

**BOARD OF SUPERVISORS MINUTES**

**AUGUST 18, 2012**

The Orange County Board of Supervisors held a Joint Retreat with the Orange County School Board on Saturday, August 18, 2012, beginning at 8:30 a.m. at the Orange County Airport, 11275 Aviation Way, Orange, Virginia 22960. Board of Supervisors Members Present: S. Teel Goodwin, Chairman; Lee H. Frame, Vice-Chairman; Shannon C. Abbs; James (Jim) K. White; and Grover C. Wilson. School Board Members Present: Lou Thompson; Sherrie Page; Judy Carter; Jerry Bledsoe; and Jim Hopkins. Also present: Julie G. Summs, County Administrator; Dr. Robert E. Grimesey, Superintendent of Schools; and A. Tyler St. Clair, Retreat Facilitator.

RE: WELCOME, GOALS, AND OVERVIEW OF THE DAY

The Board acknowledged the purpose of the Retreat as an opportunity to enable the Board of Supervisors and the School Board to determine how to achieve the Vision for the County and to enhance the effectiveness of their work together. The Retreat began with the following goals in mind:

- Enhance mutual understanding of the purpose, roles, needs, and concerns addressed by each body;
- Review the Board’s visioning process, vision, and priorities to achieve an understanding of where the group is with intent and progress;
- Work together to develop a shared vision of the County’s future by identifying what Members see might be explored or accomplished to achieve each Vision Outcome;
- Identify a plan for working together on each Vision Outcome, to include:
  - Intersections of need and purpose (strategy areas);
  - What each body is currently doing to advance the vision;
  - Challenges to be addressed;
  - Bold steps to move forward; and
  - Guiding principles for the process;
- Identify strategies and agreements for an effective partnership; and
- Identify next steps and evaluate the session.

RE: JOB DESCRIPTIONS: UNDERSTANDING PURPOSE AND ROLES

Following the welcome and overview, the Board participated in an activity designed to help them understand and appreciate mutual roles. The Board completed a “Board Job Description” for the School Board, consisting of the following components: Purpose of the Body; Major Job Responsibilities; Expectations of Constituents; Meeting / Time Commitments; and Qualifications.

The following Job Descriptions were presented:

*Board of Supervisors Job Description  
as Authored by the School Board*

- Leadership
- Set the tone
- Provide the infrastructure
- Plan, direction, vision of the County
- The plan of the County
- Establish impression of County

<i>Purpose</i>	<i>Responsibilities</i>
Provide County services	Allocate resources
Planning	Obtain/secure resources (taxes)
Policy and regulation	Zoning enforcement
Federal/State compliance	Inspection: services/enforcement
	Safety, health, education

<i>Constituent Expectations</i>	<i>Meeting/Time Expectations</i>
<ul style="list-style-type: none"> <li>• Fiscal responsibility</li> <li>• Maintain a quality of services</li> <li>• Create/sustain positive environment for business development</li> <li>• Support effective public education</li> <li>• Encourage commercial opportunities</li> </ul>	<ul style="list-style-type: none"> <li>• Whatever is needed to get the job done</li> <li>• Do your homework</li> <li>• Be visible</li> <li>• Employ effective and trustworthy leadership</li> </ul>
<i>Qualifications</i>	
<ul style="list-style-type: none"> <li>• Care about the community</li> <li>• Work with others</li> <li>• See the “big picture” - have a long term view</li> <li>• Visionary</li> <li>• Eligible voter/resident of district</li> <li>• Good communicator</li> </ul>	

*School Board Job Description  
as Authored by the Board of Supervisors*

*Purpose*

- Changed a little when elected versus appointed (shift in who hired them)
- Legally bound to administer VA and Federal regulations and responsibility
- Education of youth in Orange County
- Reflect Orange County expectations/priorities for their children
- Provide educational opportunities to every child to do as much as possible to succeed

*Job Responsibilities*

- Choosing a great Superintendent who reflects the vision of the School Board
- Managing resources
- Set a direction for the Orange County Public Schools, including planning for the future
- Establish budget priorities
- Sell the budget
- Communication/PR
- Reflect expectations/values of community
- Maintain qualified personnel
- Master Plan

*Expectations of Constituents*

- Advocating for children/staff
- Be current on regulations; become experts
- Build good staff
- Make good factual decisions (credible)
- Be a resource/facilitator for parents and children
- Set the bar/standard for behavior/performance is achievement – establish culture
- Public thinks/expects only positive/beneficial decisions (never say no)

*Meeting/Time Commitments*

- A lot
- Flexible
- Reactionary (event driven discipline)
- No personal time (Food Lion)

*Qualifications*

- Engaged
- Educated
- Committed
- Elected
- Vision
- Flexible to accommodate needs
- Need to be able to change mind

RE: REVIEW APPROACH/OUTCOME OF THE BOARD'S VISION AND PRIORITIES

Discussion ensued regarding: the process used to develop the Board's Vision, Priorities, and Operating Guidelines; a review of the Vision Statement and Priorities; and an update on the outcomes and impact to date.

