

Orange County Board of Supervisors
Strategic Planning Retreat Report:
Defining Trends and Strategy for the
Future of Orange County



April 23-24, 2016
Orange County Airport

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**Orange County Board of Supervisors Strategic Planning Retreat:
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THE NEXT BIG THINGS: MACRO TRENDS

Using a card sort futuring exercise developed by the Alliance for Innovation and adapted by County staff, the Board of Supervisors identified a series of macro trends perceived to be of significance to the County. “Significance” was defined as those trends that would have major consequences for the County without steps to address them proactively. Supervisors worked in two sub groups to identify 12 significant trends and then narrowed them to 6 trends in a second sort. The final debrief included Supervisors identifying the implications of the sorting process for the future of the County.

The First Sort

Group 1 Mark Johnson, Teel Goodwin, Lee Frame	Group 2 Jim White, Jim Crozier, Bryan David
<ol style="list-style-type: none"> 1. Water Shortage and Access 2. Digital Citizens 3. Education Reform 4. Entrepreneurship and Technology Based Economy 5. Infrastructure Investment and Maintenance 6. Technology Enabled Healthcare 7. Mass Migration 8. Nomadic Workforce 9. Declining Federal and State Government 10. Trust in Government 11. Citizen Engagement and Direct Democracy 12. Fiscal Uncertainty 	<ol style="list-style-type: none"> 1. Digital Citizens 2. Smart Citizens 3. Infrastructure Investment/Maintenance 4. Citizen Engagement and Direct Democracy 5. Elder Expense 6. Education Reform 7. Technology Enabled Healthcare 8. Fiscal Uncertainty 9. Entrepreneurship and Technology Based Economy 10. Locality to Locality Collaboration 11. Tribalism and Identity Politics 12. New Financial Partnerships

The Second Sort

Group 1 Mark Johnson, Teel Goodwin, Lee Frame	Group 2 Jim White, Jim Crozier, Bryan David
<ol style="list-style-type: none"> 1. Digital Citizens 2. Education Reform 3. Infrastructure Investment & Maintenance 4. Entrepreneurship and Technology Based Economy 5. Fiscal Uncertainty 6. Declining Federal and State Government 	<ol style="list-style-type: none"> 1. Digital Citizens 2. Education Reform 3. Infrastructure Investment & Maintenance 4. Entrepreneurship and Technology Based Economy 5. Fiscal Uncertainty 6. Elder Expense

AHAs on the Macro Trends Affecting Orange County

- We agree on the big macro trends important to Orange County.
- Within the next 20 years, of the trends that we've identified:
 - We need to focus on those that we can do something about.
 - We are actually working on some of these (i.e. digital access, school cooperation on reforms).
- If we stay focused, we can create achievable goals that will address each of these.
- The trends selected and the decisions related to them are not handcuffed because of politics; they are not ideologically based.

THE NEXT BIG THINGS: LOCAL/COMMUNITY TRENDS

The County Administrator then presented a “closer to home” look at trends that are currently affecting or may affect the County, providing Supervisors with an opportunity to discuss these and to suggest linkages to strategic initiatives.



ORANGE COUNTY BOS STRATEGIC DISCUSSIONS

The Board then determined issues that would benefit from further strategic discussion, responding to the question: “What are the major issues that we heard from the Next Big Things presentations for which we need to be prepared with strategy?” These included:

GWAP Land Use Policies

GWAP Utilities

Route 15 Corridor/Gordonsville/Orange

Broadband Authority

School Budgeting Process

Capital Projects Financing

Digital Citizen Readiness

GWAP Land Use Policies

OUTCOME: What is the outcome that we want from this initiative?

