

**Fluvanna County Board of Supervisors
2022 Leadership Planning Retreat**

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FLUVANNA COUNTY BOARD OF SUPERVISORS
2022 LEADERSHIP PLANNING RETREAT
AGENDA

Fluvanna County Library, 214 Commons Blvd.
Palmyra, VA 22963
August 27, 2022 at 8:30am

Time	Item
8:30 am	BREAKFAST
9:00 am	Call to Order Pledge of Allegiance and Moment of Silence Adoption of Agenda
9:05 am	WELCOME, INTRODUCTIONS, PURPOSE, AND GROUND RULES <u>Purpose</u> <ul style="list-style-type: none">• Governance• Discussion of specific issues or challenges facing Fluvanna• Budget Planning• Planning for Big Rock projects• Problem solving• Strategic planning• Development of 2022-2023 goals and objectives• Direction for Staff (and community) <u>Ground Rules</u> <ul style="list-style-type: none">• Success depends on the participants. Everyone has the opportunity to participate and express their ideas, questions, and concerns.• Participants must practice their active listening skills. Listen for understanding. Only one person speaks at a time.• Be positive, non-judgmental, and open to new ideas.• Civil discourse is required; agreement is not.
9:20 am	GOVERNANCE <i>(Front pocket; Tabs 2 - 6)</i>
10:20 am	BREAK
10:30 am	REVIEW: <i>(Tabs 7, 8, 9)</i> <ul style="list-style-type: none">• 2021 Strategic Initiatives• 2022 Draft Economic Development Strategic Plan• 2015 Comprehensive Plan Implementation Goals
12:00 pm	LUNCH BREAK (Lunch provided for attendees)

12:30 pm DISCUSSION: *(Tabs 8 & 9)*

- **2022 Draft Economic Development Strategic Plan**
- **Board of Supervisors Two-Year Plan (*formerly Strategic Initiatives*)**
 - **Tie goals directly to the Comprehensive Plan chapters or retain current categories?**

2:00 pm BREAK

2:10 pm DECISIONS: *(Tabs 8, 9, 10)*

- **2022-2023 Board of Supervisors Two-Year Plan**

4:00 pm WRAP UP

4:30 pm ADJOURN

Key Roles in Council-Manager Government



Council-Manager Form of Government



THE ROLE OF THE MAYOR OR CHIEF ELECTED OFFICIAL

Typically, the mayor or board chairperson in a council-manager community is a voting member of the governing body who may be either directly elected, as in 69 percent of council-manager communities, or who is selected by and from among their colleagues on the governing body. The mayor or chairperson is the public face of the community who presides at meetings, assigns agenda items to committees, facilitates communication and understanding between elected and appointed officials, and assists the governing body in setting goals and advocating policy decisions.

THE ROLE OF ELECTED OFFICIALS

Under the council-manager form, the elected officials (e.g. the council or board) are the legislative body and the community's policy makers. Power is centralized in this body, which approves the budget and adopts local laws and regulations, for example. The elected officials also focus on the community's big-picture goals, such as community growth and sustainability.

The elected officials hire a professional city, town, or county manager based on that person's education, experience, skills, and abilities and NOT on their political allegiances. The elected officials supervise the manager's performance, and if that person is not responsive and effective in their role, the elected officials have the authority to remove her or him at any time.

For more information, contact

[icma.org/contactus](https://www.icma.org/contactus)

@ICMA ICMAorg

To learn more about professional local government management, visit [icma.org/professional-local-government-management](https://www.icma.org/professional-local-government-management)



THE MANAGER'S ROLE

The manager is an at-will employee who can be fired by a majority of the elected officials, consistent with local laws or any employment agreements. This person

- Prepares a budget for the governing body's consideration.
- Recruits, hires, supervises, and terminates government staff.
- Serves as the governing body's chief advisor by providing complete and objective information about local operations, discussing options, offering an assessment of the long-term consequences of decisions, and making policy recommendations.
- Carries out the policies established by the governing body.

WHAT ROLE DO RESIDENTS PLAY?

Under council-manager government, local governments often actively engage and involve their residents in community decision making. Residents can guide their community by serving on boards and commissions, participating in visioning and strategic planning sessions, and designing community-oriented local government services.



INTERNATIONAL CITY/COUNTY MANAGEMENT ASSOCIATION
777 N. Capitol St NE, Ste. 500, Washington, DC 20002
202.962.3680 | 202.962.3500 (f) | [icma.org](https://www.icma.org)

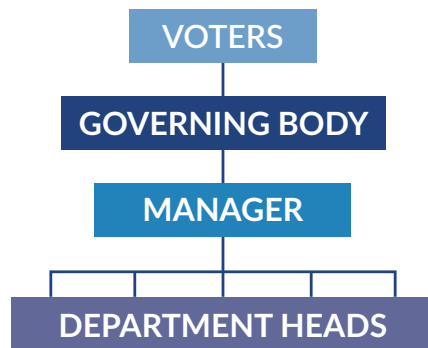
What it is, how it works, and the benefits to your community

What is the council-manager form of government?

The council-manager form is the most popular structure of government in the United States among municipalities with populations of 2,500 or more. It is one of several ways in which U.S. municipalities and counties can organize.

Under this form, residents elect a governing body—including a chief elected official, such as a mayor or board chairperson—to adopt legislation and set policy. The governing body then hires a manager or administrator with broad executive authority to carry out those policies and oversee the local government's day-to-day operations.

The Council-Manager Form



What's so special about the council-manager form of government?

Born out of the U.S. progressive reform movement at the turn of the 20th century, the council-manager form was created to combat corruption and unethical activity within local government by promoting nonpolitical management that is effective, transparent, responsive, and accountable.

The council-manager form of government recognizes the critical role of elected officials as policy makers, who focus on mapping out a collective vision for the community and establishing the policies that govern it. The form also recognizes the need for a highly-qualified individual who is devoted exclusively to the delivery of services to residents.

Think about the structure used by many corporations, in which the board of directors hires an experienced CEO, who is granted broad, executive authority to run the organization. While these boards establish the company's overall policy direction, the CEO oversees implementation of that policy.

What types of communities use the council-manager form of government?

Today more than 120 million people in the U.S. live in municipalities that operate under the council-manager form. Fifty-four percent of the more than 4,300 U.S. municipalities with populations of 10,000 or more use the form, as do 59 percent of the 347 municipalities with populations greater than 100,000. More than 800 counties also employ a similar system.

How can council-manager government benefit my community?

- **Flexibility**—The council-manager form can adapt to local needs and demands. While governing bodies in some council-manager communities are elected at large, for example, others are elected by district or by a combination of an at-large-and-by-district system to respond to local needs.
- **Clearly Defined Roles**—Under the council-manager form, there is a clear distinction between the administrative role of the manager and the political and policy roles of the governing body, lead by the mayor. The day-to-day operations of the local government organization reside with the appointed manager, allowing elected officials to devote their time and energy to policy development and the assessment of the effectiveness of those policies within the community.
- **A Roadmap for Success**—The council-manager form is the system of local government under which professional management is most likely to succeed. Under this system, professional managers can focus on service delivery, policy implementation, and performance management and can align the local government's services with the values, mission, and policy goals defined by the community and elected officials.

How do we know that council-manager government works?

- The Equipt to Innovate Initiative—a framework of seven essential elements that define high-performance government and empower innovation—found in 2017 that top-performing cities in all but one element employed the council-manager form of government. In 2018, the study's overall top performer was also council-manager.

- Two-thirds of Moody's Aaa-bond-rated communities are run by professional local government managers, and many operate under the council-manager form of government.
- An IBM Global Business Services report titled "Smarter, Faster, Cheaper" found that cities that operate under the council-manager form of government are nearly 10 percent more efficient than those that operate under the mayor-council form.
- The National Civic League, America's oldest advocate for community democracy, has endorsed council-manager government through its *Model City Charter* since 1915.
- The majority of communities recognized since 2013 with the National Civic League's coveted All-America City Award have been council-manager.

Does it cost more for a community to adopt the council-manager form and hire a professional manager?

Many local governments have *reduced* their overall costs after hiring a professional manager. Savings can come from decreased operating costs, increased efficiency and productivity, improved revenue collection, and effective use of technology. The economic health of the community may also benefit from the implementation of improved business development and retention strategies.

How can my community adopt the council-manager form of government?

Methods vary from state to state, but most communities can adopt council-manager government through a charter, local ordinance, state enabling law, or by voter referendum. For information on how your community can adopt council-manager government, contact your state municipal league, state and local government association, or association of counties. You can find contact information for these organizations at icma.org/state-localgovassns or ncl.org/state-municipal-leagues.

Once my community adopts council-manager government, how do we hire a professional manager?

The vacancy is often announced in *Leadership Matters*, ICMA's weekly e-newsletter; through the ICMA Job Center at icma.org/job-center; and through state league publications,

and qualified candidates are invited to apply. Elected officials may also hire an executive recruitment firm to assist them with the selection process. Interested parties may apply directly to the governing body or to the recruitment firm, which reviews the applications and interviews qualified candidates. *ICMA makes no recommendations regarding candidates.* Additional information on hiring a professional local government manager is available in ICMA's *Recruitment Guidelines Handbook*. Visit icma.org/documents/recruitment-guidelines to download a copy.

What kind of educational and on-the-job experience do professional local government managers generally have?

Sixty-five percent of managers surveyed by ICMA indicated that they had earned a master's (usually in public administration, business, or public policy), or other advanced degree. Survey respondents also said that they had spent an average of more than 20 years working in the local government management profession.

What is ICMA and why is membership in that organization important?

ICMA, the International City/County Management Association, is the professional and educational "home" for more than 12,000 appointed managers and administrators serving cities, towns, counties, other local governments, and regional entities in 40 countries throughout the world.

In addition to gaining access to valuable resources and lifelong professional development opportunities, appointed local government managers who are members of ICMA are bound by its Code of Ethics, which commits members to a set of ethical standards of honesty and integrity that go beyond those required by the law. This stringently enforced code specifies 12 ethical principles of personal and professional conduct, including dedication to good government. For more information, visit icma.org/ethics.

Finally, through its Voluntary Credentialing Program, ICMA recognizes individual members who are qualified by a combination of education and experience, adherence to high standards of integrity, and an assessed commitment to lifelong learning and professional development. ICMA members who meet these requirements may earn designation as an ICMA Credentialed Manager. For more information on ICMA's Voluntary Credentialing Program, visit icma.org/voluntary-credentialing-program-overview.



Professional County Management



**The Benefits to
Your County**

ICMA

Leaders at the Core of Better Communities

Political Leadership and Professional Management in Today's Counties



Hiring a professional administrator, appointed by the county's board or commission, is a trend on the rise in county government. Historically, most counties were governed by commissions or boards whose members had both legislative and executive responsibilities. This system functioned effectively when county government was limited in scope and complexity. With the expansion of the responsibilities of counties however, the policy-making demands of governing bodies greatly increased, as did the need for technical competence in the management of the operation and delivery of services. Today's elected board members can better fulfill their legislative or policy-making roles and maintain their overall control of service delivery by delegating the day-to-day management of the county to an appointed professional administrator.

Making the Change to Professional Management

Employing a professional manager or administrator frees county elected officials from the administration of daily operations and gives them time to focus on the policy issues that will guide the future of the county. It empowers elected officials to provide leadership, develop a vision for the community, determine what services to provide citizens, lobby the state legislature on the community's behalf, and communicate and forge new relationships with constituents. The professional manager, appointed by the governing body, oversees the day-to-day operation and the implementation of policy.

Before a professional manager or administrator can be hired, a county's structure of government must be modified to provide for the position. That can be accomplished in one of several ways: In states where counties may adopt home-rule charters, a number of counties have taken advantage of that opportunity. In other counties, structural change has been accomplished by obtaining charters through special legislation. Some states have enacted statutes providing for alternative forms or optional charters for counties. In an increasing number of counties, measures to modernize operations have been taken without adopting a charter or utilizing general or special legislation. These counties, on their own initiative, have enacted local ordinances, laws, or resolutions to create the position of county administrator or county manager, which is appointed by the county's elected governing body.

What Value Does a Professional Manager Bring to a Community?

Professional managers bring value to a community because they:

- Work in partnership with elected officials to develop sound approaches to community challenges by bringing together resources to make the right things happen and produce results that matter

- Bring a community-wide perspective to policy discussions and strive to connect the past and future while focusing on the present. They help the governing body develop the long-term vision for the community that provides a framework for policy development and goal setting
- Promote ethical government through commitment to a set of ethical standards that goes beyond those required by law
- Encourage inclusion and build consensus among diverse interests (including those of elected officials, the business community, and citizens) by focusing on the entire community rather than the centralized interests of one or two individuals
- Promote equity and fairness by ensuring that services are fairly distributed and that administrative decisions (such as hiring and contracting) are based on merit rather than favoritism
- Develop and sustain organizational excellence and promote innovation. Professional managers focus relentlessly on efficient and equitable service delivery, policy implementation, and evaluation. They align the county's administrative systems with the values, mission, and policy goals defined by the community and elected officials.

How Your County Would Benefit from Hiring a Professional Administrator

The appointed manager or administrator is charged with carrying out the policies established by the elected officials and with delivering public services efficiently, effectively, and equitably. Elected officials, in turn, have more time to concentrate on creating a vision for the community's future.

- Day-to-day operations are managed by a professional who is educated and trained in current county management practices, state and federal laws and mandates, and cost-effective service delivery techniques

- Responsiveness to citizens is enhanced by centralizing administrative accountability in an individual appointed by the elected governing body
- The professional manager or administrator brings to the communities they serve technical knowledge and experience, academic training, management expertise, and a dedication and commitment to public service.

Ethical Conduct: Honoring the Public Trust

County Administrators who are members of the National Association of County Administrators (NACA) and/or the International City/County Management Association (ICMA) are bound by a Code of Ethics, which states that every member of either organization shall act with integrity in all personal and professional matters so that they will merit the respect and trust of elected officials, employees, and the public. This stringently enforced Code specifies 12 ethical principles of personal and professional conduct, including dedication to the cause of good government. Members believe in the effectiveness of representative democracy, the value of government services provided equitably to residents within a community, and are committed to standards of honesty and integrity that go beyond those required by the law.

Responsiveness to Citizens

County managers or administrators are appointed by and serve at the pleasure of the elected legislative body. They generally do not have guaranteed terms of office or tenure. They are evaluated based on their responsiveness to the elected legislative body and to the community and on their ability to provide efficient and effective services. If the administrator is not responsive to the elected officials, he or she may be terminated at any time. In that sense, the manager or administrator's responsiveness is tested daily.

How to Hire a Professional Manager or Administrator

1. Consider your county's unique demands and needs

Many managers and administrators have studied local government management at the graduate level and have held positions of increasing authority. Beyond the basic education and experience requirements of the position, you should develop a job description that encompasses your expectations and outlines measurable objectives that you want to accomplish. You should also develop a management profile of the administrator that matches your expectations.

