

THE FRANKLIN COUNTY BOARD OF SUPERVISORS HELD THEIR REGULAR MONTHLY MEETING ON THURSDAY, NOVEMBER 29, 2012, AT 8:30 A.M., IN THE BOARD OF SUPERVISORS CONFERENCE B-75 ROOM LOCATED IN THE GOVERNMENT CENTER, 1255 FRANKLIN STREET, SUITE 110, ROCKY MOUNT, VIRGINIA.

THERE WERE PRESENT: David Cundiff, Chairman
Leland Mitchell, Vice-Chairman
Bob Camicia
Ronnie Thompson
Charles Wagner
Cline Brubaker
Bobby Thompson

OTHERS PRESENT: Richard E. Huff, II, County Administrator
Christopher Whitlow, Asst. Co. Administrator
Larry Moore, Asst. Co. Administrator
B. J. Jefferson, County Attorney

David Cundiff, Chairman, called the meeting to order.

SESSION PURPOSE

To enable the Board to identify a long-term direction for the County through a core vision, strategic outcomes, and goals that form the basis for a strategic plan to be further developed by staff members for Board approval

SESSION GOALS

1. Complete an environmental scan that identifies the trends that the County has been facing and the strategies that have been and will be useful in dealing with them
2. Develop a Core Vision and Strategic Outcomes for the Board and staff members to pursue that will take the County to a desired future
3. Evaluate each of the Strategic Outcomes to determine gaps, strengths and weaknesses, and what it might take to achieve significant success
4. Develop Board Goals to achieve the Vision that staff members can use to prepare a detailed Strategic Plan
5. Identify specific actions to follow up on the Board's Vision and Goals, including direction to staff regarding production of a Strategic Plan for Board consideration

SESSION AGENDA

- | | |
|----------------|---|
| 8:30 a.m. | Arrive/Continental breakfast available |
| 8:30 to 9:30 | Welcome/Overview of the Day <ul style="list-style-type: none"> • Goals/Agenda/Guidelines • Brief Team Building Introductions • Local Elected Leadership Model |
| 9:30 to 10:45 | Environmental Scan <ul style="list-style-type: none"> • Environmental Factors • Historical Factors, Core Success Strategies, Organizational Strengths • Supports/Opportunities from Others • Critical Issues/Future Challenges |
| 10:45 to 12:15 | Vision: Develop Framework for County's Future Direction <ul style="list-style-type: none"> • Identify Core Vision – Who do we want to be – our unique identity? • Strategic Outcomes – What are the fundamental areas in which we want to be successful over the next 5 years? |
| 12:15 to 1:00 | Lunch with the Group |

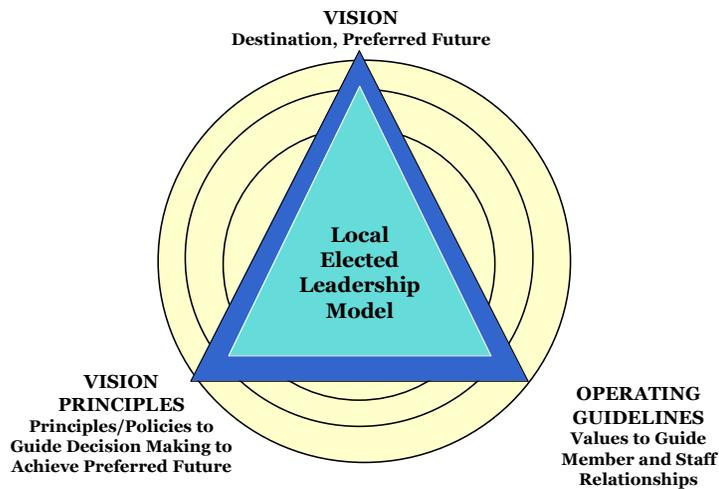
- 1:00 to 2:00 **Evaluate Strategic Outcomes**
 - Is there a gap to close? Are there problems to solve?
 - What are our strong points and weak points?

