

AT A REGULAR MEETING OF THE BOARD OF SUPERVISORS OF ROCKBRIDGE COUNTY VIRGINIA, HELD IN THE COUNTY ADMINISTRATION BUILDING, 150 SOUTH MAIN STREET LEXINGTON, VIRGINIA, ON MONDAY, FEBRUARY 11, 2013, AT 5:30 P.M.

PRESENT: CHAIRMAN R.R.CAMPBELL
MEMBERS: A.W.LEWIS, JR, J.M.HIGGINS, R.S.FORD, D.W.HINTY, JR.
CLERK TO BOARD: SPENCER H. SUTER
COUNTY ATTORNEY: VICKIE L. HUFFMAN
FISCAL DIRECTOR: STEVE BOLSTER
STAFF: SAM CRICKENBERGER, CHRIS SLAYDON, BRANDY WHITTEN

Call to Order

Chairman Campbell called the meeting to order.

Supervisor Lewis delivered the invocation and led in the Pledge of Allegiance.

Recognitions/Presentations

Chairman Campbell called for recognitions or presentations. There were none.

Citizen Comments

Chairman Campbell called for citizen comments.

Mr. Bob Kindle of the Natural Bridge District introduced himself and provided the Board with a detailed handout regarding his presentation. He then thanked the Board for all they do for the County and shared his concern of current issues future politicians will have to deal with. He suggested that the Board develop protocols to assist future leaders in dealing with those issues.

Chairman Campbell informed Mr. Kindle of the upcoming Board Retreat on Saturday, February 16th and Sunday, February 17th, at which time the

Board of Supervisors would be discussing matters such as future needs of the County and development of guiding principles which would help the Board and staff in meeting these needs.

The Board thanked Mr. Kindle for sharing his concerns.

Items to be added to the agenda

Chairman Campbell called for items to be added to the agenda. He added an update on the Landfill Committee meeting, indicating that the Committee had met and RFPs on the Landfill wells would soon be finalized and sent out in order to receive bids. He indicated that, upon receipt of the bids, the Board would need to award a contract and approve expenditure of the required funds.

He then added that staff review of the Rockbridge County Personnel Policy was nearing completion and would soon be ready for the Board's review. He asked members if they would like to review the Personnel Policy in a Board work session or if they would rather form a committee to include two Board members, who would review and make initial additions/amendments before bringing it to the entire Board at a regularly scheduled Board meeting.

Supervisor Higgins requested that a two person committee be formed to include himself and Chairman Campbell. He indicated that, due to his past experience with reviewing similar policies, he felt that he would be a good candidate to be on this committee.

With the Board's consent, Chairman Campbell confirmed the formation of a committee, to include himself and Supervisor Higgins.

Supervisor Lewis indicated support but requested that he be able to review the policy simultaneously, to stay abreast of the proceedings. Mr. Suter indicated that he could send to draft out to all members of the Board.

There were no additional items to add to the Agenda.

Approval of Minutes for January 28, 2013 and January 30, 2013

Supervisor Lewis moved to adopt the January 28, 2013 and January 30, 2013 minutes, seconded by Supervisor Ford, and approved by the following roll call vote:

AYES: Lewis, Ford, Higgins, Hinty, Campbell

NAYES: None

ABSENT: None

Financial Report, Approval of Appropriations and Payment of Bills

Steve Bolster, Director of Finance, reviewed his monthly memoranda to the Board. Activities for the Commissioner of the Revenue included the following points: Business License renewal due March 1st; State income tax business increasing; processing of Tax Relief for Elderly and Disabled applications; production of Real Estate and Person Property supplements for 2012 [presented to Treasurer for billing]; and reconciling of monthly DMV additions and deletions to gain accurate data.

Mr. Bolster then reviewed current activities of the Treasurer, to include: automation of Debt-Set-Off is running smoothly; the Compensation Board budget has been completed;; the office is preparing to send decal notices, which are anticipated to be in the mail by February 28th; and the office is organizing an effort to compare files for non-payment of dog

tags. He also gave a brief update on implementation of new County code concerning Business License issuance requirements: zoning and payment of taxes.