NACA and ICMA can offer your county materials to facilitate this process. ICMA's *Recruitment Guidelines for Selecting a Local Government Administrator* contains tips on recruiting applicants, determining finalists, and interviewing techniques. To locate a downloadable copy of this document, go to the ICMA JobCenter (jobs.icma.org).

2. Begin your search

Determine whether you want to conduct your own search or work with an executive recruitment firm. Prepare and place your advertisements in publications that will attract the most qualified local government candidates such as the *ICMA Newsletter*, NACA County Administrator newsletter, and the ICMA JobCenter.

3. Make the selection

- Review résumés and identify potential candidates based on their experience and the criteria you developed earlier
- Select the top candidates and schedule interviews with your evaluation panel
- Upon reaching a decision, negotiate the terms and conditions of employment with your new county manager or administrator and formalize a written agreement
- At this time, it is important to develop mutually agreed-upon goals and establish an annual review process through which the elected body and the manager or administrator can discuss performance.

Resources

National Association of County Administrators (NACA)

777 N. Capitol St., NE, Suite 500

Washington, DC 20002-4201

Membership information: 202-962-3554

County administrator information: 202-962-3557

NACA promotes and advances the goals and objectives of county governments throughout the United States. Consistent with this charge, NACA encourages professional excellence and improves the management of county government through the *NACA Idea Exchange*, meetings, seminars, and conferences. For information about recruiting and hiring a professional county administrator call the number listed above. For more information about NACA, call the membership office at the number listed above.

International City/County Management Association (ICMA)

777 North Capitol Street, NE, Suite 500

Washington, DC 20002-4201

Phone: 202-289-ICMA

Fax: 202-962-3500

Website: www.icma.org

The International City/County Management Association (ICMA) promotes excellence in local government through professional management. ICMA provides an information clearinghouse, technical assistance, and training and professional development to nearly 9,000 chief appointed administrators, assistant administrators, and other individuals throughout the world. To obtain an informational packet on the benefits of professional county management, visit ICMA's website at icma.org/formofgovt or email Jared Dailey, Assistant Program Manager, at jdailey@icma.org.

National Civic League (NCL)

1145 Market Street, Suite 300

Denver, CO 80202-1728

Phone: 303-571-4343

Fax: 303-571-4404

Website: www.ncl.org

Email: ncl@ncl.org

The National Civic League is a nonpartisan citizens organization founded in 1895. Its purpose is to serve as a clearinghouse for information on methods of improving state and local government; to encourage citizen participation in state and local government and to provide guides, model charters and laws on specific subjects. The *Model County Charter* (1990) was specifically prepared for states that have granted the authority to adopt charters as a method of county restructuring. For more information, visit the League's website at ncl.org. For assistance and information about the professional administrator position, contact NACA.

ICMA

Leaders at the Core of Better Communities



COUNTY OF FLUVANNA

"Responsive & Responsible Government"

132 Main Street
P.O. Box 540
Palmyra, VA 22963
(434) 591-1910
Fax (434) 591-1911
www.fluvannacounty.org

Adopted: February 17, 2016

MISSION STATEMENT

Fluvanna County is committed to providing an excellent quality of life for our citizens and businesses through the delivery of competitive public services and programs in an efficient and effective manner.

VISION STATEMENT

Fluvanna County...The heart of Virginia and your gateway to the future.

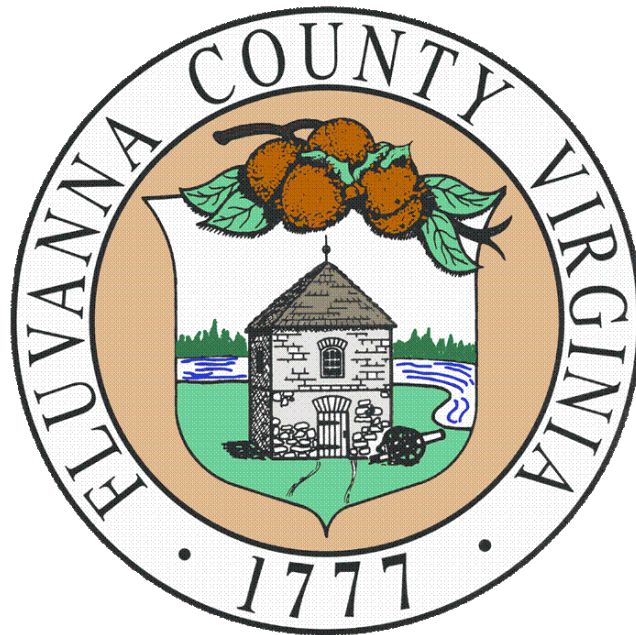
Tagline: *A great place to live, learn, work, and play!*

2015 COMPREHENSIVE PLAN - VISION 2035

Fluvanna County's vision is based on the following key principles, which are used as guides for future development, governance, and land use policies for the county:

- That our government should reflect the values and principles of the people,
- That solidarity and prosperity are the proper means of fostering communities,
- That people forge economies and communities,
- That our rural character and natural resources are part of Fluvanna's unique heritage, and should be preserved where practical,
- That a comprehensive, accessible, and quality system of education enabling a modern, highly skilled 21st century workforce is to be fostered,
- That future development be fiscally prudent while respecting individual property rights,
- That our infrastructure requirements are maintained and first-class,
- That our public safety personnel are properly equipped and compensated in a manner and means that respects their sacrifice,
- That Fluvanna's rich community heritage and our history be the cornerstones of our shared identity moving forward into the 21st century.

FLUVANNA COUNTY BOARD OF SUPERVISORS



2022 BYLAWS AND RULES OF PRACTICE & PROCEDURES

Adopted
January 12, 2022

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Fluvanna County Board of Supervisors
BYLAWS AND RULES OF PRACTICE AND PROCEDURES

I. CREATION. Fluvanna County Board of Supervisors, hereinafter called the Board, is an elected body provided by the Code of Virginia, Section 15.2-1400. It consists of five members with one elected from each of the five Election Districts.

II. SEAL OF THE BOARD. When affixed to any paper or document by the Clerk for the Board, the Seal has the force and effect for authentication for the Board.

III. PRINCIPAL ADDRESS. 132 Main Street, Palmyra, Virginia, mailing address: P.O. Box 540, Palmyra, Virginia 22963.

IV. RULES

A. These Bylaws and Rules of Practice and Procedures (“Rules”) are adopted and shall apply to the Board of Supervisors of Fluvanna County. These Rules are intended to expedite transaction of the business of the Board of Supervisors in an orderly fashion. The Bylaws and Rules are deemed to be procedural only. The failure strictly to observe application of the Rules shall not affect the jurisdiction of the Board or invalidate any action taken at a meeting that is otherwise held in conformity with law.

B. All meetings and business shall be conducted in accordance with these Rules, Robert’s Rules of Order Newly Revised (11th Edition), and the law of Virginia. In the event of conflict, the law of Virginia shall govern. A decision of the Chair with respect to the interpretation, applicability, or enforcement of these Rules may be overruled by a majority vote of the Members present and voting.

C. Except as otherwise provided by law, any rule of the Board may be suspended temporarily, upon approval of the majority of the Board members present and voting. The temporary suspension shall apply only to the matter under immediate consideration and, in no case, shall it extend beyond an adjournment.

D. No rule of the Board shall be adopted or amended except by majority vote of the Board.

V. CONSTRUCTION. As used in these Rules, the masculine shall include the feminine and the singular the plural unless otherwise specified herein. The word "shall" is mandatory and not discretionary; the word “may” is permissive and discretionary. The word "approve" shall be considered to be followed by the words "or disapprove".

VI. DEFINITIONS. As used in these Rules, the following terms are defined:

A. Action of Record. An action taken or decision made by the Board recorded in the Minutes of the Meetings. Except as otherwise required by law, an Action of Record may take the following forms:

1. Motions and seconds with the recorded votes of the members.
2. Consensus agreement of the Board without vote by the Board.
3. Directive of the Chair in the exercise of that office during the conduct of an official meeting of the Board.

B. Board. The Fluvanna County Board of Supervisors.

C. County Code. The Code of Fluvanna County.

D. Directive. An exercise of discretionary authority granted to the Chair from the Board empowering the Chair as follows:

1. To enforce the protocols of these Rules for the conduct of business and discourse before the Board to ensure proper decorum, civility, fairness and order.
2. To cause the removal of any person or persons without charge of civil or criminal offense for misconduct, disruption or disturbance of a meeting of the Board of Supervisors consistent with adopted policies and procedures of the Board.
3. To charge any person or persons with civil or criminal offenses pursuant to federal, state or local laws for the misconduct, disruption or disturbance of a meeting of the Board.

E. Item of Business. A matter to be presented before the Board at an official meeting, specified on the Meeting Agenda or modification thereof, and which may be subject to an Action of Record.

F. Meeting or Official Meeting. Any Annual Organizational, Regular, or Special Meeting of the Board of Supervisors. The following terms may also be used to further define and specify purposes for meetings. Meetings as defined herein are not exclusive of each other and may be concurrently conducted.

1. Annual Organizational Meeting: Pursuant to § 15.2-1416 of the Virginia Code, the Board's first meeting in the month of January. The County Administrator shall preside during the election of the Chair of the Board.

2. Joint Meeting: A Joint Meeting may be conducted simultaneously with one or more public bodies for the purpose of review, inquiry and discussion of matters of mutual interest or in the interest of expedient disposition of public business matters. Action of record may be taken at said meeting, and a quorum of both the Board and other body(ies) is required to Call to Order and conduct a Joint Special Meeting.

3. Public Information Meeting: A Public Information Meeting shall be limited to the dissemination of information to and/or from the public where the Board of Supervisors will take no Action of Record at said meeting. A quorum of the Board of Supervisors is not required to Call to Order and conduct a Public Information Meeting. Public Information Meetings may be called in the name of the Board of Supervisors or administratively by the County Administrator.

4. Public Hearing: A public hearing shall be conducted at said meeting and the Board of Supervisors may take Action of Record on such matters as may arise from the Public Hearing. A quorum of the Board of Supervisors is required to Call to Order and conduct a Public Hearing.

5. Recessed Meeting: A meeting conducted at a date, place and time set by the Board of Supervisors as a continuation of a previously held meeting. A Recessed Meeting shall be scheduled no later than the date of the next Regular Meeting.

6. Rescheduled Meeting: A Rescheduled Meeting shall be for the purpose of conducting a meeting of the Board of Supervisors where, by virtue of necessity or at the discretion of the Board of Supervisors, the originally scheduled meeting cannot be conducted on its prescribed date or time or at its prescribed location pursuant to these Rules. Action of Record may be taken on any Item of Business presented at a Rescheduled Meeting, and a quorum of the Board of Supervisors is required to Call to Order and conduct a Rescheduled Meeting.

7. Work Session Meeting: A Work Session Meeting shall be for the purpose of in-depth review, inquiry and discussion of specified Items of Business where Action of Record may be taken by the Board of Supervisors. A quorum of the Board of Supervisors is required to Call to Order and conduct said meeting. Work Session Meetings may also be called and scheduled for the purposes of presentations to the Board of Supervisors for educational and informational purposes.

G. Primary Motion. The first motion presented following informal discussion of any Item of Business at a Board meeting.

H. Substitute Motion. A motion presented succeeding and in lieu of a primary motion on any Item of Business at a Board meeting.

I. Virginia Code. The 1950 Code of Virginia, as amended.

VII. **BOARD CHAIR**

A. At the first meeting of the year, the Board selects one of its members to serve as Chair. The Chair is a voting member and serves for one year, or until his successor shall be elected and qualify as such.

B. The Chair, when present, shall preside at all meetings of the Board and shall take the Chair at the hour appointed for every Board meeting and shall immediately call the members to order and, except in the absence of a quorum, shall proceed with the business of the Board in the manner prescribed by these Rules. The Chair shall preserve order and decorum and shall decide all questions of order.

C. Upon the death, resignation or other permanent disability of the Chair to fulfill the duties of his office, the Board shall elect a new Chair at its next regularly scheduled meeting or as soon thereafter as possible.

VIII. BOARD VICE CHAIR

A. At the first meeting of the year, the Board selects one of its members to serve as Vice Chair. The Vice Chair is a voting member and serves for one year, or until his successor shall be elected and qualify as such.

B. In the absence, or inability to act, of the Chair, the Vice Chair shall have and exercise all the powers and duties of the Chair.

IX. BOARD MEMBERS

A. Notification of Absence. If any Board member is unable to attend a meeting, all reasonable effort shall be made to notify the Chair and the County Administrator as soon as possible to ensure there are sufficient members present and voting to consider all agenda items. The County Administrator shall continue an agenda item if there will not be a sufficient number of Board members present and voting at the meeting to approve the item.

B. Conflicts of Interest. At such times a Board member may find himself with a conflict of interest, the Board member shall state the nature of the conflict of interest prior to an issue being heard and shall remove himself from the meeting. The member shall not vote or in any manner act on behalf of the board with respect to the issue for which a conflict has been declared, until such time as the issue has been decided. The member shall not attend any portion of a closed meeting authorized by the Virginia Freedom of Information Act when the issue is discussed; and will not discuss the issue with other governmental officers or employees in their official capacity at any time.

X. COUNTY ADMINISTRATOR. The County Administrator shall assume the general duties as set forth in the Code of Virginia, Section 15.2-1541. He shall maintain an office at the same address as the Board. The County Administrator, or a designated representative, shall attend each

meeting of the Board and shall provide such information to the Board as necessary to assist Board members in their deliberations and decision making.

XI. CLERK FOR THE BOARD. The Executive Assistant to the County Administrator is appointed and shall serve as Clerk for the Board per Section 15.2-1538.

XII. COUNTY ATTORNEY. The County Attorney shall perform the duties set forth in Code Section 15.2-1542. The County Attorney or his deputy or assistant county attorney designated by him shall attend each meeting of the Board and shall serve as adviser to the Board on issues of law relating to the Board's business. The County Attorney assists the Board in analyzing the facts, provides advice and action in legal matters, and represents the Board in civil actions.

XIII. PARLIAMENTARY PROCEDURE. The County Attorney shall serve as the Parliamentarian for the purpose of interpreting these Bylaws and Rules of Procedure and Robert's Rules of Order as may be directed by the Chair, or as required as a result of a point of order raised by any one or more Board members. If the County Attorney is unavailable, the County Administrator shall serve as the Parliamentarian.

XIV. QUORUM FOR THE EXERCISE OF BOARD BUSINESS. A majority of the Board shall constitute a quorum for the purpose of conducting Board business.

XV. MEETINGS

A. Regular Meeting Schedule

1. Meetings are held on the first Wednesday of each month at 5:00 p.m. and on the third Wednesday of each month at 7:00 p.m. in the Carysbrook Performing Arts Center/Fluvanna County Circuit Courtroom.

2. Meetings held on the first Wednesday will adjourn/recess no later than 9:00 p.m., and meetings held on the third Wednesday will adjourn/recess no later than 11:00 p.m.

3. The Board, at its pleasure, may continue its meeting beyond the normal adjournment/recess time, by majority vote of the board members present and voting.