- We want GWAP land use policies that promote high quality development that is visually appealing and attracts high-value business growth.
- Our tendency might be to force development proposals into the current structure for zoning and permitting, but we really should be looking at the merits of individual proposals and allowing the developer to be creative and offer us something to be evaluated. We should avoid thinking that we can create the “right boxes” for the development that we want as we may miss an opportunity appropriate for the County. Our land use policies already need work and we know it, so we should set their application to GWAP aside. We don’t want to put unnecessary barriers in place as we already have many of them.
- We need to create something that is different from our current design standard structure that ensures that we have an attractive area that encourages business, but we also need to be able to legally defend what we approve.
- City of Williamsburg’s New Town development has a specific zoning category that enables developers to come in with their ideas. [This may be a model to use.]
- Even though we want developers to be creative, they will want some guidance so that they know what to submit and don’t waste valuable time and resources.
- We have to decide how much we deviate from the traditional policy land use and zoning approaches.
- The parameters need to be simple and they should include components that we have talked about many times, including: Buffering (we don’t want the buildings and parking right on Route 3,) limited vehicle access, “X” amount of set aside open space, and design standards on materials used. Beyond the parameters that we lay out, then it can be “show us something.”

CURRENT SITUATION: What are we doing now to get to that outcome?

- We have to move quickly to deal with our position on land use as one of the areas that we have now in the GWAP may already be poised to develop.
- We have current zoning in place that is not compatible with our vision; there is a lack of alignment with what we want for the future. The zoning in the GWAP now is typical of the rest of the County and a huge amount is currently zoned for agriculture uses.
- We have a planned development component now, but what we really need to have is neutral zoning that incentivizes landowners to think about economic viability and our desired design standards.
- There was a general understanding from the small area planning process that we would not make radical changes to current zoning in GWAP. We have used words like “floating zone” to indicate that the property owner or developer could initiate a zoning request and the Board would consider changes that are consistent with the GWAP vision. Property owners or developers should come in with a design concept for the Board to consider.

STRATEGY: What strategy could we use/leverage to create opportunities or overcome challenges going forward?

- We have the GWAP in place and adopted for each of the subareas along with future land use designations.

- What we will do is to NOT use our current zoning categories but have a flexible zoning category called “planned development” (i.e. mixed use, residential, commercial) which means that the developer will give us his or her plan and we will evaluate it.
- We will use the GWAP Steering Committee (and subcommittees) as a standing committee to address design standards on development proposals and to provide advisory guidance on these proposals (i.e. buffering, limited vehicle access, signage open space, etc.).
- We are applying this to the GWAP for now because the population density, basic infrastructure (roads, water/wastewater, utilities, etc.), and market potential is there. We have engaged the public and prepared them and there is buy in.
- If the concept works well for the GWAP, certain aspects of it may be appropriate for us to consider for other parts of the County.

ACTION STEPS: Given above, what specific actions should we put in place?

1. Develop, adopt, and implement zoning language for the planned development categories.
2. Recommended policies and zoning language will come from GWAP Steering Committee, then to the Planning Commission, then to the Board (with the normal public processes, etc.).
3. Follow the same process that we did with the GWAP to educate and gain public buy in.

GWAP Utilities

OUTCOME: What is the outcome that we want from this initiative?

- Remove water and wastewater as issues for future development in the GWAP, meaning that we don't turn away potential high-quality development and we don't impact current system customers with higher costs.
- We have to offer up a good alternative that meets long term needs for water, providing enough water for various land uses, including daily use, fire suppression, economic development, and storage needs particularly during times of drought.
- The focus of work on GWAP utilities is to primarily benefit economic development while understanding its relationship to residential growth and development.

CURRENT SITUATION: What are we doing now to get to that outcome?

- We have determined what our water demand is and what we will need to meet that demand through the Draper Aden engineering analysis.
- The initial study by Draper Aden suggests that we have enough surface water supply from the Rapidan River over the next 30 years, but after that there is concern about adequate sources of water to meet projected demand. Groundwater withdrawal is not a viable option.
- Will need to investigate other water sources including partnering with other nearby localities, developing a pump/storage reservoir, or the like. Water conservation and reuse continue to be priorities.
- The integrity of the system that we have depends both on meeting present economic development needs and making investments to prepare for the future.
- Water is not an immediate concern; instead, it is a long-term issue.
- Water supply is a barrier to potential business investors such a hotel and hospitality.
- Tap fees for commercial development are an absolute barrier to development.