Mr. Bolster then reviewed the following information items: the Virginia Horse Center debt payment was sent last week in the amount of \$359,456.65; the last piece of equipment at the landfill sold on an online auction site, bringing the grand total of all surplus property sold on this site since December to \$27,667.00. In response to a Board inquiry, he noted that the old courtroom benches were sold to a local buyer.

Mr. Bolster presented the proposed School Appropriations Resolution for the month. After review, Supervisor Lewis made the motion to approve the School Appropriation Resolution and Supervisor Ford provided the second. The following was recorded:

AT A REGULAR MEETING OF THE BOARD OF SUPERVISORS OF ROCKBRIDGE COUNTY, VIRGINIA, HELD AT THE COUNTY ADMINISTRATIVE BUILDING, 150 SOUTH MAIN STREET, LEXINGTON, VIRGINIA, ON MONDAY, FEBRUARY 11, 2013 AT 5:30 P.M.

On motion by Supervisor Lewis, seconded by Supervisor Ford, the Board, by record vote adopted the following appropriation resolutions:

APPROPRIATION RESOLUTION

BE IT RESOLVED: By the Board of Supervisors of Rockbridge County, Virginia, that the following appropriations are, and the same hereby are made, for the period ending **June 30, 2013** in **FUND 50, SCHOOL FUND** and expended as follows:

Race to GED

4-50-61100-1321-312-700-812 Part-time Teachers..... \$440.00
4-50-61100-2100-312-700-812 FICA..... \$42.00

ABE

4-50-61100-1321-312-700-813 Part-time Teachers..... \$4,313.00
4-50-61100-2100-312-700-813 FICA..... \$358.00

TOTAL FUND 50 APPROPRIATIONS **\$5,153.00**

APPROPRIATION RESOLUTION

BE IT RESOLVED: By the Board of Supervisors of Rockbridge County, Virginia, that the following appropriations are, and the same hereby are made, for the period ending **June 30, 2013** in **FUND 70, SCHOOL CONSTRUCTION FUND** and expended as follows:

4-70-66200-3160-950	Purchased Services	\$1,265,079.00
TOTAL FUND 70 APPROPRIATIONS		\$1,265,079.00

RECORDED VOTE:

AYES: Lewis, Ford, Higgins, Hinty, Campbell
NAYS: None
ABSTAIN: None
ABSENT: None

Mr. Bolster then presented the proposed County Appropriation Resolution and bills. BTOP items added to the resolution were in the amounts of \$1,369.92, \$4,834.08, and \$14,521, for a combined total of \$20,725.

After review, Supervisor Higgins made the motion to approve the County Appropriation Resolution, as amended. A second was provided by Supervisor Hinty and the following was recorded:

AT A REGULAR MEETING OF THE BOARD OF SUPERVISORS OF ROCKBRIDGE COUNTY, VIRGINIA, HELD AT THE COUNTY ADMINISTRATIVE BUILDING, 150 SOUTH MAIN STREET, LEXINGTON, VIRGINIA, ON MONDAY, FEBRUARY 11, 2013, AT 5:30 P.M.

On motion by Supervisor Higgins, seconded by Supervisor Hinty, the Board, by record vote adopted the following appropriation resolutions and payment of bills for the month as follows:

APPROPRIATION RESOLUTION

BE IT RESOLVED: By the Board of Supervisors of Rockbridge County, Virginia, that the following appropriation/s are, and the same hereby is made, for the period ending **June 30, 2013**, from the UNAPPROPRIATED SURPLUS

of the **GENERAL FUND** and expended as follows:

4-11-12190-3003	Other Professional Services.....	\$6,414.00
4-11-12190-3004	Audit Expense.....	\$3,424.00
4-11-21010-5402	Technology Trust Fund.....	\$4,072.00
4-11-31020-5406	Photography & Fingerprinting.....	\$1,000.00
4-11-31030-7001	Homeland Security Grant.....	\$41,815.00
4-11-31030-7501	Purchase of Vehicles.....	\$191,790.00
4-11-32080-3001	Contracted Services (EMS/MC).....	\$2,160.00
4-11-32080-3501	Reimb-Fire Depts & Rescue Squads.....	\$350.00
4-11-81090-3002	Transportation Grant.....	\$14,105.00
4-11-81090-3004	Wayfinding Signage Grant.....	\$6,049.00
4-11-81090-3006	Greenhouse Village Grant.....	\$7,900.00
4-11-81090-5698	RANA 1% Admin Fee Payment.....	\$52,000.00
4-11-81090-5699	RANA Expense.....	\$7,943.00
4-11-99010-6191	Transfer to Transfer Station.....	\$491.00

Total General Fund Appropriations **\$339,513.00**

APPROPRIATION RESOLUTION

BE IT RESOLVED: By the Board of Supervisors of Rockbridge County, Virginia, that the following appropriation/s are, and the same hereby is made, for the period ending **June 30, 2013**, from the UNAPPROPRIATED SURPLUS of the **SWA/LANDFILL FUND** and expended as follows:

4-19-19050-3006	Seeding/Mowing/Erosion Control.....	\$486.00
4-19-19060-7001	Construction-Transfer Station.....	\$491.00

Total SWA/Landfill Fund Appropriations **\$977.00**

Total Appropriations **\$340,490.00**

Current County

11 - General Fund	\$771,764.13
19 - SWA/Landfill	\$103,937.27
20 - SWA/Recycling	\$5,399.33
94 - Central Stores	\$3,078.68

Total County Bills **\$884,179.41**

Current Fiscal Agent

22 - RANA	\$777,356.12
80 - Regional Jail	\$60,275.95
87 - Commonwealth Atty Forfeitures	\$1,419.11
93 - CSA Administration	\$5,131.64

Total Fiscal Agent **\$844,182.82**

TOTAL ALL BILLS

\$1,728,362.23

RECORDED VOTE:

AYES: Higgins, Hinty, Ford, Lewis, Campbell
NAYS: None
ABSTAIN: None
ABSENT: None

Approval and Ratification of Greenhouse Village Contract

Director of Community Development Sam Crickenberger introduced Lynn Leech, Executive Director of Rockbridge Area Habitat for Humanity. He explained that on December 17, 2012, he had authorized Perkins & Orrison [P&O] to proceed with engineering services in connection with the Phase I design for Habitat's Greenhouse Village Project. He requested ratification of the contract.

County Attorney Vickie Huffman introduced the resolution for the P&O contract which she had prepared for approval.

Supervisor Ford requested that, under Article 2 of the contract, the date be amended from December 17, 2013 to December 17, 2012.

Supervisor Ford moved to approve the contract, as amended, and the Resolution to ratify and approve award of the Contract for engineering services to Perkins & Orrison, Inc., in connection with the Phase I design for Habitat's Greenhouse Village project. A second was provided by Supervisor Lewis, and the Contract and Resolution were approved by the following roll call vote:

AYES: Ford, Lewis, Higgins, Hinty, Campbell
NAYES: None
ABSENT: None

AT A REGULAR MEETING OF THE BOARD OF SUPERVISORS OF ROCKBRIDGE COUNTY,
VIRGINIA, HELD AT THE ROCKBRIDGE COUNTY ADMINISTRATIVE OFFICES ON MONDAY,
FEBRUARY 11, 2013

**RESOLUTION TO RATIFY AND APPROVE AWARD OF A CONTRACT FOR
ENGINEERING SERVICES TO PERKINS & ORRISON, INC., IN CONNECTION WITH
THE PHASE I DESIGN FOR HABITAT'S GREENHOUSE VILLAGE PROJECT, WITH AN
AFFORDABLE HOUSING GRANT AWARDED TO THE COUNTY THROUGH THE
VIRGINIA DEPARTMENT OF HOUSING AND COMMUNITY DEVELOPMENT**