RE: CREATE SHARED VISION OF THE COUNTY'S FUTURE

The Board participated in mixed subgroups with the School Board to address the following questions:

What is currently being done to achieve:

- A Vibrant Economy;
- Effective, Reflective Government; and
- Sustainable Land Use.

Participants were asked to develop strategies that would propel both the Board of Supervisors and the School Board toward the Vision Outcomes.

The following ideas were developed in the mixed subgroups in response to the above questions:

*Green Group*

*Grover Wilson, Lou Thompson, Shannon Abbs, Jerry Bledsoe, Jim White, Julie Summs*

What we are currently doing:

- Proceed with Comprehensive Plan
- Proceed with Land Use Map
- Proceed with building working relationship between BOS and SB
- Restore weekend rail service
- Engagement with Gateway Study
- Trimmed staff/more efficiency
- Evaluating current/future workforce (CTE) framework
- New middle school built – convey positive future focus
- Inventory historical resources
- Restructuring CIP funding

Strategies that would propel us toward the Vision:

- Project locations of future County facilities
- Employ tourist corridor overlay for Route 3, etc.?
- Resolved "By Right" issue . . .
- Establish plan for CTE/ workforce training (including adult education)
- Build infrastructure to support goals of Gateway Study
- Liaison of BOS at SB meeting and SB at BOS meeting
- Decide on future of Orange County High School (1 or 2? CTE?) Establish process jointly; define trigger point; plan to address capacity

- Effective debt management
- Simplify governing procedures for citizens
- Certify essential government services; avoid “mission creep”

*Purple Group*

*Teel Goodwin, Jim Hopkins, Lee Frame, Sherrie Page, Judy Carter, Bob Grimesey*

What we are currently doing:

- CTE (what we are doing and our refocus)
- Phone system for alerts
- Use of technology
- Use of media
- BAC
- Orange County Education Foundation
- Information forums
- Long range planning of facilities
- Germanna collaboration (job training, step to higher ed) i.e. dual enrollment
- Set a plan; created milestone
- Doing retreats and joint meetings
- Hard evaluation of CIP/target industries to plan for future

Strategies that would propel us toward the Vision:

- We need to be on same vision
- Better communicate plans for economic development and tourism
- School representative on Tourism Roundtables
- More aggressive apprenticeship
- Better use of human assets in our training efforts (i.e. use community resources)
- Liaison type appointment (BOS to SB; SB to BOS)
- Give School Board updates on 14 priorities
- Engage/energize business community
  - Not only energize but especially get assistance in fund raising
  - Get beyond “no” with business community (protectiveness)
- School CIP as a real working document
- “Truth in budget”
- CTE expansion
- Greater adult education opportunities (CTE)
- Broadband (infrastructure)
- Daniel Tech Center – better utilization
- Fully use resources (GCC? DTC? OCPS for adult ed? APEX classes?)
- Partner more
- Anticipate and keep up with demand for job skills
- Reverse focus from 4 year college bound kids to workforce bound kids
- Creative approaches to revenue
- \$\$ can’t always be the answer/solution; must be creative, reorganize, and change expectations
- Change/lessen core services
- Increase shopping, dining, entertainment options
- Communication regarding what we are doing for them; advertise the “bang for their buck”
- Orange County has a value proposition [publish it]
- Fully utilize the resources of the community
  - Orange County has people in every discipline that can help with vision attainment, but you need a planned approach.
  - People are willing to volunteer at Montpelier, but it’s hard to get school volunteers.

- In order to use the talent in the community to achieve the vision, you need to identify specific needs and be clear about where you need volunteers.
- It also takes someone to pull it together.

RE: RECESS  
The Board recessed at 12:00 p.m.

RE: RECONVENE  
The Board reconvened at 12:30 p.m.