- We do have some threat to current residential property owners regarding water supply because we are dependent on the Rapidan River and it is subject to drought.

STRATEGY: What strategy could we use/leverage to create opportunities or overcome challenges going forward?

- Our basic approach should be that the GWAP pays for itself. We should not plan for any significant investment of taxpayer funds to support capital costs for water supply. The financing of utilities should be paid for/financed from the increased property values that benefit from that water and wastewater infrastructure.
- The upfront planning and permitting for a reservoir would have to be financed by the County because if the County doesn't do it, it won't get done.
- If the GWAP is going to pay for the water lines and treatment plants, etc., we will have to determine the appropriate vehicle for financing and managing the infrastructure, which could include other utilities such as roads.
- We will have to decide whether to create a service authority and how much developers pay. We will have to determine whether landowners pay through special taxing districts and whether we should form community development authorities.
- We are likely going to need a service authority to fulfill the vision of the GWAP and help us control our destiny.
- Consider the incentive programs that we will need to attract businesses and what we should ask from developers in the way of infrastructure (i.e. roads, water distribution, wastewater collection, etc.).
- We are going to need a water supply plan for the GWAP.
- Other utilities will be addressed by specific providers (i.e. REC for electric, natural gas by Columbia) and the broadband authority (telecommunications) will make investments there. The big issue is the provision of water and sewer.

ACTION STEPS: Given above, what specific actions should we put in place?

1. Get the results of Draper Aden engineering analysis to know how to meet the need.
2. Set out a process and vehicle to permit a water supply reservoir.
3. Meet with regional partners to understand and explore additional water supplies to be jointly developed.
4. Remove some of the barriers to commercial development - reduce or off-set through incentive grants the tap fees.
5. Determine strategies and options for governance through the efforts of the County Administrator, County Attorney, and Public Works Director.

Route 15 Corridor Economic Development Plan (formerly known as the Gordonsville-Orange Area Plan (GOAP))

OUTCOME: What is the outcome that we want from this initiative?

- Begin a collaborative economic development planning process with the Town of Orange.
- Begin a collaborative economic development planning process with the Town of Gordonsville.

CURRENT SITUATION: What are we doing now to get to that outcome?

- This initiative, if undertaken, would be very different from the GWAP. Orange and Gordonsville have their independent Town Councils and unique community

characteristics, including differing notions about the type and form of future growth and development.

- The towns have said in the past that they want help with economic development, but follow up has not been evident. Good coordination now with County's Economic Development Authority and Department of Economic Development.
- If you travel the Route 15 corridor, except for the area from the industrial park to the Town of Orange, there is very little land that is suitable for development. A lot of it is zoned A1 or is in conservation easements. So if you start looking at Route 15 carefully, the opportunity that you identify for economic development is a relatively small pocket of geography with a great deal of barriers. This is a concern when you consider investing considerable effort in economic development.
- We have a winery and a developing business around the Town of Orange and B&Bs that are trying to enhance the visitation.
- We could look at the whole corridor and pick out a property or two on which to focus, but a large effort may not be appropriate. Given these constraints, maintaining the status quo may be more appropriate.
- The property owned by VA Tech (Northern Piedmont Research Station) from anecdotal information is no longer serving as a strategic research asset for the university and perhaps a repurposing or redevelopment of the property for economic development might worth exploring with the appropriate parties.
- The residents along this corridor represent are diverse in socio-economic terms.
- The questions to resolve include: How best to proceed with a planning initiative for the Gordonsville-Orange-Route 15 corridor? Do we do something on a small scale? Do we focus on Orange first before Gordonsville? Would the Town of Orange like some assistance with the revitalization of the Town? Could we organize an effort to go to the towns and ask, "What could we do for/with you?" Why don't we identify what areas that we could work on to get some economic activity going and then specifically work on that?
- Do we need to have this plan to reflect what we are willing to invest in other parts of the County beyond Route 3? Just because we have invested in the GWAP does not mean that we have to invest similarly in other parts of the County.
- The idea of Gordonsville-Orange Area Plan (GOAP) may need passed by and focus more what we can do with economic development separately within the two towns. We might want to have a joint economic development planning process with Orange and then do it with Gordonsville if the town wants to join in.