- 2:00 to 4:00 **Develop Goals**
 - Identify Specific Goals that will Achieve the Vision
 - Discuss Timetable and Responsibility

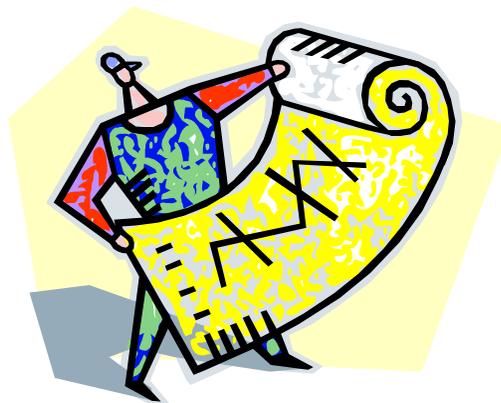
- 4:00 to 5:00 **Organize for the Work to Come**
 - Maximizing Board Relations and the Board/Staff Relationship
 - Communication of the Vision/Priorities to Stakeholders
 - Staff Strategic Plan Development/Timetable

- 5:00 p.m. **Adjourn**

LOCAL ELECTED LEADERSHIP MODEL



***Franklin County Board of Supervisors
Planning Session Report***



***November 29, 2012
Franklin County Government Center***

***A Tyler St.Clair
205 Madison Street
Lynchburg, Virginia 24504
434-846-2428
ats6t@virginia.edu***

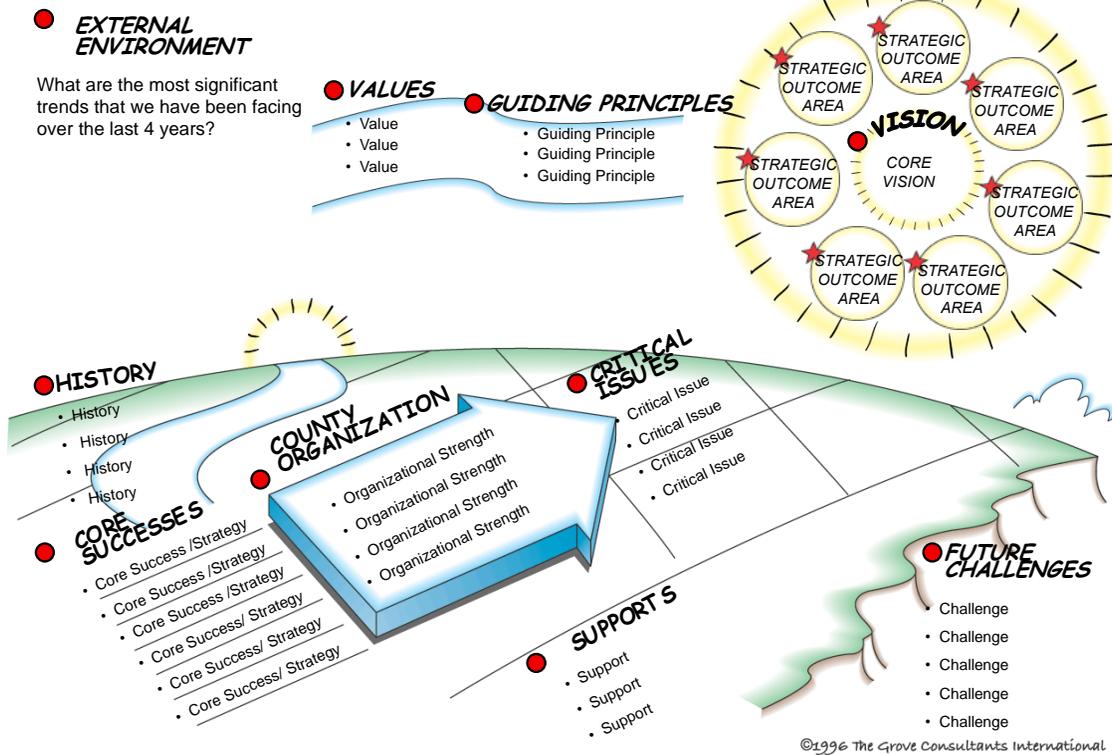


**FRANKLIN COUNTY BOARD OF SUPERVISORS
PLANNING SESSION REPORT
November 29, 2012
Franklin County Government Center**

ENVIRONMENTAL SCAN

The Board completed a scan that identified the external environmental trends that the County has been facing and the strategies that have been and will be useful in managing them successfully.

Franklin County BOS Environmental Scan



1. External Environment

What are the most significant trends that we have been facing over the last 4 years?