4. Meetings shall start at the appointed time, and if the Chair is not present, the Vice Chair shall preside.

5. If neither the Chair nor the Vice Chair is present, the County Administrator shall call the meeting to order and preside for the election of a temporary Chair.

B. Work Sessions Schedule. When needed, Work Sessions are held on the third Wednesday of each month at 5:00 pm, prior to the 7:00 pm Regular Meeting, in the Fluvanna County Circuit

Courtroom, unless another location is announced. Other days/times may be scheduled by majority consent of the Board.

C. Closed Meetings

1. Closed Meetings will be held as needed, but may only be convened in conformance with Section 2.2-3711 of the Code of Virginia (1950), as amended.

2. No resolution, ordinance, rule, contract, regulation, or motion agreed to in a Closed Meeting shall become effective until the Board reconvenes in an Open Session and takes a vote of the membership on such resolution, ordinance, rule, contract, regulation, or motion which shall have its substance reasonably identified in the open meeting.

3. At the conclusion of a Closed Meeting, the Board shall reconvene in Open Session immediately thereafter and shall take a roll call vote certifying that to the best of each member's knowledge:

a. Only public business matters lawfully exempted from Open Session requirements were discussed; and

b. Only public business matters identified in the motion convening the Closed Meeting were heard, discussed or considered.

Any member who believes that there was a departure from the above requirements shall so state prior to the vote, indicating the substance of the departure that, in his judgment, has taken place.

4. The failure of the certification to receive the affirmative vote of a majority of the members present and voting during the Closed Meeting shall not affect the validity or confidentiality of the Closed Meeting with respect to matters considered therein in compliance with the Freedom of Information Act.

5. The Board may permit non-members to attend a Closed Meeting if their presence will reasonably aid the Board in its consideration of an issue. Except as otherwise directed by the Board, the County Attorney and the County Administrator shall attend all Closed Meetings.

D. Special Meetings. The Board may hold Special Meetings as it deems necessary, at such times and places as it finds convenient, and may adjourn such special meetings from time to time as it finds convenient and necessary. Special Meetings shall be called and scheduled per §15.2-1418.

XVI. AGENDA ITEM SUBMISSION

A. All agenda items are due to the Clerk for the Board by COB Tuesday the week before the Board meeting, with the exception of presentations which are due by COB Tuesday the week of the meeting.

B. All agenda items require a *BOS Agenda Item Staff Report*. Staff Report and motion samples are available in the “Library/00-BOS Submissions” folder under “Procedures and Formats.”

C. Copy all files into the “Library/00-BOS Submissions” folder (if you do not have access to the county’s shared drive, email the materials to clerk@fluvannacounty.org).

D. Items can be in any file format (e.g., doc, docx, pdf, ppt, pptx, xls, xlsx)

E. NO paper copies of requested Agenda Items are required.

F. Name the submission files as follows:

For Agenda Category:	Name Your File:
06 Public Hearing	06-Short title of item similar to agenda
07 Action Matters	07-
07A Appointments	07A-
08 Presentations	08-
09 Consent Agenda	09-
10 Unfinished Business	10-
11 New Business	11-

XVII. AGENDA PREPARATION

A. The Clerk, under the direction of the County Administrator, shall prepare the agenda for meetings.

B. The County Administrator may at his discretion, and individual Board members may by request to the County Administrator, place matters of business on the Agenda according to the schedule in paragraph XVI.A above for discussion, information and/or action by the Board as are germane to the affairs and interests of the Board and county. However, this does not prevent the County Administrator or Board members, at their discretion, from having items included which are received after the regular cutoff date.

C. Any Constitutional Officer, department head, agency head, or citizen may also submit items for Agenda consideration provided such requests are received in advance according to the schedule in paragraph XVI.A above.

D. The County Administrator shall allocate time to items on the agenda to suit the convenience of the Board.

E. If the County Administrator considers a requested agenda item not appropriate for consideration by the Board, he shall inform the Chair for a decision. This does not prevent retaining the item on the agenda by majority consent of the Board.

F. The Chairman and County Administrator shall style routine, non-controversial matters requiring Board action on a Consent Agenda. Items may be removed from the Consent Agenda and placed on the Regular Agenda at the request of any Board member present. Only one motion is necessary to adopt all recommendations and action items on the Consent Agenda.

G. The Clerk for the Board shall submit the draft agenda to the Chair on the Wednesday in the week before a regularly scheduled meeting for the Chair's review and approval. Agendas for special or other meetings may have the preparation and approval timeline modified to accommodate the available timeframe.

H. Issues for which actions will be required shall normally have all materials in the agenda package for advance study.

I. The Board agenda and related materials shall be received by each member of the Board and the County Attorney not later than the Friday before the scheduled regular meeting. The Clerk for the Board may request an adjustment to the delivery schedule due to special circumstances.

J. The Clerk shall prepare extra copies of the agenda and shall make the same available to the public and the press in the Office of the County Administrator, the Public Library, and on the County website. The Clerk shall also have at least one hard copy available at each regular meeting.

XVIII. ORDER OF BUSINESS. The Order of Business shall be as follows unless the County Administrator in drawing up the Agenda shall find good cause to change it:

1 – Call to Order
2 – Pledge of Allegiance and Moment of Silence
3 – Adoption of Meeting Agenda
4 – County Administrator's Report
5 – Public Comments #1
6 – Public Hearing
7 – Action Matters
7A – Appointments
8 – Presentations
9 – Consent Agenda
10 – Unfinished Business

11 – New Business
12 – Public Comments #2
13 – Closed Meeting (as needed)
14 – Adjourn

XIX. CONDUCT OF BUSINESS

A. Basic Principles: The following principles should be observed at all times in the transaction of public business before the Board.

1. Only one subject may claim the attention of the Board at one time.
2. Each item presented for consideration is entitled to full and free discussion.
3. Every member has rights equal to every other member except as to procedural matters within the competence of the Chair.
4. The will of the majority must be carried out, and the rights of the minority must be preserved.
5. The personality and desires of each member should be merged into the larger unit of the Fluvanna County Board of Supervisors.

B. The Board shall adopt an agenda for each meeting by recorded vote of a majority of the Board members present and voting. The adoption of the agenda shall be the first item for action following the Call to Order, Pledge of Allegiance, and Moment of Silence.

C. Items shall be heard in order of the agenda, except as the Board decides when adopting the agenda and that the Board may vote to call up any matter at any time.

D. Except as provided in subsection F. of this Section XX, the Board shall take no Action of Record on any matter that is not on the Meeting Agenda unless a modification to the Meeting Agenda is requested at the time of Approval of the Agenda. Modification of the Meeting Agenda requires a majority vote of Board members present and voting.

E. The Board shall consider all items on the agenda before taking any other items, unless an unlisted item is brought by majority consent of the Board members present and voting.

F. Items not on the agenda shall be heard as the final items of the Board’s business, time permitting, or shall be carried over to the next regular meeting or a special meeting as determined by majority consent of the Board.

G. Exhibits before the Board shall become the property of the Board and shall be filed with the Clerk and shall be deemed a part of the record of the meeting at which submitted.

H. Citizens shall not speak at a meeting until they are recognized. Citizens shall request recognition by addressing “Mr. Chair” or “Madam Chair” (as appropriate), stating their name, their address, and awaiting acknowledgment by the Chair. The Chair may permit a dialogue without individual recognition between members of the Board or between a member and a citizen if such dialogue is orderly and contributes to the expeditious conduct of business.

I. Should it be desired by the Chair, any member, or by the County Administrator, the member making a resolution shall reduce the same to writing and deliver it to the County Administrator’s Office. The Clerk shall take down verbal resolutions as accurately as possible to reflect the intent of the Board.

J. Prior to initiating a public hearing, the Chair shall recount, either verbatim or by reference, the rules under which the hearing shall be operated, but the Board may amend the rules during the hearing by giving notice of the change to those gathered (e.g., a change to the time limitation for individual speakers).

K. At the beginning of the public hearing, the Chair shall call upon the County Administrator or the other staff member handling the matter at hand to present a description of the issue placed before the hearing, or the Chair may do so himself.

L. Subject to revocation or extension by the majority of the Board assembled, the Chair may in all matters establish a maximum time for consideration of any matter, and/or limit the amount of time available to each speaker, including Board members, on a matter and/or limit the number of times each speaker may address the Board on a matter. Regardless, every Board member is entitled to speak on every matter before the Board and the call for the question shall not be entertained until all members who wish to exercise this right shall have done so at least once.

M. All members or citizens shall limit their comments before and to the Board. The Chair may prohibit questions from citizens until a speaker has finished his presentation.

N. The Board of Supervisors has set forth the following rules for time limits for various agenda items or comments from the public, unless modified by majority consent of the Board:

1. Action Item presentations shall be limited to thirty (30) minutes.
2. Presentations shall be limited to ten (10) minutes.
3. Public Comments shall be limited to five (5) minutes per individual.

O. Once a notice for Public Hearing has been advertised (regardless of the nature), the Public Hearing will be conducted, unless the Board formally defers the matter to a future meeting. The postponement or cancellation of a public hearing shall be as follows:

1. Any public hearing scheduled for a Board of Supervisors meeting that has been publicly advertised shall not be postponed based on a request from a non-County government entity or person absent extreme mitigating circumstances. The Chair, with concurrence of the County Administrator, will determine when such circumstances exist. If mitigating circumstances exist, the petitioner will bear any cost incurred by the County in providing public notification of the change and for the cost of advertising the new date of the hearing.

2. The Chair, with the concurrence of the County Administrator, shall have the authority to postpone a public hearing based on the weather or other extraordinary circumstances.

3. In all cases, County staff will ensure all Board members are provided timely notification of schedule changes. Further, staff will ensure the public and general news media are notified of changes to schedules which have been announced in public. The public hearing shall be rescheduled, if appropriate, and advertised as required by law.

XX. MOTIONS

A. Motions by Board members shall require a second.

Exceptions. The following do not require a second:

- To Raise a Question of Privilege
- Questions of Order
- Objection to the Consideration of a Question
- Call up Motion to Reconsider
- Nominations
- Leave to Withdraw a Motion
- Inquiries of any kind

B. Motions shall not be formally discussed prior to being duly seconded.

C. After a motion is properly made and seconded, the Chair shall restate the motion and open the floor to discussion.

D. The Chair shall routinely refrain from making or seconding motions in order to fairly and impartially preside over the Board deliberations and discussion. In any case, the Chair shall not make or second a motion without first temporarily surrendering the chair to the Vice Chair, if present and willing to temporarily accept the gavel, or to another member present and willing to temporarily accept the gavel. In such event, he should not resume the chair until the motion is decided.

E. A maker of a motion may not speak against his motion.

F. The Chair shall call for and cause the vote to be recorded after the motion is properly made before the Board, has been seconded, and has been duly discussed. Any member believing a motion has been duly discussed may move or call for the previous question. Such motion shall not be debatable. However, if any member objects, the Chair shall call for a vote on the motion calling for the previous question. If that motion carries, the Chair shall proceed to call for the vote on the motion before the Board. If the motion calling for the previous question is defeated, the debate on the main motion shall continue.

G. A substitute motion may be made by any member to any motion properly on the floor. Once seconded, the substitute motion shall take precedence and all debate or action on the existing motion shall cease until the substitute motion is decided. Debate on a substitute motion is permissible. If the substitute motion is passed by a majority vote of the members then present and voting, the original motion is supplanted by the substitute motion. A second substitute motion can be made only after the first substitute motion is decided by vote of the Board.

H. When a motion is made and then cannot obtain a second, the motion will die for lack of a second and does not require a vote. However, in the event that a motion which is not seconded is nevertheless voted on by the Board and passes by a majority of the members present and voting, the failure of a second shall not invalidate the adoption of such motion.

I. Defeated Motions

1. Same Meeting: A defeated motion can be brought back for consideration at the same meeting if the members present agree to do so by a majority vote. Only a member who voted on the prevailing side may make the motion to reconsider the issue. The rule restricting renewal of a motion in the same session does not apply to a motion that died for lack of a second.

2. Subsequent Meeting: Except as otherwise provided by law, a defeated motion that is still applicable can be re-introduced at a subsequent meeting as new business (under the normal process for new business).

XXI. VOTING

A. All Actions of Record must be approved by vote unless there is unanimous consent.

B. When the question is called and there is no dispute, the Chair shall call for the vote.

C. Whenever any member wishes to abstain from voting on any question, he shall so state and, if because of a conflict, shall indicate in accordance with the Virginia Conflict of Interests Act, Virginia Code § 2.2-3100 et seq., and his abstention shall be announced by the Chair and recorded by the Clerk.

D. The Chair's vote on all issues before the Board shall be recorded with the prevailing side, unless the Chair clearly votes otherwise.

E. The Clerk shall record the name of each member voting and how he voted.

F. A tie vote fails. The Board does not designate a tiebreaker pursuant to § 15.2-1421 of the Virginia Code.

G. Except as otherwise provided by law, motions shall be carried by a majority of the members present and voting in the affirmative (§15.2-1420), except that a majority affirmative vote of all members shall be required for any appropriation exceeding \$500.00, the imposition of taxes, and the authorization for borrowing money (§15.2-1428).

XXII. RECORDING OF MEETINGS. The Clerk for the Board shall record each regular meeting. These recordings are the property of the Fluvanna County Board of Supervisors and are public records as provided by the Virginia Freedom of Information Act. Interested persons may listen to the recordings on the County website or in the County Administrator's office, or may obtain copies of the recording by making appropriate arrangements with the County Administrator's office. Costs will be borne by the person making the request. The original recordings shall not be borrowed or removed from the County Office Building, except under the specific prior authorization of the County Administrator.

XXIII. ORDERLY CONDUCT

A. It shall be the duty of the Chair to maintain order and decorum at meetings. The Chair, when presiding at a meeting of the Board, without vacating the chair, shall refer any point of order to the Parliamentarian.

B. In maintaining decorum and propriety of conduct, the Chair shall not be challenged and no debate shall be allowed until after the Chair declares that order has been restored. In the event the Board wishes to debate the matter of the disorder or the bringing of order, the regular business may be suspended to discuss the matter by majority vote of the Board members present and voting.

C. No member or citizen shall be allowed to use defamatory or abusive language directed at any member of the Board or other person, to create excessive noise, or in any way incite persons to use such tactics. The Chair shall be the judge of such breaches, however, the Board may by majority vote of the Board members present and voting to overrule the judgment of the Chair.

D. When a person engages in such breaches, the Chair may order the person's removal from the building, or may order the person to stand silent, may order the person removed from the County property, and may, at his discretion, bring formal charges for disruption of a public meeting.

XXIV. AD HOC COMMITTEES. Ad hoc committees will be appointed by the Chair as needed. Constitutional Officers may be appointed to committees.

XXV. APPOINTMENTS TO BOARDS, COMMISSIONS, AND COMMITTEES (BCC)

A. The Board may appoint such advisory boards, committees and commissions as it may deem necessary pursuant to Code Section 15.2-1411.