WHEREAS, the County of Rockbridge has received a Community Development Block Grant ("CDBG") planning grant, through the Virginia Department of Housing and Community Development ("VDHCD"), in an amount of up to \$30,000.00, in connection with an affordable housing project known as Greenhouse Village, a significant portion of which is proposed to be developed by the Rockbridge Area Habitat For Humanity, Inc. ("Habitat"); and,

WHEREAS, the County issued a Request for Proposals seeking the services of a qualified consultant to provide site development and infrastructure plans, to include residential sites, streets, and utilities, for Greenhouse Village; and,

WHEREAS, a review team consisting of County and Habitat representatives reviewed the qualifications and proposals of the proposers, and selected Perkins & Orrison, Inc., to provide the services; and,

WHEREAS, the County authorized the work to proceed to meet the timeline established for the grant; and,

WHEREAS, in order to meet the grant requirement that a Professional Services Contract be submitted for payment requests, the parties have since entered into a Contract as of December 17, 2012, and the Contract is submitted to the Board for ratification and approval.

NOW, THEREFORE, BE IT RESOLVED BY THE BOARD OF SUPERVISORS OF ROCKBRIDGE COUNTY, VIRGINIA, as follows:

1. That the finding of the review team, that Perkins & Orrison, Inc., is the most qualified proposer, with significant prior planning, surveying, and engineering work having been performed in the area of this project, is hereby approved, ratified and confirmed.

2. That the Professional Services Contract, dated December 17, 2012, between the County and Perkins & Orrison, Inc., for a contract price of \$15,800.00, is hereby ratified and approved.

3. That the County Administrator or the Director of Community Development is hereby authorized and approved to execute the Agreement for Professional Services with Perkins & Orrison, Inc., and to take such further actions, on behalf of the Board of Supervisors, as are necessary to accomplish this transaction and administer the above-described grant, all of which shall approved as to form by the County Attorney.

4. That this Resolution shall be effective upon the date of its adoption.

Adopted this 11th day of February, 2013.

Recorded Vote:

AYES: Ford, Lewis, Higgins, Hinty, Campbell

NAYES: None

ABSENT: None

Greenhouse Village Housing Project- Community Update

Mr. Crickenberger provided an update on the project, with a site plan showing the proposed location of each of the eight (8) Habitat homes. He noted that the County property gifted to Habitat could only be used this year to match the grant valued at \$90,000, indicating that, should the project be delayed until the following year, the value of the property would no longer be eligible as a grant match. The following federal assurances need to be adopted by the Board in order to move forward with the grant application:

1. Section 3 Local Business and Employment Plan
2. Section 504 Nondiscrimination Policy
3. Section 504 Grievance Procedure

4. Anti-Displacement Plan

5. Fair Housing Certification

Ms. Leech noted that Habitat feels comfortable that they can meet all deadlines and that Habitat is partnering with the Timber Framers Guild to build a pavilion in the open space. She indicated that one goal of the project is to provide a community atmosphere, whereby Habitat homes are not differentiated from homes built by others.

Supervisor Ford commended Mr. Crickenberger, his staff, and Ms. Leech for their diligence and persistence in following through with the grant process the regulations of which can, at times, become onerous.

Supervisor Hinty thanked Mr. Crickenberger for looking ahead for the community.

Without further discussion, Supervisor Lewis moved to adopt the policies as required by the Department of Housing and Community Development. Supervisor Higgins provided the second, and the motion carried by the following roll call vote:

AYES: Lewis, Higgins, Ford, Hinty, Campbell
NAYES: None
ABSENT: None

Conditions Release for Brandt Technology

Mr. Crickenberger presented the agenda item indicating that Brandt Technologies had met and actually exceeded the requirements of the Performance Agreement for transfer of the former Natural Bridge High School property. He noted that he had previously sent Mr. Scott Sayre a letter advising him that requirements had been satisfied and that Mr. Sayre had respectfully requested that the Board officially recognize the

achievement. Mr. Sayre has also invited members of the Board and members of the Economic Development Authority to tour the site on February 22nd.

