

Adjourned meetings of the Board of Supervisors of Albemarle County, Virginia, were held on May 2 and May 3, 2018, at the Virginia Forestry Department Training Room, 900 Natural Resource Drive, for purposes of holding a Strategic Planning Session. The May 2, 2018 meeting was held at 12:00 noon, and adjourned from April 17, 2018. The May 3, 2018 meeting was held at 8:00 a.m., and adjourned from May 2, 2018.

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

ABSENT: None.

OFFICERS PRESENT: County Executive, Jeff Richardson, Deputy County Executive, Doug Walker, Assistant County Executive, Trevor Henry, County Attorney, Greg Kamptner, Chief Financial Officer, William Letteri, Clerk, Claudette Borgersen, and Senior Deputy Clerk, Travis O. Morris.

The following agendas were used for the meeting:

Purpose

To enhance the ability of the Albemarle County Board of Supervisors and the County Executive's Office to work together on the successful future of Albemarle County

GOALS

1. Foster enhanced relationships through an awareness and appreciation of the strengths and differences of fellow Board Members and those in the County Executive's Office
2. Look at the impact of type and temperament on communication and decision making, and consider how this may impact the leadership of the Board and interactions of the elected body and staff
3. Review the basics of the Council/Manager form of government and its rationale, including the role of politics versus administration and differences in political values
4. Discuss ideal roles for the Board and staff and behaviors that will lead to an effective working relationship
5. Clarify expectations and guidelines that emerge for working together as a board and with staff, including how to ensure accountability
6. Identify next steps

AGENDA

Wednesday, May 2, 2018

Session Begins

Lunch with the Board

The Aroma's Café will provide lunch for the Board; please arrive and enjoy a meal with your colleagues before the session begins.

The meeting was called to order at 12:34 p.m., by the Chair, Ms. Mallek.

Welcome and Opening (Board Chair and County Executive)

Overview of the Session (Facilitator)

- Background
- Goals, Agenda, Norms for the Discussion

Working Together: Understanding Strengths and Differences

A brief MBTI workshop will enable the Board and County Executive's Office to learn more about personal preferences that influence information gathering and decision making.

Break

Working Together: Examining Insights and Preferred Scenarios

Further understand the Board's differences and strengths and examine ways in which interactions could be enhanced.

Working Together in the Council/Manager Form of Government

Wrap Up

Leave for Evening

The meeting adjourned at 5:09 p.m.

Thursday, May 3, 2018

Session Begins with Breakfast

The meeting was called to order at 8:36 a.m., by the Chair, Ms. Mallek.

Overview of the Day

Roles and Expectations (Part 1)

Break

Roles and Expectations (Part 2)

Working Lunch with the Board

The Aroma's Café will provide a working lunch in our room while the Board attends to final retreat issues.

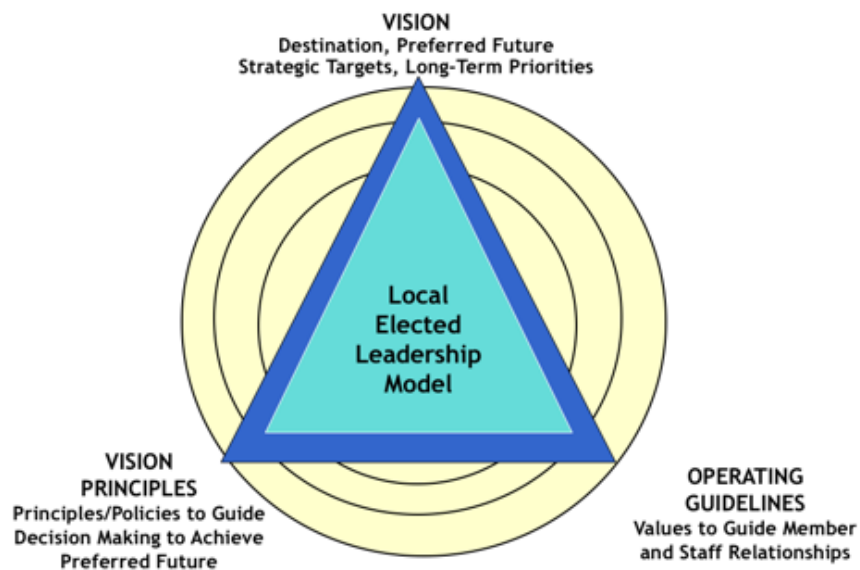
Next Steps

Adjourn

The meeting adjourned at 1:00 p.m.

