

## BOARD OF SUPERVISORS MINUTES

JANUARY 14 - 15, 2012

The Orange County Board of Supervisors, held a Board Retreat on Saturday, January 14, 2012, and Sunday, January 15, 2012, beginning at 8:30 a.m. each day, at the Orange County Airport, 11275 Aviation Way, Orange, Virginia 22960. Present: S. Teel Goodwin, Chairman; Lee H. Frame, Vice-Chairman; Shannon C. Abbs; James (Jim) K. White; and Grover C. Wilson. Also present: Julie G. Jordan, County Administrator; and A. Tyler St. Clair, Retreat Facilitator.

### RE: BOARD RETREAT PURPOSE

The Board acknowledged the purpose of the retreat as an opportunity to identify long-term direction and near-term priorities for the County, along with roles and operating guidelines that will enhance effectiveness among Board members and staff. The Retreat began with the following goals stated:

- Increase understanding/appreciation of fellow Board Members in order to enhance the ability of the Board to provide effective governance for the County;
- Develop a long range Vision/Direction that captures the core identity and strategic targets for the County;
- Develop a set of near-term priorities to address the Vision;
- Clarify roles and develop a set of Operating Guidelines to maximize the effectiveness of working relationships among Board Members and the Board and staff members;
- Identify a specific plan for follow up on the Board's Vision/Direction and Priorities that will result in a Staff Work Plan and communication with stakeholders as needed.

### RE: TEAM BUILDING EXERCISES AND THE LOCAL ELECTED MODEL

The Board completed a team building exercise, which provided brief introductions of each member to the group; discussion ensued. Following the Board's team building exercise, discussion ensued regarding the Local Elected Leadership Model and plan for the day's activities.

### RE: IDENTIFY LONG TERM VISION/DIRECTION OF THE COUNTY

The Board worked as a group and in smaller breakout groups, to create a long term Vision/Direction for the County.

The Board was asked to think about Orange County in the year 2022; those items which the group as a whole would like to see kept as positives already existing in Orange County, and those items which the group believed were in need of change in Orange County. Flip charts were used to document keeps and changes. A transcript of the charts was submitted by the facilitator for the record. Following the small group work, the teams reported their findings and ideas and worked to find consensus on the keeps and changes presented.

### RE: DISCUSSION ITEMS

An idea was expressed regarding a possible one day retreat with the School Board to discuss priorities and a joint meeting with each Town.

Discussion ensued regarding the number of students by grade and by school. By consensus, the Board requested staff to collect and forward onto the Board the number of students by grade and by school as of September 30, 2011.

### RE: RECESSED

The meeting was recessed at 4:55 p.m., and continued to Sunday, January 15, 2012, beginning at 8:30 a.m.

RE: RECONVENE

The Board reconvened at 8:41 a.m. on Sunday, January 15, 2012.

RE: DISCUSSION ITEMS

Discussion ensued regarding current General Assembly legislation. By consensus, the Board directed staff to draft a letter of opposition to House Bill 328, regarding building permit processing equipment regulations, and House Bill 823, which if approved, would limit the scope of Planning District Commissions.

Supervisor White distributed a land use category chart for the Board's consideration as a springboard for discussion.

RE: FINALIZE VISION STATEMENT

The Board re-capped the discussions from the January 14, 2012, Board Retreat session and finalized their Vision Statement as follows:

Orange County is a great place because its shared values create a family atmosphere with a strong sense of community and friendly interactions among residents and visitors.

Orange County has a vibrant economy that provides opportunities for ALL of its citizens. It is a place to start and grow a business and therefore can provide a full range of shopping, dining, and entertainment options for its residents and visitors. Our successful economy allows us to sustain the characteristics we value and enjoy.

Orange County government reflects citizens' priorities for a small government with limited but highly effective services. Through effective management, it keeps taxes affordable for all.

Orange County is a community that carefully plans for and communicates its desired future in order to protect its historic and natural resources while accommodating the level of business activity and diversity necessary to sustain our quality of life.

*The Board achieves these outcomes through success with the following purposes and principles:*

A Vibrant Economy

The economy of Orange County is a mix of businesses that provide a range of jobs as well as the goods and services expected by our citizens.

The economic development plans of the County ensure that sufficient, properly located areas have been designated that are compatible with and sustain the desired characteristics of our community.

The economy is bolstered by the commitment of its local, regional, state, and federal partners to provide and constantly improve the elements that are the prerequisites of successful economic development, including:

1. Available sites in desirable locations
2. Stable, supportive regulatory framework
3. Skilled, adaptable workforce

4. Quality schools that prepare students for college and/or additional workforce training
5. Quality of place (i.e. cultural, recreational, leisure activities)
6. Infrastructure, public facilities, capital improvement plan
7. Competitive tax policies
8. Fiscally sound local government
9. Adequate transportation networks
10. Supportive permitting and approval process
11. Community support for economic development
12. Local government that is a credible partner in economic development

#### Effective, Reflective Government

We want a County government that is reflective of citizens' needs.