Supervisor Hinty made a motion to endorse the letter to Mr. Sayre, seconded by Supervisor Ford, and approved by the following roll call vote:

AYES: Hinty, Ford, Higgins, Lewis, Campbell
NAYES: None
ABSENT: None

Work Session to Consider RANA Drop recommendations

County Administrator Spencer Suter indicated that the RANA Business Drop Committee had met on Thursday, February 7th to review and rank the drop requests. He noted that the committee had concluded that more detailed information would be required in order to make objective decisions, and that subsequently the committee was not yet prepared to make a recommendation to the full Board. He indicated that staff work was continuing and that the drop listing should be ready for consideration by the next regular Board meeting.

Brownsburg Farmers' Market- application approval

Mr. Crickenberger presented the agenda item noting that the application was for a Farmers' Market in Brownsburg; however, he expressed concern about the application and indicated that he would like to retract the request from Board consideration until further details could be obtained from the applicant.

Appointments

Dabney S. Lancaster Community College

Chairman Campbell noted that Ms. Laura Hoofnagle had volunteered to fulfill the term of Ms. Jennifer Carlucci, who has resigned from the Dabney S. Lancaster Community College Board. Mr. Hinty noted that Ms. Hoofnagle, as an experienced member of the Rockbridge County School Board, could provide a beneficial link between the local secondary education system and Dabney S. Lancaster Community College. He moved to appoint Ms. Hoofnagle to fulfill the vacated term. A second was provided by Supervisor Higgins, and approved by the following roll call vote:

AYES: Hinty, Higgins, Ford, Lewis, Campbell

NAYES: None

ABSENT: None

Staff Reports

Supervisor Ford reminded the Board of the TMDL Public Meeting at Effinger Fire Hall on February 26, 2013. Mr. Suter noted that, in response to an earlier request from Supervisor Ford, he had contacted Extension Agent Tom Stanley to gain a little background information regarding the meeting. He reported that Mr. Stanley had indicated that the entire process was driven by the Department of Environmental Quality (DEQ) and that the main thrust of the meeting was to educate citizens on initiatives to protect local watersheds.

Upon the Board's request, Mr. Suter provided an update on the Board Meeting Room renovations. He noted that there was an issue with the way the carpet had been laid; therefore, the new carpet had been replaced for a second time at no cost to the County. He then explained that the sound

system was scheduled for completion at the end of the week, and that the chairs, which had originally been reported to have cost \$200 each, were actually procured for about \$35 each.

Chairman Campbell requested that an "open house" be scheduled for the public and for prior Board members. Supervisor Higgins requested that the Buildings and Grounds Committee plan for the "open house".

Supervisor Ford commended the Buildings and Grounds Committee for keeping track of the costs associated with the renovations.

Supervisor Hinty thanked Kenny Wilson of the Buildings and Grounds Committee. Mr. Suter expressed appreciation for the assistance that Assistant Superintendent Jack Donald of the County Schools lent to the project, particularly with technical details.

Supervisor Lewis made a motion to accept all Staff Reports, seconded by Supervisor Higgins, and approved by the following roll call vote:

AYES: Lewis, Higgins, Ford, Hinty, Campbell
NAYES: None
ABSENT: None

Continued Meeting

Chairman Campbell continued the meeting until 8:00 AM on Saturday, February 16, 2013, for a Board Retreat to be held in the 3rd floor Jury Assembly Room of the County Courthouse at 20 S. Randolph Street.

AT A CONTINUED MEETING OF THE BOARD OF SUPERVISORS OF ROCKBRIDGE COUNTY VIRGINIA, HELD AT THE ROCKBRIDGE COUNTY COURTHOUSE, 20 SOUTH RANDOLPH STREET LEXINGTON, VIRGINIA, ON SATURDAY, FEBRUARY 16, 2013, AT 8:00 A.M.

PRESENT: CHAIRMAN R.R.CAMPBELL
MEMBERS: A.W.LEWIS, JR, J.M.HIGGINS, R.S.FORD, D.W.HINTY, JR.
CLERK TO BOARD: SPENCER H. SUTER
OTHERS: JERRY BURGESS

Called to Order

Chairman Campbell called the continued meeting to order at 8:01 a.m.