ACTION STEPS: Given above, what specific actions should we put in place?

1. Review the history of the previous planning process(es) with the Town of Orange.
2. Board Chair will contact mayors to share the Board's interest.
3. County Administrator will contact the town managers to share the basics and to let them know that staff may be contacting them; share that the County is just seeking to understand the situation and explore options.
4. Staff will outline goals and a potential process for one or both towns to bring to the Board for its consideration.
5. Proceed as indicated.

Broadband Authority

OUTCOME: What is the outcome that we want from this initiative?

- Universal and reliable access to high-speed broadband for all residents and businesses, which will also support public safety and education.
- An important mindset for us is that what we are trying to achieve is getting County citizens and businesses universal and reliable access to high-speed broadband. The focus should be on meeting the opportunity to reach all residents and businesses as opposed to meeting the needs of specific user groups (i.e. schools, public safety, county operations, etc.) We should think of these specific user groups as the building blocks for the larger broadband initiative.
- Creating this mindset is critical to developing an initiative that citizens will support through additional funding sources include possibly a real estate tax increase. As with past initiatives, we must tell people what we are going to have to pay for and why and show that even though the investment expense may be large, it is critical to our future success and sustainability as an economically viable community.
- The broadband authority needs to create a business plan that turns the accomplishment of these outcomes into a successful enterprise operation. We have some fortuitous things happening at once including the Orange County Public Schools E-rate fiber optics project and Mid-Atlantic Community Corporation's "middle mile" project in the County. If we can take all these building blocks and put them together with a business-like approach to accomplish these outcomes, we will be successful.
- If we are business minded about this and are able to create sufficient revenues after expenses, we will be able to build an investment reserved fund that can be used to stimulate other economic development related activities.

CURRENT SITUATION: What are we doing now to get to that outcome?

- We have assumed some risks, but plan on a big transformational outcome.
- We are continuing to make contacts to learn more in order to accomplish this initiative.
- The grant application is scheduled to go in soon.

STRATEGY: What strategy could we use/leverage to create opportunities or overcome challenges going forward?

- The capitalization of the broadband infrastructure (fiber optics network, telecommunications towers, public safety communications system, etc.) will be paid for by taxpayers, but the end users will support the operations of the broadband network through charges and fees.
- The broadband authority will need to own all of the capital assets, but there will focus on creating public-private partnerships in order to be successful. These partnerships will be with wireless internet service providers and telecommunications companies.
- The citizens should be able to go to any provider that they want, but will utilize broadband authority's "open access" network.
- We want an open access system so that any number of ISPs can be involved AND we would like to have some real oversight of their charges for services for wireless internet service providers which utilize the County's tower infrastructure. The investment in broadband infrastructure by our citizens ought to result in a net benefit through reasonable/affordable service through our contracts with these providers.
- The Orange County Public Schools' (OCPS) fiber optics wide-area network is a partnership with Board with the local match being provided from the taxpayers through

the General Fund. The broadband authority should be positioned to assume a lead role with regard to these assets yet allowing OCPS to meet its E-rate grant obligations and to have complete control to utilize the network to meet its instructional and administrative needs and realize the network's potential for education.

- We will have to make strategic partner arrangements including Rappahannock Electric Cooperative, other localities, and private sector telecommunications companies.
- We will have to build a significant number of communications towers to host multiple users (public safety, wireless internet service providers, and cellular telephone companies). We will look first at county/school owned or controlled property, but may need to acquire additional sites depending on the propagation analysis by the engineers.
- It is important that we clearly communicate that the monies that have gone toward the grant are available because the Board established and funded a capital projects fund. This fund is a new feature of our budget and it will demonstrate our sound financial planning, enabling us take advantage of opportunities.
- We should call this "COBBA" - County of Orange Broadband Authority.