Ms. A. Tyler St. Clair, Facilitator, provided the following retreat report:

LOCAL ELECTED LEADERSHIP MODEL



What is the role of the Board?

- Policy-makers
- Understand community values so that we can determine policy
 - Be guided by more than our personal values
 - Be aware of current community values, including those that are evolving
- Carry out legislative work, including acting as a zoning body (i.e. rezoning, process applications, revising ordinances, etc.)
- Formulate and carry out the Comprehensive Plan
- Adopt the budget and provide oversight
 - Direct the budget in a way that it reflects community values
 - Oversight means that it is technically right
- Set the tax rate
- Hire and evaluate the County Executive, County Attorney, and Clerk of the Board
- Oversee the Clerk's Office to ensure that it runs efficiently
 - The Board provides direction to this office and its employees are the Board's employees, thus there is a difference in the hierarchy
 - The Clerk's Office serves as the "window" to the Board for citizens and thus ensures that the Board is perceived as open and easy to access

- Effectiveness requires good communication between the Board and Clerk's Office
- The Board completes the Clerk's evaluation
- Recruit, appoint, and evaluate boards, commissions, and authority members
 - Determine the appropriateness of an individual for a specific board appointment
 - Once appointed, ensure that the individual is fulfilling the requirements (i.e. attending meetings)
 - Some bodies have state statutes that have specific requirements against which board members should be evaluated
- Evaluate the performance of appointees to boards and commissions by talking with them, reading the minutes, and looking at their inputs to evaluate their attendance, how informed they are, how they are voting, and alignment with policy making
 - Albemarle County has a reputation which we need to protect, thus we have to ensure that appointees, as offshoots of the Board's policy making, provide quality participation and decision making
 - Ensure that members are attending in order to hear information and thus to be informed regarding decision making
 - When looking at appointments, look at the "voice" that a commission may need and perhaps does not have as boards benefit from having a variety of perspectives so that they have balanced discussions; a cross section of members is important
 - Ensure that the public views appointments as based on merit and that they are balanced without the perception of a conflict of interests (i.e. family members that might compose a voting "block")
- Serve as Board liaisons for assigned committees
 - We listen in, do not "drive the bus" and report to the Board as needed; we also provide resources and clarification to the committee if needed
- It is the recognized responsibility of the liaison is to provide information
- Other Board Members may attend meetings if they wish
- Serve as a conduit and lobby as appropriate for the County's needs at the federal, state, and local level
- Provide constituent services (i.e. hold town hall meetings, respond to e-mails, and share information)
- Have an ultimate responsibility to protect and maintain the County's assets
 - Have a fiduciary responsibility
 - As public stewards, have ultimate responsibility for oversight and utilize staff resources to help us do this
- Fund the Schools, acknowledging that they must present needs-based budgeting and then we must produce a balanced budget
- Understand our form of government and our own roles and boundaries and convey this to others as needed
- Identify and prioritize County initiatives in order to provide direction, keeping in mind the Board's legislative function, policy making requirements, and values
 - Call out the vision and desired future state and connect it with where we are going
 - Using the strategic planning process, identify priorities and how we will get there
- Envision what the county could be and serve in a visionary role
 - Represent current desires and objectives but also what the community could be – its potential
 - Look at the interface of factors such as economic development, environmental protection and preservation, etc. and create a desired future
- Communicate with constituents, media, and other stakeholders
- Work effectively with regional partners

What is the role of the County Executive/Staff?

- Run the county every day
- Work with the "6 bosses"
- Work effectively with boards and commissions
 - County staff members are involved with all the committees
 - Their roles vary with the type of committee
- The Board provides strong direction to the "captain steering the ship" but it is his responsibility to get the right people in the right places and have the right structure and processes so that everything clicks when the wheel turns
- Serve as the technical experts
- Maintain technical expertise to include:
 - Pursuing continuing education and staying current with trends and best practices
 - Recognizing when the community is evolving in a way that requires more or different technical expertise
 - Knowing when we need to get an outside expert or consultant because we do not have the capacity
- Deliver services to residents and visitors of Albemarle County 365 days a year, 24/7
- Enable the Board to do its best work by providing good information and effective processes that will facilitate its legislative role
- Effectively manage customer service to residents and visitors (i.e. including customers who are not happy with what they received, don't know where to go to get what they need, and those who may not like the answer that they got regarding an issue)
- Provide systems design and administrative policies

