity, the Board should do board work and the staff should do staff work. Make sure that when the Board gives policy direction or an assignment to staff members, we give them time to do it before we jump in.
9. We ensure that we work with a careful and unified voice when we are dealing with other jurisdictions or units of government, including both the Board and the County Executive.
10. We are responsible for our districts, the entire County, and the region; therefore we should give our best efforts to work for the benefit of all.
11. When the Board has a concern regarding staff performance, we go directly to the County Executive in a timely manner so that it can be addressed.
12. The Board can agree to disagree; majority is the rule so we must support the Board's decisions and move on.

**NOTES TO ASSIST IN THE DEVELOPMENT OF AN
EFFECTIVE STRATEGIC PLANNING MODEL**

Board discussion indicated that the County would benefit from developing an effective strategic planning model and cycle that is consistent with the role of the elected body, election cycles, and the specific nature and conditions presented by Albemarle County. These notes capture some of the elements and ideas that Board Members discussed to consider in developing the Albemarle County Strategic Planning model and methodology:

- Provide clarity about the role of the strategic plan, which is that of moving the community in a significant direction versus addressing day to day work; consider whether a distinction is that strategic plan priorities require significant capital outlay
- Create a thoughtful strategic planning process that accounts for the elected role, the desire to get things done, the election cycle, and potential changes in the board
- Clarify how the strategic plan aligns with the comprehensive plan and the budget
- Consider developing the strategic plan after the budget is approved
- Enable Board Members to understand and support long term goals which are set in place by previous boards, which often have long-term capital requirements
- Provide for long term capital planning
- Consider a 2 year plan with a 6 month review and update
- Established Board Members should reach out to newer board members to help them understand the strategic plan and priority setting, etc.
- Align the strategic plan with priority based budgeting
- Staff will provide more clarity about the status of strategic plan goals and activities
- Staff will provide guidance to Board Members about how to meet their needs within the strategic plan
- Staff will guide Board Members in understanding how they may achieve individual goals through other avenues, including other means for Board consideration
- Recognize that strategic planning is one of the most important things that the Board does and that it should have its own work sessions
- Set up regular updates and reviews to assess progress
- Share with others the role that the strategic plan plays in setting and enabling priorities
- Accomplishment of strategic plan goals should be a major component of the County's Executive's performance and accountability
- Include acknowledgement of what has been accomplished

NEXT STEPS

1. Tyler will send Session Report
2. Use strategic planning discussion in developing a new model/methodology for it; share proposal with Board to ensure knowledge on how/when priorities will be set/addressed
3. We agree today that we have commitment to the Roles and Operating Guidelines that we have developed. They are self-enforcing; have a conversation if we have problems.
4. Review our Roles and Operating Guidelines when we do our strategic retreat (i.e. June)
5. Make a decision about how often to review the Roles and Operating Guidelines
6. Identify a way to evaluate success on the Roles and Operating Guidelines (i.e. Board self evaluation, County Executive providing feedback to Board, etc.)
7. At the County Executive's performance review, have dialogue about success and any issues that are relevant to the Roles and Operating Guidelines

Adjourn. With no further business to come before the Board, at 3:07 p.m., Ms. Mallek offered **motion**, to adjourn to February 25, 2016, 3:00 p.m., Lane Auditorium. Mr. Dill **seconded** the motion.

Roll was called and the motion carried by the following recorded vote:

AYES: Ms. Mallek, Ms. McKeel, Ms. Palmer, Mr. Randolph, Mr. Sheffield and Mr. Dill,
NAYS: None.

Chairman

Approved by Board
Date: 07/06/2016
Initials: TOM