ACTION STEPS: Given above, what specific actions should we put in place?

1. OCPS E-Rate project application to be submitted and project finalized, including the broadband authority's participation in the fiber network.
2. Authority will begin developing a sound business plan about how we are going to proceed (What do we plan to do and how do we plan to do it?) There are other localities that have done this and there are also consultants that can help us with it.
3. Relationships with partners will have to be developed, including OCPS, Rappahannock Electric Cooperative, and others as may be identified.
4. Develop and implement a communications plan for the broadband authority at the appropriate time.

School Budgeting Process

OUTCOME: What is the outcome that we want from this initiative?

- We want school budget transparency and accountability achieved by a clearer understanding of what local funding is needed and how are these local funds being spent.
- We want to provide more guidance to the schools in preparing their annual operating and capital budgets so that we have a shared vision and rationale, collective understanding of the revenue picture, and can thus present a more united front to the community.

CURRENT SITUATION: What are we doing now to get to that outcome?

- The schools have a "needs based" budgeting process; they perceive that it is their obligation to present what they need to the Board. On the other hand, the Board must make choices between competing priorities in which most priorities are presented as important.
- The Board's financial policy is that government funding occurs through organic revenue growth. We have adopted this policy and are operating with it for County departments. We need to explain our operating financial policies to the schools and work with them. Then each year we will forecast the next year's local revenue and propose that we share it in a particular formula or methodology. We do not want to fixed amount

computed by a formula or methodology to apply every year.

STRATEGY: What strategy could we use/leverage to create opportunities or overcome challenges going forward?

- Use regular meetings of the existing joint Board/School Board subcommittee to better align the school's financial policies and planning with how we operate.
- We need to engage with schools in October to better understand their needs just as we do the rest of the County departments in order to help us plan, integrate, and balance the budget.
- Go through a deliberate process of scrubbing the capital projects list with the schools to determine what is viable and what is not.
- Create an opportunity to meet with the schools to lay out specific financial concepts and questions such as:
 - We use financial policies to make sure that we are transparent, responsible and accountable to the taxpayers.
 - We fund year on year increases for the cost of government operations through organic revenue growth.
 - Schools need to have a multi-year Capital Improvement Plan and use to plan and integrate it with the County Capital Improvement Plan.
 - Itemize and better define each element of the schools' end of fiscal year unexpended balances, often referred to as the "carry over."
 - What is a reasonable "carry over" project or program from year to year?
 - Should we drop carryover into a reserve fund to use to take advantage of opportunities for schools requiring local funds?

ACTION STEPS: Given above, what specific actions should we put in place?

1. The changes that we want to make with the school budgeting process include:
 - The Board has adopted a philosophy of limiting spending to organic growth and we need to go to the School Board and clarify this policy. We will work with them within this philosophy and find processes that will help to operate in this manner.
 - We also want schools to become part of the process of prioritizing spending as other County departments because the Board has to manage all priorities.
 - We want to get the capital budget scrubbed to be able to clearly see needs.
 - If the Board is going to be an advocate for schools, then the schools need to position their budget into a transparent state that enables us to do this.
 - We would like schools to bring their budget into a transparent process where operating is separated from capital, state funding is separated from local funding, and we can clearly see the state spending categories (buckets.) We need them to "show their work" to help us advocate and make good decisions.
 - In the past the School assumes that past funding is a given and that the discussion is to focus on incremental change, but the Board wants to look at it all anew.
 - When the Board funds specific dollars for capital projects and there is carryover from a project that is unused, we want to look at where that may be reprogrammed for other projects.
 - We want to consider having an undesignated reserve fund available to the schools to take advantage of opportunities for the schools.
2. Some of the rationale and/or suggestions that we have to offer the schools include:
 - Right now operating expenses are of greater concern than capital expenses, requiring change on the part of the schools.