- Propose resource allocation based on an evaluation of needs
- Develop options for Board and staff
- Facilitate public engagement
- Assess, acquire, and steward resources and assets
- Enforce policies and regulations (i.e. Code, ordinances, collection procedures)
- Manage liability - see potential liability issues and manage them
- Measure performance to ensure accountability, program effectiveness, and customer service
- Provide the means by which the Board can communicate with the public regarding policy direction and rationale, including updates on the status and progress of priorities and projects
- Clarify the Board's direction and serve as a conduit to departments to ensure that individuals share information appropriately
- Assist the Board in shaping policy by serving as advisors regarding best practices and analysis, sharing all relevant information, and generating options for the Board to consider (where appropriate), including legal advice to the Board
- Provide good legal advice and options
- Within the framework provided by the Board, conduct negotiations on contracts, property, and MOUs
- Work effectively with regional partners
- Educate and coach staff members to understand board decision making and the appropriate shared role of the Board and staff
 - Understand the context for Board decision making and the role of staff
 - Understand that staff are "option advisors" and that this job is not to make the decision, but to provide the Board with what it needs to make good decisions
 - Even when a Board decision differs from the recommendation, avoid perceiving that the decision is a repudiation of staff work
 - It is also the responsibility of the staff to advise the Board on what it will take to achieve something

OPERATING GUIDELINES FOR HIGH QUALITY GOVERNANCE

The Board commits to using the following guidelines to ensure high quality governance:

1. The County's strategic priorities will guide the work of the Board and staff and will be supported by a thoughtful priority setting process and cycle.
2. We will honor the will of the majority and respect the interests of minority opinions.
3. We ensure that policy decisions and directions to the County Executive are communicated by the entire Board.
 - Where this is unclear, the County Executive will seek clarification from the Board.
 - No single member of the Board can provide direction on policy implementation to the County Executive.
4. Board Members do not want their interactions with and requests to staff members to negatively impact their productivity.
 - Staff members should use judgment and explain the resources that would be required to respond to Board requests.
 - If a policy issue is going to affect workload or a policy decision, it should come through the County Executive's office.
5. When a Board Member sends a communication to a staff member, it should be copied to the department director and the appropriate member of the County Executive's Office. Urgent matters will be clearly labeled in the subject line.
6. To assure maximum productivity, the Board should do board work and the staff should do staff work and provide progress reports.
7. 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.
8. 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.
9. When a Board Member has a concern regarding staff performance, we go directly to the County Executive in a timely manner so that it can be addressed.

Further research on this proposed guideline is requested:

Board members are responsible for divulging, prior to any planning or funding or financial requests or application, their legal relationship with any County, profit, or non-profit organization.

- This is about perception and transparency, not a legal issue.
- County Executive and County Attorney to research this guideline to determine best practices and how to incorporate its intent into either the Operating Guidelines or another document such as the Rules of Procedure.

- Come back to the Board with recommendations

ACCOUNTABILTY FOR THE BOARD’S OPERATING GUIDELINES AND NEXT STEPS

1. Receive and review Operating Guidelines in Session Report from the County Executive.
2. Facilitator recommends that the Board review the Operating Guidelines again at a work session to ensure agreement and revision as needed.
3. Board Members will sign the Operating Guidelines when both the Board and County Executive’s Office are comfortable with the document; this will be the final copy.
4. Following agreement, provide a final copy of the Operating Guidelines with signatures for each Board Member and appropriate staff members to maintain for guidance.
5. Post Board Operating Guidelines in the Board’s Office.
6. Conduct a review of the Board Operating Guidelines in 6 months (October 2018) to determine progress
 - Schedule one hour at a work session
 - Assess progress, address questions, and suggest new guidelines as needed
 - Board Chair and County Executive to schedule this and design approach
7. To hold Members of the Board accountable:
 - Staff members expect Board Members to “police” themselves
 - Address conflicts or violations regarding the Operating Guidelines personally
 - Among Board Members, talk with the other person in person, not with an e-mail
 - The County Executive’s Office should share relevant Guidelines with staff members so that they are informed regarding these agreements
 - If there are issues, a staff member should go to his or her supervisor, who will go to the County Executive for resolution

Chairman

Approved by Board
Date: 10/10/2018
Initials: CKB