B. Information on all nominees for such appointments, whether to represent the County as a whole or a particular election district, shall be included in the Board package for the meeting at which the appointment will be considered. It shall be the policy of the Board as a whole to scrutinize and agree upon all appointees to represent the County in any capacity.

C. Appointments shall generally not be made more than 45 days prior to the commencement of a term for which the appointment is made.

XXVI. OFFICIAL BOARD TRAVEL AND EXPENSE REIMBURSEMENT

A. A Board member may travel officially in-state at the Board member's discretion. In-state travel shall include travel to Washington, D.C.

B. A Board member shall obtain advance Board approval for official out-of-state travel.

C. Supervisors are not eligible for mileage reimbursement for regularly scheduled BOS meetings (held generally on the 1st and 3rd Wednesdays).

D. Supervisors are eligible for mileage reimbursement for travel to and from:

1. BOS special meetings and work sessions not scheduled in conjunction with a regular meeting. Examples include periodic strategic planning meetings, budget meetings or other work sessions on different days from regular meetings, meetings with staff, etc.

2. Town hall meetings, community events, Chamber events, local area functions, etc., in support of their role as a County Supervisor.

3. Board, commission, and committee meetings when assigned as a part of their service as a County Supervisor (excluding Planning Commission and Social Services Board).

E. Supervisors may also be eligible for mileage reimbursement as private citizens for travel to and from various board, commission, and committee (BCC) meetings when assigned by the Board of Supervisors to such BCC roles.

F. Supervisors may complete and submit reimbursement claims following the procedures outlined in Policy 2.19, Travel and Expense Reimbursement.

XXVII. APPROVAL OF CERTAIN CHECKS, AUTHORIZATION TO SIGN WITH STAMP

A. The Chair, Vice Chair, County Administrator, and Treasurer are hereby authorized to sign and issue checks without prior approval of the Board for the following purposes: end of the month salaries, end of the month contracted personal services, utility payments, and other payments deemed appropriate and necessary by the Chair, County Administrator, and Treasurer; such actions to be reviewed and ratified at the next appropriate meeting of the Board.

B. The Chair of the Board of Supervisors, and in his absence, the Vice Chair, are authorized to substitute his facsimile signature provided he/she signs a certified list of individual checks for which his facsimile signature is authorized; also the signature plates are in the sole possession of the Treasurer.



Approved April 2, 2014

CODE OF ETHICS

Fluvanna County Board of Supervisors

Recognizing that persons holding a position of public trust are under constant observation, and recognizing that maintaining the integrity and dignity of public office is essential for securing a high level of public confidence in our institutions of government, each member of the Board of Supervisors pledges to aspire to the following ethical standards:

1. Actively promote public confidence in county government through our actions.
2. Promote decisions that serve the public interest and promote the greatest public good.
3. Seek to find and use the most equitable, efficient, effective and economical means for getting tasks accomplished.
4. Adopt policies and programs that support the rights and recognize the needs of all citizens regardless of race, sex, age, religion, creed, country of origin or handicapping conditions.
5. Recognize and support the public's right to know the public's business.
6. Involve citizens in the decision making process and welcome divergent points of view.
7. Respond to the public in ways that are complete, clear and easy to understand.
8. Maintain a respectful attitude toward colleagues, County staff, and citizens during meetings, discussions, and deliberations, and allow sufficient opportunity for them to present their views and perspectives.
9. Be a good listener, carefully considering all opinions and points of view.
10. Respect and protect privileged or otherwise confidential information (e.g., personnel matters, litigation).
11. Be informed on the background on issues before board meetings.
12. Work in partnership with other governmental agencies, political subdivisions, and organizations to further the interest of the county.
13. Carefully guard against conflict of interest or its appearance in our actions or decisions.
14. Avoid outside interests that will interfere or conflict with the public's best interest.
15. Do not accept gifts, services, or any object of value from any source offered to influence a decision.
16. Maintain loyalty to the highest moral principles and to the people of Fluvanna County.
17. Comply with all laws and regulations applicable to an elected official and those governing the conduct of meetings.
18. Never use any information gained confidentially in the performance of governmental duties as a means of making private profit.
19. Expose through appropriate means and channels, corruption, misconduct, or neglect of duty when discovered.
20. Recognize that interaction with the media is a vital link in maintaining good communication with the public.
21. Pledge to honor and uphold these principles, ever conscious that public office is a public trust.



Board of Supervisors' Retreat Questionnaire Responses

1. Successes:

- **What does the board of supervisors do well?**
 - Listen. To BOS Members, Citizens and Staff
 - We each bring our strengths and knowledge to the board when making decisions. There are two (2) educators, three (3) business individuals on the board. There is a new board member this term. A new member can change how we do business.
 - We are respectful of one another. Though we don't always agree we are consideration of each other's views.
 - We are also concerned for our citizens – for their safety. Their views on growth and development and for what they see in Fluvanna's future.
 - Compromise and work together.
 - Diligent, communicates and debates well, looks towards the future.

- **Which organizational assets help achieve these successes?**
 - Staff
 - It is too early to evaluate this board's successes. We have the same chair for a third term. I have strongly suggested that we rotate the chairship. Another chair will change the dynamics of the board as he or she brings their strengths and knowledge to the meetings.
 - We have an excellent County Administrator and Assistant Administrator, but we need to hire another person to the team and reorganize the job descriptions. We are population is growing and economic development will increase; these two key staff members need help. We will probably need additional staff in other departments.
 - We have an exceptional staff. They prepare us for our meetings and public hearings. They are willing to propose ideas to help us do our job.
 - Staff and differing backgrounds.
 - Staff.

2. Priorities:

- **What are your top priorities in your district?**
 - Preservation of Rural Character
 - Quality of Life
 - To let Fluvanna citizens who live in other districts get to visit and know our district.
 - We need to complete the street scape, street lights, Welcome signs, sidewalks, etc., in the Fork Union Village. The district needs a grocery store and other recreational amenities. An annual celebration of our businesses in the Fork Union area. We have had celebrations in the past, but was discontinued because of lack leadership. As supervisor, I need to bring information to the Fork Union Community with Town Hall meetings. A Resource Guide for the Fork Union Area. We have new ownership for the shopping strip, the old Pure Gas Station &ea and our Business

Park will have opportunities for business. Fluvanna Community Center is located in Fork Union. Its usefulness is being studied and hopefully renovation will occur in the future. This community center can be a place where our citizens in the other districts can come and appreciate our rural living. We have family century aged farms in our district. The district has two housing developments that are not sold out. As we add more businesses, people will come and want to live in a beautiful rural area. The jewel that is located in Fork Union since 1898, is the Fork Union Military Academy.

- My district is the northwest corner of the county. We are working to provide water and sewer to the 250 corridor. Hopefully this will attract business. I am also concerned that we can maintain our rural nature south of the 250 growth area.
- Get the fire hydrants operational and keep its rural character.
- Reduce/minimize the tax burden on homeowners
- Economic development
- Infrastructure
- Support Schools & Core Services

- **What should be the top priorities for the board of supervisors?**

- Preservation of Fluvanna's Rural Character
- Low of Cost of Living
- Quality of Life
- Simply put, but with many challenges in the past and moving forward are water from the James River to Zion Crossroads and Fork Union Sanitary District, broadband (affordable to all families), and economic development in the designated growth areas of the county. Finish updating the Comprehensive Plan.
- To consider the citizens of Fluvanna and what their vision for their home county should be.
- Completing our infrastructure projects and bring business to the county.
- Reduce/minimize the tax burden on homeowners
- Economic development
- Infrastructure
- Support Schools & Core Services
- Cohesion in Comp plan and planning in CPA zones
- Long term debt planning
- Buildings / New schools 15-20 year horizon
- Communication with the public
- Staffing

- **What are the top priorities for the county as a whole?**

- Maintaining Fluvanna's Rural Character. (More than 200 times, Fluvanna's Comprehensive Plan mentions rural preservation)
- Making sure employees are competitive with market rate salary or hourly paid. We need to take time to make sure employees have good benefits. Our focus is on hiring the best individual for that job and hopefully retaining them for a long time.
- Economic Development in growth areas is a challenge because of the lack of public water and sewage. Being focused on keeping "Fluvanna rural". All families should have recreation opportunities for their children and family in their district or transportation to get to the amenities at Pleasant Grove Park, or other areas. Financially supporting our Non-profit organizations. Continue fully funding our schools as we have worked to build trust and a positive relationship with our Central Office and Fluvanna School Board. Transportation has

been an issue for a long time. There is a Jaunt proposal on the table, but needing more work. It maybe what we need in the near future. The only true "Affordable Housing" in Fluvanna is done by Fluvanna/Louisa Housing Foundation and Habitat for Humanity. Unfortunately, we do not have a facility for "Assistant Living" in the county. Our nursing home is privately owned. I don't know what we know or how we feel about the services our citizens housed there are receiving. Maybe this knowledge should be added to our reporting system. I know JABA (Jefferson Area Board for the Aging) a board I have served on for over 15 years, has an Ombudman whose responsibility is to monitor nursing homes. A report from this person could be helpful.

- We need first to serve our citizens. County taxes must be affordable and fair. We must be mindful of the cost to our taxpayers. Growth is inevitable and hopefully we will attract businesses to offset some of the cost that comes with growth. Also it is beneficial to shop locally.
- Quality school system.
- Reduce/minimize the tax burden on homeowners
- Economic development
- Infrastructure
- Support Schools & Core Services
- Cohesion in Comp plan and planning in CPA zones
- Long term debt planning
- Buildings / New schools 15-20 year horizon
- Communication with the public
- Staffing
- Water authority - Sewer plan
- Affordable housing
- Workforce development
- Keeping Fluvanna rural and elegant while maintaining an inviting environment for businesses and developers.

3. Challenges:

- **What internal and external challenges and/or barriers could limit the board of supervisors' ability to accomplish its priorities?**
 - Alignment of Vision of Elected Officials, and of Citizens
 - Alignment of Staff's Vision for Fluvanna's future, and of Citizens
 - Development Pressures, from Developers
 - If we don't have the right person or people in county positions, we can suffer with poor morality and dysfunctional teams. We must have a mission and vision that we know by heart. It should be placed in public spaces and on documents we handle as we all do our work. We need supervisors and peoples in leadership roles to be leaders and not only managers. Money is always important but many things can be accomplished without money. The " individual believes " of a board member can be a barrier to a project or progress of the organization.
 - A strategic plan that has measureable goals and observable outcomes. If our communication with our citizens are not done using a variety of ways to get the message out, this can cause confusion and the spread of misinformation. We MUST find ways of communication with our citizens with understandable language, graphs, charts, written and oral language.
 - Growth at a fast pace.
 - The cost of services rising making it difficult.
 - Inflation is very concerning.

- Infrastructure is most costly for new facilities and maintenance for existing infrastructure.
- Working through legal issues to finish projects.
- Common goals and vision
- Communication with the public
- Retraction and or penny-wise pound foolish

4. Resources:

- **Are you aware of any internal and external resources the board of supervisors should take advantage of that it currently does not?**
 - Our county administrator and two supervisors should attend the National Association of Counties (NACO). In some counties, all supervisors attend Virginia Association of Counties (VACO)
 - I do not know of any supervisor who participate in the Training Program that VACO administer for new or old supervisors. Our Planning Commissioners have to go to a training. I know because I took those classes to be a Planner before running for the board. Attending some of the key boards, commissions, and non-profit organizations where our citizens serve to get a better understanding of their work for the county. We have a lot of excellent volunteers on these boards. Many health organizations, local hospital staff, and others do an intensive study of health and mental needs or issues in each county, it is the MAPP (Mobilizing for Action through Planning and Partnerships) study. We receive the report and the needs identified in our county and we do nothing to address those needs.
 - Other than grants and state and federal aid and contributions, I am not.
 - No.

5. Results:

- **What results do you hope to achieve in the retreat?**
 - Leadership vs. Management
 - We can leave the meeting with a better understanding and respect of what each supervisor contributes to each meeting.
 - Do we as supervisors have some of the same priorities for our county. Do we have a plan on how to get there?
 - I am attaching a paper on Ground Rules for a Successful Meeting. I hope you will listen to the audio of some of our meetings, April 20th sticks in my mind. There are other meetings that, in my opinion, lack professionalism.
 - I don't know.
 - Come out with a focused vision.
 - Great ideas and plans for the future.
 - Shared objectives and values
 - Culture for future boards

2021 STRATEGIC INITIATIVES PLAN – FLUVANNA COUNTY

Updated: Mar 16, 2022

#	STRATEGIC INITIATIVE / Action Item	STATUS / NOTES
A	SERVICE DELIVERY	
A1	Work with FRA to identify support options for Fire and Rescue volunteers.	<p>Nov 2021 Update: Approved in FY22 budget; program and policy requirements still under review:</p> <ul style="list-style-type: none"> • Cancer insurance • Tax relief for personal property <p>Mar 2022 Update:</p> <ul style="list-style-type: none"> • Cancer insurance – policy review for eligibility • Tax relief for personal property –legislative review required
A2	Continue to research and evaluate county-wide broadband expansion opportunities.	<p>November 2021 Update:</p> <ul style="list-style-type: none"> • Firefly Fiber is currently engaged in bringing fiber broadband to the entire CVEC footprint. • Dominion Energy is interested in building fiber to its infrastructure and allowing Firefly Fiber to build laterals off Dominion Energy’s planned fiber. <ul style="list-style-type: none"> ○ 4/8/2021 Fluvanna BOS approved an MOU with Dominion, REC and Firefly Fiber to study bringing broadband to underserved areas of the County. ○ Firefly Fiber studied Dominion Energy’s footprint in Fluvanna County for areas underserved by broadband (less than 25/3 mpbs service) for inclusion in its network. <ul style="list-style-type: none"> ▪ Unserved locations for internet (25/3 speed or less) <ul style="list-style-type: none"> • 917 homes and businesses • 43 miles of fiber ▪ Construction begins in 2022, anticipated completion by 2025 ○ The budget for the project is \$5,137,000 with VATI covering \$1.79 million. The County match would be \$601,500. ○ The County can use American Rescue Plan Act funds for the match. • Shentel Wireless is expanding Beam fixed wireless broadband in the Kents Store area. <p>March 2022 Update:</p> <ul style="list-style-type: none"> • No further update.
A3	Perform strategic review of existing and needed partnerships with local area support and other non-profit groups.	<p>November 2021 Update:</p> <ul style="list-style-type: none"> • No action in CY2021 <p>March 2022 Update:</p> <ul style="list-style-type: none"> • No update