- Economic recession
- Reduced tax income including sales tax and real estate tax revenue (because we did not equalize the tax rate)
- Doing more with less everywhere creates changes in approach/business model
- Withdrawal of federal funding we've come to depend on
- Increased insurance costs
- Losing County employees to the private sector because salaries are not competitive
- Unfunded mandates and increased regulations (i.e. EMS training, schools, social services, landfill, stormwater)
- Amount of regulation (red tape) to get something done reduces initiative/ambition
- Fewer volunteers
- Reduced growth at Lake (residential, commercial, retail)
- Citizen demand for transparency has caused us to look at how we do business
- Devolution – State has passed down responsibilities to localities (i.e. roads, local aid)
- Lack of confidence in national leadership (political agendas/gridlock) ripples down to perception of County
- Restrictions on what we can do with creative taxation and revenue strategies

2. History

What are the defining characteristics of this County that are part of its history and give us an advantage in dealing with challenges?

- Conservatism - people had little money and knew how to be frugal and survive
- Our location and geography – the mountains, Blue Ridge Parkway, lakes, and general environment is pleasing with convenient access to other areas
- Heritage – German, Scotch-Irish, and English constituencies in the County have learned to work together and to adapt to diversity; it has caused us to be mindful of where other people are coming from

- Open, honest people
- Good leadership in County has helped us move forward; past leaders have had some great ideas to help us grow/develop
- Sense of community and helping others is part of our heritage

3. Core Successes

In working with the external environmental trends, what it is that we have done well, put in place, or used as a strategy in order to successfully negotiate these trends?

- Efforts to diversify the economy (not just wood – some life sciences, local foods emphasis, healthcare offerings at the Franklin Center)
- Our focus on workforce development has prepared people for work here/elsewhere
- Sincere and great appreciation for the foundation that was laid by former Boards (i.e. Commerce Park, workforce development, regional approaches, etc.)
- Our regional partnerships; we don't always have an "I" mentality
- Good at more with less; services are high, but we have kept the tax rate low
- Financial integrity has remained high; have been able to take advantage of low interest rates
- Built good rapport with the Tobacco Commission by doing a good job and this has helped us with economic development
- Set aside money in our fund balance to offset future expenditures has given us a positive financial condition (i.e. ability to borrow at a lower rate; ability to leverage a lot of grants)
- Getting grants (i.e. Franklin Center, parks and recreation, water/sewer, fire/EMS, and public safety)
- Have been patient and done our homework before jumping into things; good data

4. County Organization

Our County staff members are the professional resources that get it done. What strengths can we identify that has helped us successfully negotiate the environment?

- Accessibility to Board and citizens, including cell phone access beyond 8-5
- Leadership ability to give us research and recommendations about what might work and what won't
- Timely - get answers quickly and accomplish tasks in a timely fashion
- County Administrator who has experience, is dedicated, and is respected throughout the State
- County Administrator's ability to put a good team together and his knowledge and experience in guiding the team
- County Administrator's ability to guide Board Members through the "learning curve"
- County Administrator's participation in different associations and working partnerships
- Confidence the County Administrator has gained over the years in working with staff gives the Board an edge on decisions; rarely does things that lower Board confidence
- Don't have overly large staff and bureaucracy that often comes with that (but may have erred with a "too small" staff)
- Good working relationship between Board and the staff; the sense of teamwork is apparent to citizens, who are quick to pick up on problems of this sort
- County has good relationship with citizens
- Increased transparency
- County has developed good working relationship and credibility with business so that people want to "come back" (i.e. locate/expand here)
- Improving relationship with School Board
- Good relationship with local government partners
- Board's attitude of regionalism and its relationship with other elected officials

5. Supports

What are the supports and opportunities that have come from others, for instance outside partners or other agencies that have helped us negotiate the environment?

- Roanoke Valley local governments/organizations
- Tobacco Commission
- Two community colleges
- Ferrum College
- Carillion

6. Critical Issues

Now that we have been dealing with these trends with these strategies, are there any critical issues that we are still facing that can “take us off the cliff?”