County Administrator Spencer Suter thanked the Board for coming together to develop Mission, Vision, and Values as a guide for making future County decisions; he recognized Mr. Jerry Burgess, the retreat facilitator.

Mr. Burgess provided an overview of his experience with the development of Mission, Vision, Values and strategic planning and their importance. He quoted Dwight Eisenhower: "Plans are nothing but planning is everything." He indicated that his goal was for the Board to establish core of shared beliefs, forgetting about details at this stage to concentrate on the big picture and basic principles. He provided the Board with a sample strategic planning worksheet and discussed the importance of goal setting, objectives, strategies, and measurements. Mr. Burgess provided the following overview:

- Vision Statement- Why are we here and what do we want to be?
- Mission Statement- What do we do?
- Values Statement- What are our guiding principles?
- Strategic Priorities- What do we want to accomplish in 3 to 5 years?
- Goals- What are our specific milestones?

- Objectives- These are the outcomes we envision.

He then quoted Yogi Berra, stating, "If you don't know where you are going, you might end up somewhere else."

Mr. Burgess began with the Vision statement creation and asked Supervisor Hinty to share thoughts that he had previously drafted and shared with Mr. Burgess.

Supervisor Hinty stated, "We wish to provide leadership and services for health, safety, and economic well being."

Supervisor Lewis indicated that the Board would like to foster a first class education program for K-12 education.

Supervisor Ford noted that the County has a large number of adults without a High School diploma.

Supervisor Hinty noted that there is a program in the schools in which adults can attain their diploma. He also noted that the County is a little backward in that the local economy is largely driven by three universities but that fact has not been reflected in spending on K-12 education. Supervisor Higgins noted that we need to enhance internet accessibility. He further stated that the community must have trust and support for what the Board does.

Mr. Burgess indicated that he was hearing a theme that a future condition of the County, as the Board sees it, would include internet connectivity. He noted that this could be part of the vision.

Supervisor Lewis noted that the Board is currently working on this and that it would need to fight in the future to find additional non-local funding to leverage previous investments to the maximum potential.

Supervisor Ford noted that the last time the County worked toward a Vision statement was approximately 30 years ago and at that time, it was envisioned that Rockbridge County would become a retirement community; and that in many ways it has. He stated that the Board should envision a community where young people stay and encourage others to relocate here.

Supervisor Lewis noted that the Board should encourage high tech development where infrastructure exists.

Supervisor Higgins noted that the Board should ensure that there are still jobs for those in the community who do not possess a higher education.

Supervisor Ford noted that there may be some local opposition to plans for development. All Board members agreed and expressed the hope that such opposition could be overcome with planned, strategic growth, with demonstrated tangible benefits.

Mr. Burgess noted a potential segue and asked Supervisor Hinty to discuss the next statement on his list.

Supervisor Hinty went on to state; "We should strive to preserve and protect our rural heritage through managed growth." All Board members expressed agreement. The Board further discussed the need to provide for a healthy environment, the protection of our scenic beauty, and opportunities for recreation for our youth.

The group discussed trying to keep or bring back some of the brilliant folks who have been educated locally in our universities.

Supervisor Lewis requested that the Board consider development of a regional identity through cooperation among jurisdictions as an integrated economic system.

Supervisor Ford noted that we have a start with the 911/Central Dispatch system talks and that we need to continue this regional cooperation.

Mr. Burgess summarized the list thus far to include: education, economic development, rural character, and scenic beauty.

Supervisor Lewis noted that we should promote agriculture and outdoor recreation as a significant part of the County's economic base.

Supervisor Ford noted that, with development of locally-grown food, the money all stays here -- another reason for including agriculture as part of economic development planning.

Supervisor Higgins noted that all facets of public safety need to be considered.

Chairman Campbell noted that one current area of significant need is in the provision of EMS services. The Board agreed that the level of fire service requires attention, to help keep homeowners' insurance at reasonable levels. All agreed that law enforcement is an area of strength and that we should encourage continued support of, and cooperation with, the Sheriff's Department.