#	STRATEGIC INITIATIVE / Action Item	STATUS / NOTES
A4	Improve partnership with the school system for shared use of county and school owned facilities.	<p>November 2021 Update:</p> <ul style="list-style-type: none"> • Ongoing <p>March 2022 Update:</p> <ul style="list-style-type: none"> • Standard operations – review for efficiency • High school – emergency shelter • Parks and Rec
A5	Initiate comprehensive review of the Route 53 corridor from Lake Monticello Road to Ruritan Lake Road (e.g., Safety improvements at LM Monish Gate; 3-way stoplight at Food Lion; sight improvement at Ruritan Lake Road and Route 53; etc.)	<p>November 2021 Update:</p> <ul style="list-style-type: none"> • The Planning Commission’s Transportation Subcommittee met from February 2021 to June 2021 to review: <ul style="list-style-type: none"> ○ Ruritan Lake Road intersection, safety and sight improvements ○ Nahor Manor Road intersection, safety and sight improvements ○ Route 53/Lake Monticello-Monish Gate intersection was analyzed for the potential closure or the use of Right In and Right Out (RIRO) traffic control measures to eliminate left turn lane movements. • VDOT conducting traffic review of the Route 53 Corridor in the Garden Lane and Nahor Manor Road area intersection with a comprehensive analysis of turning movements on the 53 corridor. • Countywide Thoroughfare Plan for planned road connections, extensions, and the widening of arterial roads to meet our future travel demands to be considered in zoning cases and in VDOT Smart Scale funding requests. <p>March 2022 Update:</p> <ul style="list-style-type: none"> • No update.
A6	Implement Annual County Volunteers Recognition Ceremony.	<p>November 2021 Update:</p> <ul style="list-style-type: none"> • COVID necessitated the cancellation in 2020; No budget CY2021 <p>March 2022 Update:</p> <ul style="list-style-type: none"> • No update.
A7	Assess the need for a professional Fire Chief Position	<p>November 2021 Update:</p> <ul style="list-style-type: none"> • No action in 2021 <p>March 2022</p> <ul style="list-style-type: none"> • No update

#	STRATEGIC INITIATIVE / Action Item	STATUS / NOTES
B	COMMUNICATION	
B1	Marketing campaign to let residents know about accomplishments and where their tax dollars go.	<p>November 2021 Update:</p> <ul style="list-style-type: none"> No action in 2021 <p>March 2022 Update:</p> <ul style="list-style-type: none"> Plans for 2022 – Board guidance?
B2	Meet with local Pastors to discuss effective communications and community support.	<p>November 2021 Update:</p> <ul style="list-style-type: none"> No action in CY2021 <p>March 2022 Update:</p> <ul style="list-style-type: none"> No update
B3	Create Frequently Asked Questions (FAQ) page(s) on the County Website.	<p>November 2021 Update:</p> <ul style="list-style-type: none"> Some Departmental FAQs created; no site-wide FAQs. <p>March 2022:</p> <ul style="list-style-type: none"> Completed and part of operations.
C	PROJECT MANAGEMENT	
C1	Continue Columbia area renewal efforts including improved enforcement of County/State codes and Health Department regulations.	<p>November 2021 Update:</p> <ul style="list-style-type: none"> Monthly Columbia Area Renewal Effort (CARE) meetings, virtually and in-person <ul style="list-style-type: none"> Increased Building Code and Zoning Enforcement field inspections Notice of Code and Zoning Violation notices issued for abatement and compliance purposes in 2021 Virginia Department of Health (VDH) & Virginia Department of Transportation (VDOT) inspections <ul style="list-style-type: none"> Health, safety, and welfare issues identified Some have been resolved but more work needs to be completed Continued Fluvanna County code enforcement <p>Mar 2022 Update</p> <ul style="list-style-type: none"> CARE completed their charter as of Dec 31, 2021. VDH – continues monitoring VDOT – responds to any resident or county concerns Residents are engaged and regularly report concerns.

#	STRATEGIC INITIATIVE / Action Item	STATUS / NOTES
C2	Complete a Master Water and Sewer Plan (Phase I) to identify sources for the county's long-term water needs; particularly for each of its community planning areas.	<p>November 2021:</p> <ul style="list-style-type: none"> The County-wide field assessment has been completed. The Master Plan substantially complete, but needs a final review by Fluvanna County Staff before being presented to the Board of Supervisors. The ordinances that will affect the Master Plan will also be included in the final review. The Draft Ordinance should be completed by the end of December or very close. The Draft Standards, Draft Cross Connection Plan and Draft Emergency Long Term Power Outage Plan is complete. The Draft Master Plan is complete and will be reviewed in November. The Board can probably expect to have it for their review in early January and asked to vote on the entire package by February. <p>Mar 2022 update:</p> <ul style="list-style-type: none"> Very close to completion!
C3	Create master report and marketing plan regarding County tower assets and rental options.	<p>November 2021 Update:</p> <ul style="list-style-type: none"> County-owned towers and tower locations were reviewed and assessed to determine available rental space; the County website will be updated to include a Tower Locations Map; Zion Crossroads Water Tank will be added for rental space. <p>March 2022 update:</p> <ul style="list-style-type: none"> County-owned towers have been added to GIS layers. Will add link to County menu. Plans for creating static map of tower locations.
C4	Review and pursue opportunities and options for a Palmyra Village Streetscape project to improve safety, parking, walkability, and overall appearance.	<p>November 2021:</p> <p>The Planning Department:</p> <ul style="list-style-type: none"> Prepared and filed a VDOT Transportation Alternatives Program (TAP) Grant Application between May and October 2021 for VDOT funding for Phase I – Stone Jail Street Sidewalk and Court Square improvements Conducted preliminary field research with VDOT for Phase II – Main Street which will require the most extensive work to be completed Phase III – Main Street sidewalk to 15 and VDOT triangular parcel acquisition for Pavilion: community use and equipment storage.
C5	Successfully oversee and manage Fluvanna County aspects of the James River Water Project.	<p>November 2021:</p> <ul style="list-style-type: none"> Ongoing. JRWA currently conducting alternative intake location analysis. <p>March 2022:</p> <ul style="list-style-type: none"> Ongoing

#	STRATEGIC INITIATIVE / Action Item	STATUS / NOTES
C6	Successfully oversee and manage the design and construction of the Zion Crossroads water and sewer system.	<p>November 2021 Update:</p> <ul style="list-style-type: none"> • The waterline portion of the project was projected to be complete by the end of October, however, there are punch list items that are estimated to be completed either the third or fourth week in November. • The sewer force main portion of the project is substantially complete. • The Elevated Storage Tank is complete with the exception of some E&S issues which should be resolved in the spring of 2022 if a sufficient stand of vegetation comes up. • Both the Wastewater and Water Pump Stations are complete. There are few issues with the SCADA system that need to be worked out, but are not critical to the operation of the system, just tracking. E-merge has been out to address some of the issues. However, due to a company merger some of the more intricate issues have yet to be completed. An exact date for when those issues are to be resolved is still being negotiated. <p>March 2022 Update:</p> <ul style="list-style-type: none"> • Punch-list items continue to be completed.
C7	Pursue Phase II of Fork Union streetscape project.	<p>November 2021 Update: The Planning Department:</p> <ul style="list-style-type: none"> • Pursued Phase II streetscape project with VDOT using a 2011 streetscape design plan; design plan deemed outdated by VDOT and no longer valid. • Route 15 crosswalk cleaning and re-striping added to the VDOT work plan. • The VDOT conducting traffic count analysis for future work. • Phase II planning will be included in the Fork Union Community Planning Area (CPA) Small Area Plan. <p>March 2022 Update:</p> <ul style="list-style-type: none"> • No update.
C8	Plan for long term accessibility for water and sewer in Community Planning Areas (CPAs)	REDUNDANT - same as C2.

#	STRATEGIC INITIATIVE / Action Item	STATUS / NOTES
D	ECONOMIC DEVELOPMENT AND TOURISM	
D1	Draft and adopt a formal County-wide economic development and tourism strategy inclusive of an implementation schedule.	<p>November 2021:</p> <ul style="list-style-type: none"> Economic Development and Tourism Strategy budgeted for FY22; owing to staff transitions, the plan has been delayed; anticipated that consultants will start in Jan 2022 <p>March 2022:</p> <ul style="list-style-type: none"> Stakeholder meetings have been conducted Draft of Strategic Plan presented to Board Spring 2022
D2	Coordinate development activity at Fluvanna’s northern border with Louisa County, including possible natural gas line along 250 and discussing “shared” parcels.	<p>November 2021 Update:</p> <ul style="list-style-type: none"> No action in 2021 <p>March 2022 Update:</p> <ul style="list-style-type: none"> Zion Crossroads Gateway Plan underway between the counties of Fluvanna and Louisa to assess shared opportunities for the Zion Crossroads corridor.
D3	Hold an Economic Development Discussion Forum for local businesses with planning, zoning, building inspections, infrastructure components.	<p>November 2021:</p> <ul style="list-style-type: none"> Proposed for Spring 2022 <p>March 2022 Update:</p> <ul style="list-style-type: none"> Waiting for ZXR to come online, and Fluvanna County Master Water and Sewer Plan (Phase I) to be completed
D4	Investigate and pursue with State offices the installation of select Boat Ramps along the Rivanna and James Rivers to support additional recreational and tourism opportunities.	<p>November 2021 Update:</p> <ul style="list-style-type: none"> As of now, no locations identified along the Rivanna or James <p>March 2022 Update:</p> <ul style="list-style-type: none"> No update.
D5	Investigate opportunities for park expansion or Rivanna River access points to support expanded recreational activities	<p>November 2021 Update:</p> <ul style="list-style-type: none"> Preliminary discussions about small parks in the county along with water access. <p>March 2022 Update:</p> <ul style="list-style-type: none"> No update.
D6	Review options, pros, cons, costs, etc., of creating a “teaching farm” at PG Park,	<p>November 2021 Update:</p> <ul style="list-style-type: none"> No action since 2019 <p>March 2022:</p> <ul style="list-style-type: none"> Possible that implementation better suited for Extension/FCPS

#	STRATEGIC INITIATIVE / Action Item	STATUS / NOTES
D7	Implement stronger Code Enforcement on the County's Spot Blight Abatement program	<p>November 2021 Update:</p> <ul style="list-style-type: none"> Implement stronger Code Enforcement efforts; see C1 Columbia Area Renewal Efforts (CARE) for the related updated information.
D8	Review the Subdivision Ordinance on Cluster subdivisions; large lot subdivisions; (Amend the zoning and subdivision ordinances to allow for varying lot sizes, from small clustered lots to large parcels suitable for continued farming and rural living.)	<p>November 2021 Update:</p> <ul style="list-style-type: none"> Zoning Ordinance has been reviewed with regard to rural cluster subdivisions and have been recorded in planned growth areas where higher density residential lots are called for using water and sewer. According to the 2020 Census, Fluvanna County grew at a rate of 6.3% and is no longer defined as a high growth rate locality (growth above 10%). As such, it is no longer necessary to consider rural clustering as a growth control measure. Large-lot subdivisions already exist under the Minor Subdivision process which yields less than five lots rather than 50+ lots that current clustering provisions allow. The Planning Commission Subcommittee for Rural Preservation & Historic Preservation, will examine rural preservation options to properly use the rural cluster subdivision techniques to preserve rural farms. <p>March 2022 Update:</p> <ul style="list-style-type: none"> Planning Commission appointed residents to the Rural Preservation & Historic Preservation subcommittee on March 8, 2022.
D9	Review the Zoning Ordinance to look at higher density options between CPA and R4.	<p>November 2021 Update:</p> <ul style="list-style-type: none"> Community Planning Director reviewed the Zoning Ordinance with the County Attorney who advised moving forward with the R-4 Zoning Ordinance Text Amendment (ZTA) to increase the by-right residential density permitted within the R-4 zoning district. Increased density in the Zion Crossroads Urban Development Area (UDA) would be considered through future R-4, residential rezoning requests. The Future Land Use / Zion Crossroads UDA subcommittee will examine the use of R-4 zoning to provide for higher density, residential mixed-use developments in an area that is planned for this type of new growth on the Fluvanna County water and sewer system. <p>March 2022 Update:</p> <ul style="list-style-type: none"> Planning Commission appointed residents to the Future Land Use/Zion Crossroads UDA subcommittee on March 8, 2022.

#	STRATEGIC INITIATIVE / Action Item	STATUS / NOTES
E	FINANCIAL STEWARDSHIP AND EFFICIENCY	
E1	Reduce the County's reliance on creating and mailing paper checks for payments and implement expanded ACH/EFT transaction options.	<p>November 2021 Update:</p> <ul style="list-style-type: none"> In process; awaiting Munis upgrade and implementation. <p>March 2022 Update:</p> <ul style="list-style-type: none"> Munis upgrade completed Feb 2022 Finance Director position vacant.
E2	Implement credit card payment option for citizen at all County funds collection points through MUNIS Cashiering process.	<p>November 2021 Update:</p> <ul style="list-style-type: none"> A Request for Proposals (RFP) for credit card processing closed on Oct 14, 2021. Credit card processing should be in place by the end of calendar year 2021. <p>March 2022 Update:</p> <ul style="list-style-type: none"> Contract is with County Attorney's office
E3	Create one-stop for key Fluvanna County data and metrics.	<p>November 2021 Update:</p> <ul style="list-style-type: none"> No action in CY2021. <p>March 2022 Update:</p> <ul style="list-style-type: none"> No update.
E4	Plan for ways to adequately fund, implement and standardize the Capital Improvement Plan, eliminating deferred CIP projects.	<p>November 2021 Update:</p> <ul style="list-style-type: none"> No action in CY 2021; will bring proposal in conjunction with FY23 Budget. <p>March 2022 Update:</p> <ul style="list-style-type: none"> Board authorized funding in FY22 for CIP funding to get caught up on deferred projects County departments and agencies have useful-life replacement plans in place for vehicles and apparatus Funding Plan still to be determined.

#	STRATEGIC INITIATIVE / Action Item	STATUS / NOTES
Staff Priorities		
S1	2021 Redistricting	<p>November 2021 Update:</p> <ul style="list-style-type: none"> • Current and ongoing. Ordinance adoption on Dec 15, 2021. <p>March 2022 Update:</p> <ul style="list-style-type: none"> • COMPLETED. • Redistricting Ordinance adopted Dec 15, 2021 • Palmyra polling place chosen and ordinance updated March 2, 2022. • Certification of no objection received from Attorney General Feb 28, 2022.
S2	Adjusting shared County boundaries	<p>November 2021 Update:</p> <ul style="list-style-type: none"> • No action in CY2021. <p>March 2022 Update:</p> <ul style="list-style-type: none"> • No update.