- The County is interested promoting digital citizenship. Some types of technology could be a game changer for the County. It would be helpful to get an adequate explanation of school technology requests going forward. (i.e. the chrome book request could have been tied to digital citizens and how we are preparing our student for the digital society).
 - Greater transparency and understanding of requests would assist us in knowing what to fund (i.e. Does it replace something else? Do we get new efficiencies?).
 - When County Administrator presents a need, he provides the budget drivers of the expense and a narrative that gives the story regarding the need. The schools can improve the budget process by helping the Board understand what the schools want and why with a narrative explanation. There are examples of expenditures that the Board would be willing to fund if they understood more about rationale (i.e. stipends for coaches, the use of portable toilets versus adequate facilities at fields).
 - There are challenges in how the schools prepare their budget before the Board sees it. Staff members tend to do a budget that is not linked to any fiscal reality and then the School Board pares it down and perceives that it has cut and cut the budget which is actually from the request budget increase and not the prior year's adopted budget. Salaries are the budget drivers and that doesn't percolate up.
3. We have a window of 5-6 months between May and October. In that 5 months, we would like for the Board and School Board to reach an understanding with regard to:
 - Provide information to schools regarding the resources that are available to better inform preparation of the school budget.
 - Share financial policies, including recognition that organic growth has to be used for all the services that we provide.
 - If there is carryover, there will be understanding of how that will be used.
 - If there has to be a tax increase, the two elected bodies need to be more united in going forward to implement it.
 4. The County Administrator and Superintendent will collaborate in preparing their budgets and then the Board/School Board Liaison Committee will review the capital budget items and have a dialogue about organic growth and how to manage that. We will then bring the two boards together in a work session (late August) where the Committee will report out to the two boards on the process that we will use.
 5. We recognize that the Board must make funding policy decisions, but this begins with the County Administrator recommending a budget to the Board. Therefore:
 - The schools have to provide the County Administrator with their rationale first.
 - He must make sure that the information is adequate for the Board, thus detailed collaboration between the two chief executives must be at the front-end.
 - The County Administrator sometimes has to say to the leadership of a particular County department or operation that funding is not available to expand or start a new project or program because of not enough dollars available.
 - Part of the County Administrator's role in the council manager form of government is to use his professional judgment and to try to stand down conflict.
 6. Other important things to recognize as we undertake this change include:
 - This process will take a couple of years because it is being a change in organizational culture.

- We have discussed what it will take to get the Board and School Board aligned but the Superintendent will have to move her organization to understand and implement the change in budgeting and financing which will take some time.
- Positively reinforcing the behavior will be important; Board Members will have to avoid nitpicking the budget, which could serve as a negative reinforcement.
- There may be services where the County can share its expertise to enable the schools to focus on education and vice versa (i.e. building maintenance, fleet maintenance, procurement, legal, human resources, etc.).

Capital Projects Financing

OUTCOME: What is the outcome that we want from this initiative?

- We have to have a capital financial strategy in order to pay for the County’s strategic infrastructure investments including public safety (buildings and telecommunications systems) and broadband. We should consider refinancing this with some of our current debt.
- The cost of these projects will surpass our debt capacity. We will retire some major debt in 2022, but some of these projects will need to be financed before then.
- We should manage the process effectively and pay attention to the summary costs because we pay for financial advice and because we do not want to finance multiple times as it costs each time we do it.

CURRENT SITUATION: What are we doing now to get to that outcome?

- We engage Davenport and Company to analyze these matters and to provide sound, professional advice and guidance.
- We are a number of weeks away from having an analysis from Davenport that will outline options and provide choices to the Board. We are using the placeholder costs that we had but as we figure out the model, the costs will get firmer.
- The Virginia Resources Authority (VRA) is less rigorous than if we seek debt on the street; they have a greater understanding of local government project financing.
- We want to get to a point in the next few months so we can be reasonably sure of our costs and financing strategies and to include these costs in our next budget cycle. We will have options such as scaling back the projects or using savings from efficiencies (i.e. combining the dispatch centers).
- Some expenses may hit us soon such as standards on the radios; be aware of deadlines.