- Schools – overcrowding; safety issues; school studies that call for expansion; how will we fund the schools
- How to grow the County – we have a Comprehensive Plan but we need the tools to go with it (i.e. ordinances, zoning)
- Recognize the tremendous opportunity that we have right now for economic development (and avoiding the tendency to “hunker down” and see what happens)
 - Investment climate is unparalleled and we look like a good investment
 - Must decide what we can afford and how to pay for it
 - Must ask, “What can we NOT afford to NOT do?”
- Lack of infrastructure (water/sewer, natural gas, cellular coverage, broad band) must be addressed; we can’t afford stagnation
 - If we don’t act now on infrastructure, we will face higher costs in borrowing
 - County will suffer because businesses won’t come here
 - The kinds of businesses that we attract will not be the kind that we want
- Industrial park is close to full; we will have major costs to purchase land and develop it but it will be the Board’s job to sell that to the citizens so that they see the expense as necessary
- Do something about our employees in order to keep them as we are starting to lose employees to the private sector; this may increase as the economy picks up
 - It costs a lot to train employees when there is turnover
 - May need an updated compensation study to help us get a plan
 - Compensation study may have to go farther than just comparative counties and consider the private sector
 - Are there some services that we would want to outsource?
- How to attract higher paying jobs; what needs to be in place to provide the right quality of life for people that come here with those businesses?
 - Get proactive – What are the key issues?
 - Get a plan – “He who sits around gets what is left over”
 - Do our homework in order to do the right things
 - Make sure that we good public safety (fire/EMS;) retirees want good medical care
- Public safety – we are losing volunteers and having to pay people to answer calls
 - We have a 10 year plan
 - Staff members are working on a budget now for facilities and future staffing
 - There are volunteer issues and funding needs; the issue will be funding it
 - Will be important to educate public about changing world (public safety funding)
- Need to put together a strategic, multi-year revenue plan
 - We have a healthy tension about low taxes, but we are going to have to invest
 - County has done a good job of taking care of the Lake
 - We keep “pulling rabbits out of the hat”
 - Our tax considerations tend to be a point-in-time, versus strategic
 - Future staffing also needs to be addressed
 - Are getting pressure from the “leaner” areas in the County and the schools
 - Have to educate and engage citizens to get their buy-in
- Reluctance about projects needs to be reversed
 - We have a good CIP, but a tendency to say, “Let’s wait to see what is happening”
 - Staff members have been reluctant to propose things to the Board
 - Staff members may be “hunkered down” and not thinking so far ahead
 - Must identify, “Where is the growth?” and “What is it is going to cost?” so that the Board can make some decisions
- Consider earmarking funds for economic development
 - If the tax rate is increased by “X” with earmarks, citizens will know what they are investing in

- Also increases accountability
- Have an aging population in parts of County where they cannot afford higher taxes - Should we look at approaches such as special tax districts?
- - Progressive real estate tax
- o Need to give staff direction about where Board is interested in spending money and what the priorities are and let them address:
 - Should we do it all at one time?
 - What are our options for paying for this?
 - Must keep in mind the impact that strategies have on different sectors of County

FRANKLIN COUNTY BOARD OF SUPERVISORS CORE VISION ELEMENTS

The Board developed the elements of a Core Vision that will take the County to its desired future over the next 5 years. Staff members will further develop the Core Vision and prepare a strategic plan for the Board's consideration.

Over the next 5 years, Franklin County's core vision, which describes its identity and distinguishes it from its neighbors, includes these elements.

- The County is progressive and others desire to use what the County is doing right.
- The County is financially stable and healthy. "Our financial statement will give a new Board Member as good a feeling as I had when I came on the Board."
- The County continues to be beautiful even while we enhance progress. Our agricultural land is still there. We have used the village concept to insure that we have growth only where we want it.
- The County has moved from being a great place to live to a great place to live and work. We have increased opportunities for people to work right within the County.
- Many people are enjoying our remarkable recreation, including opportunities to experience our natural assets, events, heritage, culture, and special venues.
- The County has maintained award-winning schools with great ratings as a result of vision, creative foresight, excellent management, dedicated employees, and support. We have excellent career-technical education and job training opportunities for students at a young age.
(Notes: CEED program is excellent example; concern that current use of Gereau Center is not what was originally intended for the facility)
- We have healthy economic development and job creation. We have higher paying jobs, clean businesses, and have pursued our target sectors advantageously. The County's quality of life is perceived to be an asset in locating a business here. Businesses come here because their employees have a mindset that they want to live in Franklin County.
- We have provided what we need in order to have good diverse growth in the County. We have provided more capabilities to follow our dreams and to insure implementation of what we want to have happen. We have dedicated staffing, the right infrastructure, clear ideas about where we want things, and an aggressive and competitive strategy.