#	STRATEGIC INITIATIVE / Action Item	STATUS / NOTES
S3	Fluvanna Business Park – Fork Union	<p>November 2021 Update:</p> <ul style="list-style-type: none"> • January 2021 the Board approved Draper Aden to study the Fork Union Property. They have completed: <ul style="list-style-type: none"> ○ Boundary survey ○ Topographic survey ○ Phase I Environmental Site Assessment (ESA I) ○ Waters of the US Delineation Determination ○ Cultural Resources Review ○ Threatened & Endangered Species Review ○ Preliminary Master Plan Development • Draper Aden next steps: (Completed as of Feb 2022) <ul style="list-style-type: none"> ○ Preliminary geotechnical exploration ○ Corps of Engineers acceptance of water delineation ○ Preliminary Engineering Report (PER) ○ Master plan development finalization ○ Traffic impact analysis • County next steps: <ul style="list-style-type: none"> ○ Rezoning (after TIA is complete) ○ Name of the park ○ Marketing of the park ○ Discuss with developers • Long range plans: <ul style="list-style-type: none"> ○ Engineer the park ○ Install road ○ Determine sewer solution ○ Sell parcels <p>March 2022 Update:</p> <ul style="list-style-type: none"> • Fork Union Business Park Master Plan and due diligence related work completed and presented to Board Feb 2022. • Submitted rezoning application to Planning Dept Feb 2022. <ul style="list-style-type: none"> ○ Planning Commission April 2022 ○ Board May 2022 • Park name to be brought forward for consideration Spring 2022
S4	New County Administration Building	<p>November 2021:</p> <ul style="list-style-type: none"> • Request for Proposals (RFP) for Design in process.

#	STRATEGIC INITIATIVE / Action Item	STATUS / NOTES
S5	Pleasant Grove "Fluvanna After Five" events	<p>November 2021:</p> <ul style="list-style-type: none"> No action in CY2021; COVID restrictions and concerns forestalled moving forward. Anticipated for 2022. <p>Mar 2022 Update:</p> <ul style="list-style-type: none"> County-sponsored events difficult due to staffing constraints; no MOU in place with non-profit who could staff events

Fluvanna County Economic Development Strategic Plan

DRAFT
August 2022

PLAT!NUM PR

Fluvanna Forward: 2022 Fluvanna County Economic Development Strategic Plan Draft

Vision Statement

Fluvanna County: The heart of Virginia and your gateway to the future. A great place to live, learn, work, and play.

Mission Statement

Fluvanna County is committed to providing an excellent quality of life for our citizens and businesses through the delivery of competitive public services and programs in an efficient and effective manner.

About Fluvanna County

Nestled in the Piedmont region of the Commonwealth of Virginia, Fluvanna County strives to provide an outstanding quality of life for citizens and businesses through purposeful economic development initiatives. Abundant with locational advantages, tourism appeal, an affordable lifestyle and business costs, Fluvanna County is poised for economic growth. From workforce training to entrepreneurship, business development to talent attraction, the priorities set forth in this plan will inform decision-making, improve our economic competitiveness, and advance our growing community.

Our Statement of Purpose

In preparation for the FY2023-FY2028 strategic planning period, the Fluvanna County Economic Development Office conducted a qualitative analysis of the region, resulting in a strengths, weaknesses, opportunities, and threats analysis (SWOT) in Winter 2021. This process, which included one-on-one meetings with the Fluvanna County Board of Supervisors and the Economic Development Authority and three stakeholder focus groups, helped Fluvanna County identify the advantages and challenges characterizing its competitive positioning. Stakeholders, including businesses, residents, community organizations, Fluvanna County staff, municipal leaders, educators, and industry partners were engaged in the evaluation process, collaborating to produce a shared vision for the economy.

The vision and approach articulated in this strategic plan reflect the data-driven objectives identified during this planning period (please see Appendix for the full qualitative and SWOT analyses). By building upon our progress, leveraging new opportunities, and linking residents and businesses with the resources to succeed, we can move Fluvanna boldly forward.

Our Vision for Strategic Growth

In Fluvanna County, a focus on **People**, **Prosperity**, and **Placemaking** will support a vibrant economy and enhance our quality of life.

PEOPLE: Improve employment opportunities to elevate residents and businesses.

1. Position Fluvanna County's workforce for success through skills development.

Educational attainment is high within Fluvanna County and is consistent with Virginia's achievement narrative. According to the 2021 U.S. Census, 92.5% of residents over the age of 25 hold a high school diploma, and 35.6% over the age of 25 hold a bachelor's degree or higher.¹

Together with educational and industry partners, Fluvanna County is shaping the next generation of workforce talent. In 2020-21, the four year, on time graduation rate for Fluvanna County Public Schools was 95.3%, above the state average of 93%.² Fluvanna County Public Schools offer a K-12 curriculum with quality Science, Technology, Engineering, Arts, and Mathematics (STEAM) programming. In addition, Project Fluvanna is priming an entry-level talent pipeline by helping non-college track students explore opportunities within the workforce. The Career and Technical Education (CTE) department at Fluvanna County High School encourages local businesses to hire students in areas of demonstrated job growth. This program includes marketing, business skills, construction, engineering, woodworking, agriculture, critical thinking, and culinary skills, among others. Continued engagement with program administrators and industry partners will keep CTE offerings robust and relevant.

Fluvanna County is also home to the Fork Union Military Academy, an all-male college preparatory military boarding school founded in 1898. Considered one of the premier military boarding academies in the United States,³ Fork Union boasts a consistently high college acceptance rate and provides clear pathways to academic success and career achievement.

Several major universities and two-year institutions, including the top-ranked University of Virginia and Piedmont Virginia Community College (PVCC), are within a 30-minute drive. PVCC offers over 90 areas of study and features an array of certificate programs, two-year degree programs, and youth enrichment opportunities. Their Workforce Services Division is a valued partner, providing training programs for industry credentialing and professional development in response to economic demand.

Looking ahead, Fluvanna County will continue to identify and establish partnerships with educational and industry partners. This will keep local talent equipped with the skills appropriate for workforce needs.

¹ U.S. Census Bureau, 2020

² Virginia Department of School Quality Profiles, 2022

³ <https://www.forkunion.com/>

2. Develop talent attraction initiatives to grow opportunities in Fluvanna County.

On the average, unemployment rates in Fluvanna County are lower (3.2%) as compared to Virginia (3.8%) and the U.S. as a whole (5.3%).⁴ Low unemployment signals that the marketplace has confidence in the skills of Fluvanna County residents, which speaks to the caliber of talent residing locally.

Despite the capabilities of the existing workforce, talent attraction was a common theme among stakeholders in the SWOT analysis focus groups. Currently, 58.3% of Fluvanna County's residents age 16 and older participate in the civilian labor force.⁵ This percentage, which is slightly lower than the national average of 63%, points to the need for a concentrated focus on talent attraction within Fluvanna County.

As of 2019, which represents the most updated reporting period to date, most workers (9,865) commuted outside the county for employment to areas including Charlottesville and Albemarle County. A lesser number (2,549) commute into Fluvanna County from neighboring communities, and fewer (1,953) live and work in the county itself.⁶

Promoting the excellence of our K-12 education system, upskilling our workforce, and collaborating with industry partners are three talent attraction tactics employed by Fluvanna County. Other approaches for talent attraction are forthcoming in this report.

3. Showcase residential real estate to attract, retain, and grow available talent.

Residential real estate in Fluvanna, on average, is more affordable than that of surrounding counties. According to the U.S. Census, the median value of owner-occupied residential property in Fluvanna County is \$234,500, which represents a cost savings over Virginia's \$282,200 median residential property value.⁷

While purchasing residential real estate is more affordable in Fluvanna County, a 2018 Regional Housing Study conducted by the Thomas Jefferson Planning District Commission Regional Housing Partnership identified an affordability gap.⁸ The U.S. Department of Housing and Urban Development (HUD) defines affordability as not exceeding 30% of a household's income on housing-related expenses. Their 2018 evaluation of 11,047 housing units in Fluvanna County revealed the following:

- 960 owner households paid more than 50% of their incomes toward housing costs.

⁴ Fluvanna Community Profile, Virginia Employment Commission, 2022

⁵ U.S. Census Bureau, 2020

⁶ US Census Bureau, 2020

⁷ U.S. Census Bureau, 2020

⁸ Infographic.Regional Housing Study and Needs Assessment Key Takeaways, Thomas Jefferson Planning District Commission

- 220 renter households paid more than 30% of their incomes toward housing costs.
- 310 renter households paid more than 50% of their incomes toward housing costs.

Affordable housing and economic prosperity go hand in hand. The affordability of real estate and rental properties have a positive impact on talent attraction. Creating a blend of real estate options at various price points, near schools and recreational amenities, attracts and retains workers and industries on a larger scale. Fluvanna County will continue to work with the Thomas Jefferson Planning District Commission Regional Housing Partnership to improve the affordability, accessibility, and diversity of housing available within our communities.

PROSPERITY:

Attract and retain industries that advance our communities.

1. Retain existing industries that build upon our strengths.

Locally, Health Care and Social Assistance, Educational Services, Retail Trade, Construction, Accommodation and Food Services, Manufacturing, Accommodation and Food Services are lead employment sectors within Fluvanna County. With a reported 405 employment establishments in 2021, the largest employers include:⁹

Top Employers¹⁰

Fluvanna County Public School Board
 Fluvanna Correctional Center
 County of Fluvanna
 Mmr Constructors Inc
 Fork Union Military Academy
 Fielder's Choice Enterprises Inc
 Food Lion
 A G Dillard Inc
 BFI Transfer Systems of Virginia
 Silk City Printing

Highest Employee Totals by Industry:¹¹

Government Total: (1295)
 Local Government: (886)

⁹ Fluvanna Community Profile, Virginia Employment Commission, 2022

¹⁰ Fluvanna Community Profile, Virginia Employment Commission, 2022

¹¹ Fluvanna Community Profile, Virginia Employment Commission, 2022

Construction: (780)

State Government: (377)

Retail Trade: (397)

Within the top-ranked state for business, Fluvanna County provides a stable environment for success.¹² Operating a business in Fluvanna County yields fewer administrative business costs, which drives the narrative. In Fluvanna County, low taxes and a devoted business ecosystem bolster existing and prospective industries. The absence of a Merchants Capital tax and a Gross Receipts tax deliver substantial industry savings. A low Business Personal Property tax with an aggressive depreciation schedule and a Machinery and Tools tax with an aggressive depreciation schedule are value-added as well. With an eye on improving competitiveness, Fluvanna County may develop new business incentives beyond those currently offered.

2. Attract growth-oriented sectors aligning with our economic objectives.

Target industries have a multiplier effect on local economies. Establishing clear industry targets lends focus to our economic development efforts, helping us refine the incentives available and prepare our workforce effectively. Looking ahead, capturing new businesses locating to the county will provide informative metrics for assessment. This data will guide economic development strategies and help Fluvanna County achieve desired outcomes. Fluvanna County's target industry sectors follow¹³:

Business and Financial Services

Light Manufacturing

Transportation and Logistics

Agribusiness, Food Processing, and Technology

Health Services

Forest and Wood Products

The above-named targets are informed by our existing industries, strategic location, growing regional demand, and rural assets. These targets leverage the existing strengths and intellectual capital available within our regional commuter shed and position us for growth.

3. Foster entrepreneurship within Fluvanna County.

A robust commitment to entrepreneurship will help Fluvanna County keep pace with the evolving needs of businesses, residents, and the workforce. Regional partnerships with the Community Investment Collaborative and the Central Virginia Small Business Development Center encourage the development of products and concepts with real market traction. From

¹² "America's Top States for Business," CNBC, July 13, 2021

¹³ <https://www.fluvannacounty.org/ced/page/major-employers-industries>

workshops to targeted business support, the Fluvanna County Economic Development Office works to diversify area businesses and create new job opportunities.

Partnering with education and industry is an identified route to progress, as is the development of local collaboration spaces. In the future, Fluvanna County hopes to enrich the in-county innovation ecosystem by developing a business incubator, coworking space, or a maker space.

4. Improve the variety of commercial real estate options to support business attraction, retention, and expansion efforts.

Boasting ample acreage for agricultural purposes and commercial/industrial spaces with prime frontage, Fluvanna County is positioned for growth. Ongoing investments in county growth areas are purposeful, ensuring that public infrastructure aligns with community and business needs. The proposed Fork Union Business Park, situated along U.S. Route 15 and Virginia Route 6, would offer over 500,000 square feet of industrial space to locating and expanding enterprises. In addition, evaluating the prospect of higher tiered, pad ready sites among stakeholders is an identified priority in key areas of the county. Pad ready sites accelerate a company's speed to market and increase Fluvanna's County's competitiveness.

PLACEMAKING: Enhance the spaces where people live, work, and play in Fluvanna County.

1. Prioritize infrastructure to meet the needs of residents and businesses.

Fluvanna County's development plans are designed to meet the needs of a changing and growing population.

Road Network

Fluvanna County has easy access to major transportation routes through the interstate system, making commutes from Charlottesville and surrounding counties convenient. Key routes include:

- Interstate 64 intersects Fluvanna County at its northern tip and runs east-west, providing direct access to Richmond and Hampton Roads.
- U.S. Route 15, a major north-south highway runs through the center of Fluvanna County, and State Route 6 runs east-west.
- Both Interstates 95 and 81 are within 45 minutes of Fluvanna County.

As commercial and residential development continues, volume is a chief concern for residents and businesses. Fluvanna County regularly conducts traffic reviews, enhances intersections and walkability, and makes safety and sight improvements to alleviate congestion.

Public Transit Service

Access to convenient public transit helps employees and residents travel in and beyond Fluvanna County without a car. Locally, JAUNT, Inc. provides curb-to-curb demand-response service for the citizens of several area counties. Jaunt is a transit partner, but as a reservation-based system, transportation must be planned in advance, limiting widespread connectivity.

Commercial Rail Service

Fluvanna County is on the CSX commercial line. This single track follows the James River along the county's southern border from Columbia in the southeast to Scottsville in the southwest.

Passenger Rail Service

Amtrak passenger rail service is available in Charlottesville. This benefits residents preferring a quieter living environment, but places a 45-minute distance between passengers seeking rail access.

Water and Sewer

Fluvanna County Planning Areas (CPAs) have identified water and sewer as areas of investment for residents and businesses. Fluvanna County will continue to invest in targeted growth areas throughout the county, including Zion Crossroads, Columbia, Lake Monticello, Palmyra, and Fork Union.

Fluvanna County has targeted Zion Crossroads as a priority growth area. Improved water and sewer infrastructure will accelerate business attraction and expansion efforts in this section of Fluvanna County. The Zion Crossroads project has an anticipated Fall 2022 completion date.

Lake Monticello and Palmyra have public water and sewer serviced by Aqua and Fluvanna County Public Utilities. Fork Union's water is provided by Fork Union Sanitation District, with private septic service available at this time. Continued investments in public infrastructure will continue to improve the quality of life and capacity available to residents and businesses.

Broadband

Fluvanna County is serviced by XFINITY, CenturyLink, and Firefly Fiber Broadband. Firefly, a subsidiary of Central Virginia Electric Cooperative (CVEC), is partnering with Fluvanna County to expand broadband availability. Firefly developed a plan to include construction of over seven miles of fiber optic cable.

2. Leverage tourism assets to boost visitor appeal.

Fluvanna County has extraordinary natural, historic, and recreational resources to celebrate and leverage as tourism assets. Our small-town authenticity, agritourism experiences, outdoor adventures, and heritage spaces have much to offer tourists and visitors. Our proximity to Charlottesville and Richmond remain key advantages, keeping cultural, historical, recreational, and retail opportunities close at hand.