STRATEGY: What strategy could we use/leverage to create opportunities or overcome challenges going forward?

- Try to use our borrowing capacity in the broadband box and squeeze on the other projects - “Fit what we can into the broadband box.”
- The bonds for the broadband authority are revenue bonds, not general obligation bonds and thereby not part of the County’s general fund debt except the Board of Supervisors may need to provide its guarantee through a “moral obligation” resolution.
- At some time in the near future, the Board is going to have to make a financial commitment for everything including broadband.
- In August/September we will have a clearer picture of this for the Board’s consideration.

ACTION STEPS: Given above, what specific actions should we put in place?

1. Continue Davenport analysis and bring results to Board at the earliest opportunity.
2. Consider the financing options and follow the “best fit” to meet these identified capital projects including broadband.
3. Update and expand Board financial policies as required.

Digital Citizens

OUTCOME: What is the outcome that we want from this initiative?

- We are trying to have greater transparency in Board meetings, as well as the Planning Commission and Economic Development Authority, and issues that are arising so that people know about them and can be involved if they wish to.
- Figure out how to create electronic government and make it easier to transact government business on line (i.e. taking debit/credit cards).
- Use processes to increase the efficiency and consistency so that we use can use money elsewhere - tie processes together for efficiency.
- Have the vast amount of public information available from the County accessed via the Internet.
- Make it easy to do business with government - like ordering a book from Amazon.
- Have the ability to show the County’s successes with performance outcomes (that depend on data collection).
- Ensure all appropriate digital security measures and practices are implement and kept updated.

CURRENT SITUATION: What are we doing now to get to that outcome?

- We are “analog” in a two dimensional world - we have to look forward in our processes.
- Digital government has to be flexible to keep up with democracy.
- Board Member in District 1 cannot reliably access the Board agenda from home or business despite having used a computer for BOS meetings since 2004.
- We hope to have high-speed broadband in the underserved areas County by 2018/2019.
- We must work on digital communication and digital commerce now even with the current level of access because District 4 and 5 are heavy usage areas. There is a long distance to travel in District 4 and 5 and people who live there are accustomed to using technology. In addition, it is likely that only half the residents of the Towns of Gordonsville and Orange have some type of access now.
- We also must be thinking about what we should be doing now to ensure that we have secure systems; consider whether we should have someone look at security and processes.
- Orange County has stringent network security policies now; we also need to think about how to manage security if something happens with our buildings; we are working on a policy now to provide for continuity of service if an emergency occurs.
- Part of being secure is being able to revert to the old system if the need arises; have to have a backup plan if we lose technology due to an emergency.

STRATEGY: What strategy could we use/leverage to create opportunities or overcome challenges going forward?