FRANKLIN COUNTY BOARD OF SUPERVISORS STRATEGIC OUTCOME AREAS

Using the critical issues identified in the environmental scan, the Board also achieved consensus on 6 Strategic Outcome Areas in which progress must be made in order to achieve its 5 year Core Vision. These outcome areas will have clear goals to address them in the Strategic Plan.

1. INFRASTRUCTURE

Includes water/sewer, broadband, cell towers, EMS, natural gas, roads, and landfill capacity and enforcement

(Note: The Board noted that some of these will need to be provided by the private sector, but is interested in whatever advocacy the County can provide.)

- 2. **SCHOOLS**
Includes workforce development, career/technical education, child support services
- 3. **ECONOMIC DEVELOPMENT/JOB CREATION**
Includes economic development site/park, looking at other amenities needed to attract business, industrial development, business support, and structure for support of existing businesses
- 4. **FINANCIAL STABILITY**
Includes how we finance the future, new revenue streams, dedicated revenue streams, different funding mechanisms, long range planning
- 5. **STAFFING NEEDS**
Includes retention, development, competitive compensation, additional staffing to provide capability, human capital, and succession planning for pending retirements
- 6. **MANAGED GROWTH**
Includes having tools to manage growth effectively, village centers, ordinances, how to get the type of growth that we want, impact fees, addressing the aging population, and working with demographics/population changes

FRANKLIN COUNTY BOARD OF SUPERVISORS GOALS

The Board developed an initial set of Goals that Members would like to achieve over the next 2-3 years in order to implement the Core Vision. Staff members will use the Board’s Goals and will also consider other goals to recommend that will assist the Board in achieving progress on the Core Vision and Strategic Outcome Areas.

- 1. **INFRASTRUCTURE**
Includes water/sewer, broadband, cell towers, EMS, natural gas, roads, and landfill capacity and enforcement
(Note: The Board noted that some of these will need to be provided by the private sector, but is interested in whatever advocacy the County can provide.)

	Develop water and sewer to growing areas of the County, with priority on sewer to Route 220N, water to Burnt Chimney, and water and sewer to South Lake.
	Implement better radio communications system throughout the County to support fire and rescue.
	Implement response time standards for fire and EMS with appropriate resources.
	Develop and implement a system to insure that we extend the life of the landfill, considering education, recycling, and enforcement of non-County dumping policies.
	Pursue public/private partnerships for expanded broadband and cellular service.
	Develop a funding plan and timeline for natural gas on Route 220.

- 2. **SCHOOLS**
Includes workforce development, career/technical education, child support services

	Advocate for and develop financing plan for expanded career and technical education training, with consideration of mentoring and apprenticeship programs.
	Actively pursue STEM-H focus at the Franklin Center.

- 3. **ECONOMIC DEVELOPMENT/JOB CREATION**
Includes economic development site/park, looking at other amenities needed to attract business, industrial development, business support, and structure for support of existing businesses

	Implement new business park plan.
	Review current levels of staff support for economic development and make adjustments as needed.
	Develop plan(s) for business support capability.

4. FINANCIAL STABILITY

Includes how we finance the future, new revenue streams, dedicated revenue streams, different funding mechanisms, long range planning

	Develop a long-range financial plan.
	Consider a dedicated revenue stream for economic development, including citizen education if pursued.
	Evaluate and reaffirm our financial policies to insure that they are effective for us.

5. STAFFING NEEDS

Includes retention, development, competitive compensation, additional staffing to provide capability, human capital, and succession planning for pending retirements

	Evaluate compensation, benefits, and staffing levels with appropriate peer groups.
	Develop a financial program to maintain employee's benefits.
	Develop a succession plan and evaluate which areas need more staff.
	Develop staffing plan to coincide with goal implementation as well as maintaining current levels of service.
	Explore performance based pay.

6. MANAGED GROWTH

Includes having tools to manage growth effectively, village centers, ordinances, how to get the type of growth that we want, impact fees, addressing the aging population, and working with demographics/population changes

	Develop tools to manage the growth of the County effectively, including ordinances and impact fees as appropriate.
	Consider how to create incentives for the growth that we want in the County.
	Act on appropriate strategies from Aging Services strategic plan.

Chairman Cundiff adjourned the meeting.