RE: DEVELOP PLANS  
Discussion ensued regarding: identifying a plan for working together on each Vision Outcome; intersections of need and purpose (strategy areas); what each Board was doing to advance the Vision; challenges that needed to be addressed; bold steps to move forward; and guiding principles for the process.

The following Strategy Areas were identified for joint action by the Board of Supervisors and the School Board:

CAREER AND TECHNICAL EDUCATION (CTE)

Includes programs, space, facilities, adult education, workforce training, collaboration with partners such as Germanna Community College and the Tech Center, getting it going, considering other related issues (overcrowding).

COMMUNICATION WITH CITIZENS

Includes outreach, selling the County (what we do, what we would like to do,) value proposition, “bang for the buck,” use of technology, school/community events and activities, help citizens understand why (the process we used to get there).

BUSINESS PROMOTION

Includes new and existing business, managing regulations, land use issues, Gateway Study, infrastructure needs, self-assessment on measures (scorecard,) how we promote ourselves, engaging the business community, new strategies.

LONG-TERM PLANNING

Includes School Board and Board of Supervisors working from common set of data, demand for services/facilities, role of schools in the community, population/demographics, people trends (how/where,) infrastructure planning, ahead of curve.

RESOURCE PLANNING

Includes operating budget, priorities, proper planning, resource allocation, grants, foundations, debt management, use of volunteers, truth in budget/confidence/credibility, what we are doing this year and in future years, fund-raising.

BOARD OF SUPERVISORS / SCHOOL BOARD RELATIONSHIP AND COLLABORATION

Includes liaisons, joint meetings, collaboration on budget, make sure that both bodies are heard, respect differences and different positions, use work sessions, set priorities, understand impact of not funding, use of technology.

The following Five Bold Steps were presented to the Board, and were designed to be taken by the Board of Supervisors and the School Board to address the joint strategy areas. At the conclusion of the retreat, the County Administrator and the School Superintendent were directed to work on the Strategy Areas and schedule to initiate and achieve the Five Bold Steps. They were asked to present a

plan back to the Boards.

## FIVE BOLD STEPS

1. Establish Board liaisons with clear expectations
  - This is a “fast turnaround” issue
2. Develop a communication document and a communication strategy that helps citizens understand what we did at this session; also develop a strategy to keep this effort in front of the two boards
  - This is a “fast turnaround” issue
  - Develop alignment strategy
3. CTE – Schedule work session to get it going
  - This Bold Step includes all the issues related to the CTE, such as workforce training, overcrowding at the High School, use of trailers, etc.
  - Determine best investments to make
4. Establish an annual planning process and planning cycle to reach a consensus on the budget that is characterized by high collaboration
  - Use a common set of facts/data
  - Be aware of busy times/deadlines for the respective boards
  - Establish and use the long term priorities/capital project planning agreements
5. Establish a long-range plan to address decision-making on developmental projects that are way down the line
  - Get ahead of the curve
  - Plan for facility replacement

### RE: BOARD RELATIONSHIP: STRATEGIES AND COMMITMENTS FOR AN EFFECTIVE PARTNERSHIP

The following guidelines were offered as ways to enhance how the two Boards want to work together in the future toward progress:

#### BOARD WORKING RELATIONSHIP GUIDELINES

1. To foster the best working relationship around budget, we are going to:
  - Help us understand your requirements; recognize that our questions are intended to help us be able to explain things to the community
  - Avoid big surprises: When something that is going to have substantial financial impact comes on the radar, the SB lets the BOS know as far in advance as possible (and vice versa – i.e. loss of substantial business; new landfill; new assessments and the discrepancy)
  - Recognize that when we present the budget, the School Board has already vetted issues through a variety of processes and we are united (this presentation is different than when we speak individually.)
  - In the end there will be differences, but we can still
  - Explore how the joint sharing of minutes might help collaboration
  - Create respective liaisons to improve communication (strategy)
2. Agree to have (at least two) collaborative working meetings around issues/initiatives that are not direct budgetary discussions (i.e. CTE and the other strategies that we've identified)

3. Make a commitment to recognize that we are rowing the same boat and that it is not in the interests of the community to approach issues as if we are adversarial by nature. We have the same vision and are trying to do the same thing even though we come to it with a little different perspective. Keep working together to see if we can get there. Trust will be built up during the process.

RE: ADJOURNMENT

There being no further business to discuss, the meeting was adjourned at 4:20 p.m. Ayes: Abbs, Goodwin, Wilson, Frame, White. Nays: None.

---

S. Teel Goodwin, Chairman

---

Julie G. Summs, County Administrator