We encourage citizen input through effective communication and active participation to aid us in developing policies to move the County in a prosperous direction for the future.

We actively participate with other elected boards and officials to insure that we promote our mutual interests and better governance.

We focus on having a small and efficient government that provides core services.

We recognize that our volunteers and civic organizations supplement County services and substantially contribute to the quality of life for Orange County citizens.

Our Capital Improvements Plan is a critical planning document that reflects our priorities and commitment to funding.

As a Board, we use our Vision and strive for a high level of consensus for the collective good of the citizenry.

#### Sustainable Land Use

We support land use planning that provides long-term direction.

We act in a way that preserves our natural and historic resources and promotes sustainable development.

The Board uses proactive planning to come to a high level of consensus about the critical aspects of the Comprehensive Plan. We look at where we want to go, work from real information, consider adjacent jurisdictions, and give direction to others to encourage what we want.

We continuously review and improve our development processes to make sure that they are easy for citizens to use.

We carefully plan for public and private facilities and infrastructure so that they support future development.

RE: DEVELOP PLAN FOR VISION COMMUNICATION AND WORK PLAN DEVELOPMENT

A plan for communication of the Vision Statement and purposes/principles was discussed amongst the Board, the facilitator, and the County Administrator. Discussion ensued, including methods of communicating this document once finalized.

RE: PRIORITY SETTING

The Board worked to establish specific priorities to be addressed over the next two (2) years. The list of priorities drafted is as follows:

Vibrant Economic Development

1. Develop and implement an economic development plan for Route 3  
Note: Act quickly; Consider a team/stakeholders meeting to include Board, investors, landowners, and Gateway study people who represent a variety of interests in the area
2. Assess where the County is on (listed) economic development prerequisites and determine the elements that need to be addressed  
Note: EDA needs to play a strong role; TJPED currently doing ED assessment (SWOT)
3. Initiate an enhanced relationship and change the dialogue with the School Board to define their role in economic development and create mechanisms to achieve our vision  
Note: Review CTE, needs, curriculum, interface, how we work with what we have
4. Provide support for the return of weekend passenger rail service to Orange County

Effective, Reflective Government

5. List/outline/define core County services to assist us in setting priorities for the budget and to avoid "mission creep"
6. Redesign the CIP document and process to incorporate real funding  
Note: Need clearer expectations about rationale/need from departments
7. Develop and implement a strategy to improve communication with the citizens
8. Develop and implement a strategy to review County government processes to determine steps and timelines (i.e. processes, timelines, what is required/what is not, best practices, what needs to improve)
9. Meet with Town Councils in the County to share priorities and explore opportunities for initiatives that have mutual benefit

Sustainable Land Use

10. Evaluate and amend the future land use map to represent what is there now and our future vision (update the land use map)
11. Work with the Planning Commission to complete Comprehensive Plan update
12. Work with the Planning Commission to make targeted changes to the Zoning Ordinance, to include new or redefined zoning districts and the Subdivision Ordinance as needed
13. Create natural and historic resources inventory (understand statutory requirements)

14. Define available infrastructure (understand statutory requirements)

RE: BOARD DIRECTION

The Board discussed with the County Administrator the processes and methods citizens use to complete permits and other County requirements/practices. The Board would like these reviewed to ensure clarity and ease of completion.

By consensus, the Board asked staff to explore what is statutorily necessary to protect natural and historic resources and infrastructure.

By consensus, the Board directed staff to draft a resolution of support for weekend passenger rail service.

RE: IDENTIFY FOLLOW-UP ACTIONS AND EVALUATE SESSIONS

The Board discussed formal adoption of the Vision Statement and scheduled this as an action item for the January 24, 2012, meeting. Discussion ensued regarding the need for the County Administrator to work with staff members to develop a work plan to address the priorities that were drafted.

The Board also discussed scheduling additional Board Retreat sessions. By consensus, the Board agreed to hold a follow-up session of the Retreat on Saturday, February 11, 2012, to review the priorities as drafted, define roles and develop operating guidelines, discuss how to use the Vision Statement with stakeholders, and to define outcomes for a possible future joint Retreat session held with the School Board.

A. Tyler St. Clair, Retreat Facilitator, recommended that the Board hold a retreat again after the next election to initiate the Board to renew/revise the Vision Statement and the priorities on a regular basis.

RE: ADJOURNMENT

The meeting was adjourned at 3:55 p.m.

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S. Teel Goodwin, Chairman

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Julie G. Jordan, County Administrator