Supervisor Higgins also noted that taxes need to remain low to encourage growth.

Ultimately, the statement was revised to "ensure a safe environment."

Supervisor Hinty added that the Board should attract and retain quality staff to implement the Board's vision. All agreed that staff are the front line of citizen service and that the Board should offer encouragement wherever possible.

The Board discussed the need for open government and communication with all facets of our community to include citizens, the media, business and other governmental agencies. The Board agreed that "this is not the new Board, but it is *the* Board."

Mr. Burgess then shifted discussion to the Mission statement and questioned the Board as to who they, as a group, are at the most basic level. The Board developed the following response after discussion:

- We are the Board of the County, elected by citizens to lead.
- We manage, set the tax rate, establish the budget, and responsibly allocate resources.
- We appoint members to Boards, Committees, Commissions, and Authorities.
- We plan and establish policies and regulations, and comply with mandates.
- We anticipate and provide a framework to successfully navigate change.

Chairman Campbell noted that the Board does all those things to improve the quality of life for citizens.

Supervisor Hinty noted that the Board also ensures recruiting and retention of excellent staff so that the values of the Board are reflected in every interaction.

Mr. Burgess then questioned *why* the Board does what it does.

Chairman Campbell indicated that we do it to improve the quality of life for citizens.

After a brief break, Mr. Burgess discussed the importance of values, indicating that they are the core beliefs that the Board and, by extension, staff are to live by every day.

Supervisor Higgins asked Mr. Suter to reiterate a statement he had made previously on several occasions. In response, Mr. Suter stated that he would do whatever the Board asked him to do unless it was unethical, immoral, or illegal -- and that should he ever be asked to do something which violated those tenets, he would have to resign.

Supervisor Higgins indicated that this was the type of message that should be communicated in the Values statement.

The Board discussed what they considered to be important to them. The Board agreed on the following: integrity; humility; accountability / stewardship; openness; mutual respect; innovation/creativity; adaptability; and loyalty to each other and to the citizens of Rockbridge County.

Mr. Burgess then discussed the importance of strategic priorities and the parameters for their development.

Supervisor Higgins opened with the suggestion that the Board endorse dealing with solid waste locally. Discussion resulted in the draft priority: "development of a solution to manage our regional waste stream locally."

Through discussion, and in addition to the solid waste issue, the Board developed the following strategic priorities:

- Provide Fire and EMS services which meet the expectation of the public served.

- Proactively position the County to create and subsequently take full advantage of economic development opportunities in a nimble and responsive fashion. Through discussion, it was agreed that there could be a host of related goals such development of tools/mechanisms such as a redesigned website, regional cooperatives and partnerships, dedicated staffing/staff training, and an economic development plan.
- Dedicate ourselves to exploring all opportunities for regional cooperation which are operationally and economically sensible and in the best interest of our citizens. Among strategies discussed was: revisit all regional agreements to determine if they align with current needs and budget priorities.
- Dedicate ourselves to enhancing relationships with local public service entities in order to identify and implement economies and efficiencies in operations. The Board discussed an example of working closely with the schools, the Jail Commission, constitutional offices, RARO, and others.
- Ensure the financial viability of the County through proactive financial planning. The Board discussed the need to develop and adhere to a fund balance policy to include a rainy day fund.

During the break for lunch, Mr. Burgess and Mr. Suter consolidated the findings for the Board and Mr. Burgess presented a draft set of statements. After some review and edits, the Board members agreed that they were satisfied with the draft results. It was agreed that a further face-to-face meeting was unnecessary and that the draft should be e-mailed to all members for additional consideration; should any changes be

recommended by a member, he will reply to all others electronically to gain concurrence, and ultimately reach a final consensus.

Mr. Burgess noted that he would complete the final report, distribute to the Board, and then present the report and outcomes of the retreat in open session, at a time suitable to the Board.

With there being no further business to discuss, on a motion by Supervisor Lewis, seconded by Supervisor Ford, the meeting was adjourned at 2:20 P.M.