- We need to look at where to use technology to enhance efficiency, communication, and access right now. Some of the strategies that will bring us into the digital age include:
 - Look at the systematic functions that we need to do and aggregate them. There is a function where people pay \$\$ to the County (fines, dog tags, donations, taxes.) Those should be consolidated and available the citizens 24/7 to provide options. An example is that MUNIS enables Currituck NC to accept payments 24/7. We can also incentivize online payments by removing a small portion of the payment.
 - Next, there's an outflow of information from the County that should be available 24/7 to enable citizens to do business with us. We need to redesign these also, versus just nibbling at them. We have alert systems and encourage people to sign up for things. Citizens should be able to fill out forms on line. For instance, you should be able to fill out a building permit and submit it on line. And the information should be intuitive - as simple as possible. Technology should enable you to come 24 hours a day and access every service. Yet you have to be here between 8 and 5 Monday through Friday to pay for your tie down space at the airport as there is no automated system.
 - You should be able to go on line to local government to find out whatever you want to know and should not have to wait until 9 and call in to find out information. All information that people need should be available.
 - The website needs to be more intuitive.
 - We are not using the Geographic Information System (GIS) to its full capacity as a platform for local government operations. There are many plug-ins that are available but which require additional resources to fund.
 - County government also needs data to conduct its operations.
 - In public safety, deputies need to be able to access data and should be able to do it digitally rather than relying on voice and paper. The radio system and broadband will help us do this.
 - Another area is fleet management where on board computers into the vehicles to assist with emergencies/GPS location/vehicle maintenance, etc. This technology will provide cost efficiencies, greater access, and for controls as required.
 - Technology can also give us the ability to collect data on County operations such as how financial transactions are used such frequency, amounts, types, etc.
- Another digital efficiency is for performance measurement. You need the foundation (the fiber/wireless) and you need the reasonable measurements. Department heads are being asked for performance measures so that we can measure outcomes. Digital information can help us enhance accountability and efficiencies.
- Look at building climate control; consider whether remotely controlling thermostats would lead to efficiencies.
- We are using SharePoint to manage County building requests, but do not have the connectivity that we need now to maximize it.
- Look at how the public can alert us to needs using technology.
- This "digital citizen" initiative should be led by focusing on citizens and businesses and their needs first. It digital improvements lead to efficiencies, that's great. This should be a primary government philosophy. It should not be what is convenient for County employees but what is convenient for citizens and making it easy for them to do business.
- Make sure the County continues to focus on training and good customer service as we make digital improvements.

Concept for Digital Citizens - “Anytime, Anywhere, All Citizens”

1. Access - Being able to have high-speed broadband available to residents and business regardless of location in the county. [Major challenge is how do we get affordable broadband access to the underserved locations in the county?]
2. Transactions - Being able to conduct all transactions with the County via the Internet in addition to face-to-face and over the telephone.
3. Information - Being able to serve as a robust digital source and platform for demographic, fiscal, economic, local government finances, local services and service delivery, geo-spatial, and other similar public domain information.
4. Engagement - Being able to engage citizens and businesses with local government decision-making, strategic planning, financial planning and budgeting, policy development and implementation, and local government services and service delivery.
5. Security - Being able to ensure appropriate safeguards are developed, implemented and maintained for the County’s information technology systems and broadband networks and users.

ACTION STEPS: Given above, what specific actions should we put in place?

1. See what other local governments that are ahead of us in this game are doing.
2. Use our staff to determine best practices and options as they look at performance and where to improve operations.
3. Develop and manage digital learning opportunities for the Board members.
4. Continue the “open access” fiber optics network and rural broadband initiative.
5. Consider whether we should add modules of the MUNIS system to enhance service.



**Orange County Board of Supervisors
Two-Year Strategic Priorities
FY2016-2017_FY2017-2018
(IDENTIFIED ON 4-24-16)**

Vibrant Economic Development

1	Stand-up the Orange County Broadband Authority (OCBbA) and continue with development, implementation, and management of an “open access” fiber optics network and the <i>Rural Broadband Initiative</i> with the over-arching goal of making high-speed broadband available to all residents and businesses.
2	Initiate a process to collaborate on economic development with the Towns of Gordonsville and Orange.
3	Continue to develop, implement, and manage the Germanna-Wilderness Area Plan annual work program, to include infrastructure planning (water, wastewater, transportation, and telecommunications), land use and development, economic development, and historical and cultural assets.

Effective, Reflective Government

4	Develop, implement, and manage strategies for the <i>Digital Citizen</i> - “Anytime, Anywhere, All Citizens” in the areas of Access, Transactions, Information, Engagement, and Security.
5	Enhance the overall fiscal planning and budgeting process for general government, Orange County Public Schools, Constitutional Officers, and outside agencies to align with the Board’s Financial Policies and Capital Projects financing strategies.
6	Make targeted, technical corrections to specific ordinance language with respect to land use and development, and subdivisions.