In 2018, Fluvanna County released a Tourism Strategic Plan, identifying its objectives for growth in the areas of tourism and recreation. Since the report's release, Fluvanna County has elevated its marketing, branding, and opportunities for tourism-related businesses in the following ways:

2020

- Photo competition
- #Buy from Fluvanna (buy local)
- Fluvanna black history facts
- Podcasts Recognizing Black History Month
- Welcome to Palmyra sign
- 101 Things to Do in Fluvanna
- Pleasant Grove Certified Tourist Info. Center

Looking ahead, Fluvanna County will grow its tourism experiences in the areas of agritourism, outdoor recreation, and historic heritage, with specific objectives outlined later in this strategic plan. The absence of lodging remains a challenge, but encouraging continued investment in the public spaces, experiences, and businesses sought after by visitors is a way forward.

Our Strategic Approach

Fluvanna County has identified four strategic goals shaping economic growth and community prosperity. We will undertake the following over the course of this strategic plan:

Goal 1: Position Fluvanna County as a business-friendly county with competitive assets in the Central Virginia region.

How:

- ◆ Reorganize and communicate steps of streamlined and standardized business permitting process to new and existing businesses in Fluvanna County.
- ◆ Design potential business incentive offerings in Fluvanna County.
- ◆ Promote the “Fluvanna County Shovel-Ready Sites” program to landowners, businesses, and the community at large to encourage the creation of higher tiered pad-ready sites (as defined by the Virginia Economic Development Partnership Authority in its Virginia Business Ready Sites Program in accordance with Section 2.2-2238.B of the Code of Virginia of 1950) in Fluvanna County.

- ◆ Continue to invest in key growth areas in Fluvanna County, including but not limited to Fork Union, Columbia, Palmyra, and Zion Crossroads.

Goal 2: Foster entrepreneurship, business growth, and expansion in Fluvanna County through business retention efforts.

How:

- ◆ Continue to collaborate at the regional level to provide programs and services; share resources and assets to reduce costs and improve quality.
- ◆ Formalize a County Business Retention and Expansion (BR&E) program.
- ◆ Create a business database of all existing businesses for tracking business metrics in Fluvanna County.
- ◆ Support, advocate, and promote the new community commercial kitchen.
- ◆ Explore entrepreneurial support opportunities such as the development of a coworking space, business incubator, or maker space.
- ◆ Work towards the creation of a new position geared towards marketing and tourism promotion and business retention within the Fluvanna County Economic Development Office.
- ◆ Develop a comprehensive hazard mitigation plan for businesses within Fluvanna County.

Goal 3: Develop new and enhance existing tourism experiences, activities, and events in Fluvanna County to increase tourism attraction.

How:

- ◆ Devise and implement shop local incentives and programs.
- ◆ Promote local tourism experiences in agritourism, viticulture, artisans, events, parks, and outdoor recreation.
- ◆ Research and apply for grants to support tourism initiatives in Fluvanna County.

Goal 4: Support Fluvanna County businesses with talent recruitment and retention challenges.

How:

- ◆ Establish partnerships with local educational institutions and workforce partners to develop a talent pipeline to fit local skills needs.
- ◆ Advocate for the Fluvanna County business community as the county addresses its infrastructure challenges.

Implementation Goals and Strategies

Goal	Strategy	Timeline	Tasked To
Chapter 1 – Natural Environment			
A	To develop land-use policies and regulations that will preserve and enhance the county’s natural environment.		
	(1) Protect farm and forest landowners from conflicting adjacent land uses with utilization of buffers, screening, and contiguous tracts of open space.	Ongoing	Planning Comm. and Staff
	(2) Review zoning and subdivision regulations to maximize environmental benefits through best management practices and ensure that the subdivision of land does not adversely affect open-space features.	Ongoing	Planning Comm. and Staff
	(3) Continue to promote land-use valuation taxation, conservation easements, ag-for districts, and other programs to alleviate economic burdens on owners of land used for agricultural, horticultural, forest, or open-space purposes.	Ongoing	Commissioner of the Revenue; Planning Staff
B	To protect environmental resources.		
	(1) Promote development projects that minimize environmental impact through the effective utilization of green infrastructure, low-impact development practices, and other sustainable development policies.	Ongoing	Planning Comm. and Staff
C	To manage and protect surface water and groundwater resources.		
	(1) Work with the Virginia Dept. of Health to evaluate and develop local regulations for alternative waste treatment systems (e.g., Wisconsin mounds or other systems that alter the natural topography or hydrology).	2016	Planning Comm. and Staff
	(2) Participate in, and cooperate with, federal and state groundwater protection programs, including sole-source aquifer designation for important drinking water supplies.	Ongoing	Planning Comm. and Staff
	(3) Research the viability of incorporating the well-drilling logs provided by the Fluvanna Dept. of Health into the county’s geographic information system (GIS).	2016	Planning Comm. and Staff
	(4) Require riparian buffers adjacent to waterways to protect local and regional water resources such as perennial streams, floodplains, wetlands, steep slopes, and highly erodible soils.	Ongoing	Planning Comm. and Staff
	(5) Proactively educate the public on the values and benefits of preserving river and stream corridors.	Ongoing	NGO’s – Rivanna River Basin Commission, Rivanna Conservation Society, etc.

Goal	Strategy	Timeline	Tasked To
	(6) Pursue the state designation of the Hardware River as a Tier 3 stream, classifying it as exceptional surface water not subject to degradation.	2016	NGO's – Rivanna River Basin Commission, Rivanna Conservation Society, etc.
	(7) Promote BMPs and recognize landowners who protect streams from nonpoint-source pollution using BMPs.	Ongoing	NGO's – Rivanna River Basin Commission, Rivanna Conservation Society, etc.
D	To promote energy efficiency throughout the county to improve air quality and reduce the country's dependence on fossil fuels.		
	(1) Promote energy efficiency in developments and throughout the community including the use of solar, geothermal, wind, and other decentralized energy technologies and support renewable energy generation by allowing such uses in the zoning ordinance.	Ongoing	Planning Comm. and Staff
	(2) Build new and remodeled county buildings to an established energy efficiency standard such as Energy Star, Green Globes, or LEED.	Ongoing	Planning Comm. and Staff; TJPDC and VDOT
	(3) Promote greenways, bikeways, and walkways as viable forms of recreation and transportation.	Ongoing	Planning Comm. and Staff; TJPDC and VDOT

Chapter 2 – Land Use and Community Design Environment

A	To enable well-planned, coordinated, and sustainable development to occur throughout the county.		
	(1) Develop new zoning and subdivision regulations that will further the desired growth patterns and property uses, and to protect the rural preservation area, including such measures as:	2016	Planning Comm. and Staff
	(a) New zoning districts for rural areas that encourage a variety of housing types and rural mixture of uses		
	(b) Require that new developments provide easements for connection to future developments, including utilities, transportation, and recreation/open space		
	(c) Require development projects to provide any necessary infrastructure such as waste treatment facilities, telecommunication services, road improvements, and stormwater facilities. Within service districts this should include assessing the potential for public ownership and operation		
	(d) Establish requirements for appropriate planning/phasing of development to match the service/infrastructure availability and capacity		
	(e) Adopt zoning and subdivision regulations that allow for higher-density, compact developments in the Zion Crossroads CPA.		

Goal	Strategy	Timeline	Tasked To
	(2) Provide public water to the county's community planning areas as feasible and discourage public and central potable water and sewer connections to residential, commercial, and industrial uses in the rural preservation area.	5 year	Dept. of Public Works
	(3) Develop a cash proffer recommendation, impact fee ordinance, and level-of-services standards, in accordance with state code, to fairly assess the fiscal impact of development on public services and infrastructure.	2016	Planning Comm. and Staff
	(4) To promote infill development, ensure adequate infrastructure is constructed or upgraded to support development in existing communities.	Ongoing	Planning Comm. and Staff; Dept. of Public Works
	(5) Ensure appropriate infrastructure is available to support mixed-use development.	Ongoing	Planning Comm. and Staff; Dept. of Public Works
B	To preserve and enhance Fluvanna's unique identity and rural character.		
	(1) Examine the impacts of large-lot developments versus rural cluster developments and amend the zoning and subdivision ordinances as appropriate.	2016	Planning Comm. and Staff
	(2) Protect the forest, wildlife habitats, and the rural community landscape as part of a development's green infrastructure.	Ongoing	Planning Comm. and Staff
	(3) Require developments located in fire-prone areas such as pine plantations to implement firewise practices and other defensible space techniques as recommended by the Virginia Dept. of Forestry and local public safety officials.	2016	Planning Comm. and Staff
	(4) Work with electric power companies to facilitate the replacement of current overhead facilities with underground lines, and require all new lines to be placed underground.	2016	Dept. of Public Works
C	To preserve and enhance Fluvanna's unique identity and rural character.		
	(1) Require rezoning requests and other development plans to identify any open space or other natural or cultural resource shown by maps or observed through field inspection, and include measures that will mitigate disturbance to these resources.	2016	Planning Comm. and Staff
	(2) Require a subdivision's open space to:	Ongoing	Planning Comm. and Staff
	(a) Be located so as to further the rural character of the area, particularly related to views from public roads and other developments.		
	(b) Be designed for maximum connectivity to other open spaces of existing or potential adjacent developments, or to act as buffers to agricultural activities.		

Goal	Strategy	Timeline	Tasked To
	(c) Be privately maintained and not be further developed as part of the associated project, or without further public or legal discussion and formal action.		
D	To promote village-scaled development in the Palmyra and Fork Union communities.		
	(1) Improve the streetscape of the village communities by installing traffic-calming measures, improving existing sidewalks, and installing new sidewalks, street lighting, and so on.	2016 and Ongoing	VDOT; Dept. of Public Works
	(2) Encourage the establishment of new local businesses and support existing local business in village cores.	Ongoing	Community Development
Chapter 3 – Infrastructure			
A	To develop a comprehensive public water system to serve the county’s community planning areas.		
	(1) Design and construct a water line from the James River to Zion Crossroads in cooperation with Louisa County through the JRWA.	5 year	Public Works; JRWA
	(2) Complete the state-mandated Master Water and Sewer Plan to identify sources for the county’s long-term water needs; particularly for each of its community planning areas.	2016	Public Works
	(3) Establish requirements for hydrogeological studies to determine groundwater capacity for development that proposes to use wells to serve the project.	2016	Public Works/ Planning Staff and Commission
B	To provide central sewer to the community planning areas.		
	(1) Provide central sewer service in Zion Crossroads in partnership with both Louisa County and private developers.	5 year	Public Works
	(2) Work with the private sector to develop a public sewer system to serve the Fork Union community planning area to enable future growth in this area, and to assist current residents with their aging (and increasingly failing) septic systems.	5 year	Public Works
	(3) Work with development projects in all community planning areas for the provision of central sewer whether publicly or privately owned and operated.	Ongoing	Public Works
C	To regulate private utilities, whether centralized or decentralized.		
	(1) Require development to determine future septic suitability and groundwater resources for the proposed project, and its potential impact on surrounding wells.	Ongoing	Health Dept.
	(2) Discourage the use of central sewer in the rural preservation areas and carefully limit its use in the rural residential areas to primarily cluster developments.	Ongoing	Public Works and Planning Staff
D	To maintain a comprehensive, long-range solid waste management program.		
	(1) Continue the annual collection of household hazardous waste and publicize the importance of the program.	Ongoing	Public Works

Goal	Strategy	Timeline	Tasked To
	(2) Continue a countywide education program on the advantages of waste reduction, composting, recycling, and reuse, and continue to utilize the recycling center at the county landfill site.	Ongoing	Public Works
E	To facilitate the deployment of comprehensive communications networks that ensures the reliability of public safety, wireless, and broadband services.		
	(1) Establish a Broadband Taskforce, containing members of County Staff, citizens, technical experts, and stakeholders such as business owners, which will organize and facilitate future efforts to provide the county with Broadband Internet.	2016	Planning Staff; Planning Commission
	(2) Increase access to high-speed broadband for residences and businesses throughout the county.	2016	Planning; Public Works; TJPDC
	(3) Give priority for towers on publicly owned land, as appropriate, including sites owned by the Fork Union Sanitary District, among others.	Ongoing	Planning Comm. and Staff
F	To evaluate private developments and public investments, such as capital improvement projects, within a fiscal framework as approved by the Board of Supervisors.		
	(1) Provide a fiscal impact statement, including an examination of alternative solutions and their costs and benefits, for all capital improvements over \$100,000.	2016-2017	Finance; Public Works
	(2) Analyze capital project costs, including the debt service over the life of the loan period to accurately project the financial (tax) impact.	Ongoing	Finance; Public Works
	(3) Adopt a system of cash proffers, impact fees, level-of-service standards, or some combination thereof, and collect at the earliest possible time while allowing for feasible implementation of the project.	2016	Planning Comm. and Staff; Finance
Chapter 4 – Transportation			
A	To make needed improvements to primary roads.		
	(1) Development along state Scenic Byways and bicycle routes should be carefully screened to ensure that development is compatible with the scenic character and tourist value of the route.	2016-2017	VDOT
	(2) Work with VDOT and adjacent counties to plan for and design necessary improvements to US Route 250.	2016-2017	Planning Comm. and Staff
	(3) Evaluate potential need for traffic-calming measures such as traffic lights, roundabouts, and so on at certain intersections.	Ongoing	VDOT
B	To improve secondary roads with the assistance of VDOT.		
	(1) Continue to cooperate with VDOT to cut foliage back from alongside roadways. Identify ways to make all secondary roads safely passable to school buses and all emergency vehicles, and then prioritize and implement accordingly.	Ongoing	Public Works; VDOT; Planning Staff
C	To improve pedestrian and bicycle access to roads and provide off-road trails and walkways.		

Goal	Strategy	Timeline	Tasked To
	(1) Require the development of alternative transportation infrastructure such as sidewalks and trails in new major subdivisions, and sidewalks in commercial areas. Multiuse trails do not necessarily need to parallel existing roadways, but should link neighborhoods and commercial centers, particularly within the planning areas.	Ongoing	Planning Comm. and Staff
D	To improve the availability and quality of public transportation in the county.		
	(1) Support the Thomas Jefferson Planning District Commission's RideShare program and continue to work with JAUNT to provide transportation opportunities for people with special needs.	Ongoing	Planning Comm. and Staff;
	(2) Provide affordable mass transit to employment centers and commercial areas.	5 year	JAUNT; VDOT
E	To support road construction and maintenance.		
	(1) Work with VDOT to effectively implement the state's Chapter 527 regulations for all qualifying development projects to identify and mitigate the projected traffic impacts.	Ongoing	Public Works
Chapter 5 – Economic Development			
A	To implement the county's community planning areas, as shown on the Future Land Use Map.		
	(1) Establish incentives, such as streamlined permitting, flexible zoning (CI zones), and preapproved floating zones, to attract diverse businesses and employers to Zion Crossroads.	2016-2017	Planning Comm. and Staff
	(2) Restrict approval of planned unit development (PUD) zoning to Zion Crossroads, to allow for increased flexibility for commercial, industrial, and residential uses while protecting the county's rural areas.	Ongoing	Planning Comm. and Staff
B	To protect rural areas through economic development.		
	(1) Work with large landowners to utilize their land for larger-scale agricultural, horticultural, or forestal activities that will economically benefit the county, landowner, and business, and help preserve the rural character of the county.	Ongoing	Community Development
	(2) Utilize the county's natural resources, culture, and historic and recreational sites to capitalize on heritage, ecological, and recreational tourism, as well as attracting other visitors.	Ongoing	Community Development
	(3) Support the development of local economies, locally owned businesses, and entrepreneurial opportunities, particularly those that are of rural character and will require little provision of infrastructure.	2016-2017	Community Development; Planning Comm. and Staff

Goal	Strategy	Timeline	Tasked To
	(4) Offer incentives for building mixed-income housing, with an emphasis on workforce and affordable housing, in the community planning areas to maximize the use of existing transportation corridors, creating the level of density needed for attracting mixed-use development and creating vibrant, diverse, and healthy neighborhoods.	Ongoing	Community Development; Planning Comm. and Staff
	(5) Promote local and regional markets for value-added agricultural and forestry enterprises and products.	Ongoing	Community Development; VA Tech Cooperative Extension
C	To diversify and strengthen the county's tax base.		
	(1) Develop policies that will accommodate wineries, distilleries, and breweries so the county may work with and benefit from Virginia's thriving beverage industry.	2016	Planning Comm. and Staff
	(2) Establish and maintain an online database of available properties and unutilized special use permits within the county.	2016	Planning Comm. and Staff
	(3) Retain existing businesses by working with organizations such as the EDA, CIC, and Chamber of Commerce and identify sources of help for those businesses, supporting the expansion of local businesses, and assisting with any other needs that arise.	Ongoing	Community Development
	(4) Recruit new businesses through the Economic Development Business Plan by identifying Fluvanna's competitive advantages, skilled workforce, necessary infrastructure, and effective marketing strategies.	2016-2017	Community Development
	(5) Consider designating, as by-right, some uses which currently require special use permits.	2016	Planning Comm. and Staff
	(6) Streamline the application and permitting process by working with businesses to help them locate in the appropriate areas of the county and by .	2016-2017	Planning Comm. and Staff
	(7) Clearly articulate the county's development standards and requirements to the development community.	Ongoing	Planning Comm. and Staff
D	To develop a stronger regional presence.		
	(1) Coordinate development activity at Fluvanna's northern border with Louisa County.	Ongoing	Community Development; BOS
Chapter 6 – Historic Preservation			
A	To protect and conserve the county's historic and cultural resources.		
	(1) Enhance historic areas with streetscape or other infrastructure improvements consistent with the period and style.	5 year	Fluvanna Historical Society; Public Works
B	To identify and classify significant historic resources.		
	(1) Use GIS to support Fluvanna County Historical Society efforts to document sites and include information in the society's archives, and adjust classifications accordingly.	2017	Planning Staff

Goal	Strategy	Timeline	Tasked To
	(2) Seek partnerships with higher education that will aid in the identification and possible rehabilitation of historic resources.	Ongoing	Fluvanna Historical Society
C	To identify areas with tourism potential based on historic, cultural, recreational, and other relevant resources.		
	(1) Market the historic qualities of Fluvanna and the surrounding area to encourage heritage tourism in the region.	Ongoing	Fluvanna Historical Society; Community Development
	(2) Include the rehabilitation or restoration of historic, cultural, or recreational resources as part of development projects, and through the establishment of other partnerships.	Ongoing	Fluvanna Historical Society; Community Development
Chapter 7 – Parks and Recreation			
A	To upgrade or maintain existing facilities to allow for effective program delivery and community use.		
	(1) Continue to develop Pleasant Grove as a primary location for major new facilities, using the updated Pleasant Grove Master Plan as a guide.	Ongoing	Parks & Rec
	(2) Continue to adequately maintain facilities to ensure healthy and safe environments for recreational activities and programs, through interagency cooperation.	Ongoing	Parks & Rec
B	To plan and construct additional recreational facilities that will diversify and strengthen the existing parks and programs.		
	(1) Amend the subdivision ordinance to ensure that at least some open space is used for recreation in cluster subdivisions and higher-density developments.	2017	Planning Comm. and Staff
	(2) Develop a greenway and parks master plan that will coordinate and plan for an integrated open-space network that includes multiuse trails, bikeways, and walkways that function as both recreational and alternative transportation amenities.	2017	Parks & Rec; Planning Comm. and Staff
C	To foster public-private partnerships with recreation-based organizations or other interested parties, for facility construction and program implementation.		
	(1) Maintain the partnership with the school system for shared use of county and school owned facilities.	Ongoing	Parks & Rec and School Board
D	To expand customer outreach using contemporary technology.		
	(1) Replace and update registration system, Use internet and new technology to provide 24/7 customer service. as tools to reach customers.	2016-2017	Parks & Rec
E	To provide a balanced system of available parks, facilities, open space and recreation program opportunities that are distributed and accessible to all residents.		
	(1) Develop community gathering locations that will enhance sense of community.	Ongoing	Parks & Rec

Goal	Strategy	Timeline	Tasked To
	(2) Work with Fluvanna County Planning Dept. to create an ordinance for new housing projects to include recreational resources and encourage private developers to provide recreational facilities.		
Chapter 8 – Housing			
A	To provide for most of the county’s future housing needs within the community planning areas.		
	(1) Create zoning that enables increased residential density in the growth areas, and allows for mixed-use and mixed-income developments including residences above storefronts.	2016-2017	Planning Comm. and Staff
	(2) Consider well-planned, holistic developments within growth areas and near supporting infrastructure such as schools, utilities, emergency services, parks, and natural areas in order to create balanced communities, maximize land use, and minimize negative environmental impacts.	Ongoing	Planning Comm. and Staff
	(3) Encourage housing in close proximity to commercial development so that the need for transportation to work is lessened.	Ongoing	Planning Comm. and Staff
B	To provide a variety of well-planned housing choices.		
	(1) Amend the zoning and subdivision ordinances to allow for varying lot sizes, from small clustered lots to large parcels suitable for continued farming and rural living.	2016	Planning Comm. and Staff
	(2) Allow for a mix of housing types and densities in individual developments (single and multifamily) as appropriate for the area and existing or planned infrastructure.	Ongoing	Planning Comm. and Staff
	(3) Eliminate the previously established planned unit development (PUD) zoning district outside of Zion Crossroads.	2016	Planning Comm. and Staff
	(4) Allow for housing and care facilities suited to the needs of senior populations - particularly within the community planning areas.	Ongoing	Planning Comm. and Staff
	(5) Allow for manufactured housing parks only in areas with appropriate infrastructure.	2016	Planning Comm. and Staff
Chapter 9 – Human Services			
A	To provide adequate services for adolescent and teen populations.		
	(1) Work with Fluvanna County Public Schools to establish an adolescent/teen multi-program center that offers opportunities for enrichment and social interaction.	5 year	Social Services
B	To provide adequate services for elderly, disabled, and mentally ill or impaired citizens.		
	(1) Encourage the development of nursing home facilities to meet the needs of the growing population.	Ongoing	Social Services, Planning Comm. and Staff
C	To provide appropriate and adequate medical, health, and safety service facilities that are available to all populations.		

Goal	Strategy	Timeline	Tasked To
Chapter 10 – Education			
A	Assure a high quality education for all students in order that they thrive in the 21st century.		
	(1) Secure funding to implement and strengthen a Pre-K to 12 focus on relevant and meaningful programs and courses for all students.	Ongoing	School Board; School Staff
Chapter 11 – Public Safety			
A	To improve public safety infrastructure and operability in order to provide excellent service and protection to County residents.		
	(1) Implement an Emergency Medical Dispatch protocol and system in the E-911 Center.	2016-2017	Emergency Services
	(2) Renovate and/or expand the E-911 Center and Sheriff's Office to accommodate growing service requirements.	5 year	Emergency Services
	(3) Provide police, fire, rescue, and water rescue personnel with state-of-the-art equipment.	Ongoing	Emergency Services
	(4) Plan for the replacement of vehicles and other capital items through the CIP.	Ongoing	Emergency Services
	(5) Actively seek funding sources for emergency preparedness training and administration.	Ongoing	Emergency Services
	(6) Establish and maintain funding levels that are competitive within the region, and appropriate for Fluvanna's population and growth rate, in order to provide the most efficient and effective public safety services.	Ongoing	Emergency Services
	(7) Implement recommendations from the 2012 Virginia Fire Services Board's Fire-Rescue Study for Fluvanna to improve services in four areas: organizational and operational development; communications; personnel and training; and administration policy and Finance.	2016-2017	Emergency Services
B	To promote the effectiveness of community-based programs.		
	(1) Advance the dialogue between law enforcement and the community concerning the need to reduce adult and juvenile crime rates through education and citizen participation at County events such as the county fair, Old Farm Day, Senior Citizen Day, Law Enforcement Appreciation Day, and so on.	2016-2017	Emergency Services
	(2) Enhance the community's emergency preparedness and response capability through increased education and training programs, as well as expanded partnerships with area business, nonprofit, and faith-based organizations.	2016-2017	Emergency Services
C	To strengthen the human capital component of emergency services.		
	(1) Support fire and rescue volunteers with open communication between the County government and volunteer organizations.	Ongoing	Emergency Services/ FFRA
	(2) Develop a data-driven Strategic Plan for long-term County fire-rescue services and operations with stakeholder input.	2016-2017	Emergency Services

Goal	Strategy	Timeline	Tasked To
D	To integrate the provision of emergency services with other county and regional policies.		
	(1) Enact the Statewide Fire Prevention Code through local ordinance, including ordinances to require notification of intent to burn brush.	2016-2017	Emergency Services
	(2) Amend the subdivision ordinance to include emergency services requirements; e.g. interconnectivity, restrictions on hammerhead roads, street width requirements, multiple means of ingress/egress, etc.	2016	Planning Comm. and Staff
	(3) Amend the subdivision ordinance to require defensible space provisions as recommended by the Virginia Dept. of Forestry.	2016-2017	Planning Comm. and Staff
	(4) Educate citizens on emergency preparedness, including existing health and emergency plans.	Ongoing	Emergency Services
Chapter 12 – Financial Sustainability			
A	Synchronize the Capital Improvement Program (CIP) with the Comprehensive Plan, level-of services standards, and impact fee/proffer programs.		
	(1) Align the CIP with level-of-services standards and impact fee/proffer programs so that development helps to finance public services and improvements that it will require, resulting in a revenue neutral or positive impact to the County.	2016	Planning Comm. and Staff
B	Seek to maximize revenue streams from new development.		
	(1) Establish level-of-services standards that must be met by every residential, commercial and industrial development as a condition of rezoning.	2016	Planning Comm. and Staff; Finance
	(2) Develop a comprehensive policy with guidelines regarding proffers (cash or otherwise) and/or impact fees to mitigate capital and services costs, as appropriate, to minimize the impact on County resources.	2016-2017	Planning Comm. and Staff; Finance
	(3) Reward development in the designated growth areas with higher density and access to public infrastructure.	Ongoing	Planning Comm. and Staff
C	Achieve maximum cost savings through efficiency and effectiveness in County operations.		
	(1) Establish a Financial Sustainability Task Force, consisting of County officials and citizens, to identify and develop best practices necessary to ensure County operations and policies are, and remain, cost-effective.	2016	BOS; Finance

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Implementation Goals and Strategies

Goal	Strategy	Timeline	Tasked To
Chapter 1 – Natural Environment			
A	To develop land-use policies and regulations that will preserve and enhance the county’s natural environment.		
	(1)		
	(2)		
	(3)		
B	To protect environmental resources.		
	(1)		
	(2)		
	(3)		
C	To manage and protect surface water and groundwater resources.		
	(1)		
	(2)		
	(3)		
D	To promote energy efficiency throughout the county to improve air quality and reduce the country’s dependence on fossil fuels.		
	(1)		
	(2)		
	(3)		
Chapter 2 – Land Use and Community Design Environment			
A	To enable well-planned, coordinated, and sustainable development to occur throughout the county.		
	(1)		
	(2)		
	(3)		
B	To preserve and enhance Fluvanna's unique identity and rural character.		
	(1)		
	(2)		

Goal	Strategy	Timeline	Tasked To
	(3)		
C	To preserve and enhance Fluvanna's unique identity and rural character.		
	(1)		
	(2)		
	(3)		
D	To promote village-scaled development in the Palmyra and Fork Union communities.		
	(1)		
	(2)		
	(3)		
Chapter 3 – Infrastructure			
A	To develop a comprehensive public water system to serve the county's community planning areas.		
	(1)		
	(2)		
	(3)		
B	To provide central sewer to the community planning areas.		
	(1)		
	(2)		
	(3)		
C	To regulate private utilities, whether centralized or decentralized.		
	(1)		
	(2)		
	(3)		
D	To maintain a comprehensive, long-range solid waste management program.		
	(1)		
	(2)		
E	To facilitate the deployment of comprehensive communications networks that ensures the reliability of public safety, wireless, and broadband services.		
	(1)		

Goal	Strategy	Timeline	Tasked To
	(2)		
	(3)		
F	To evaluate private developments and public investments, such as capital improvement projects, within a fiscal framework as approved by the Board of Supervisors.		
	(1)		
	(2)		
	(3)		

Chapter 4 – Transportation

A	To make needed improvements to primary roads.		
	(1)		
	(2)		
	(3)		
B	To improve secondary roads with the assistance of VDOT.		
	(1)		
	(2)		
	(3)		
C	To improve pedestrian and bicycle access to roads and provide off-road trails and walkways.		
	(1)		
	(2)		
	(3)		
D	To improve the availability and quality of public transportation in the county.		
	(1)		
	(2)		
	(3)		
E	To support road construction and maintenance.		
	(1)		
	(2)		

Goal	Strategy	Timeline	Tasked To
	(3)		
Chapter 5 – Economic Development			
A	To implement the county’s community planning areas, as shown on the Future Land Use Map.		
	(1)		
	(2)		
	(3)		
B	To protect rural areas through economic development.		
	(1)		
	(2)		
	(3)		
C	To diversify and strengthen the county’s tax base.		
	(1)		
	(2)		
	(3)		
D	To develop a stronger regional presence.		
	(1)		
	(2)		
	(3)		
Chapter 6 – Historic Preservation			
A	To protect and conserve the county’s historic and cultural resources.		
	(1)		
	(2)		
	(3)		
B	To identify and classify significant historic resources.		
	(1)		
	(2)		
	(3)		

Goal	Strategy	Timeline	Tasked To
C	To identify areas with tourism potential based on historic, cultural, recreational, and other relevant resources.		
	(1)		
	(2)		
	(3)		
Chapter 7 – Parks and Recreation			
A	To upgrade or maintain existing facilities to allow for effective program delivery and community use.		
	(1)		
	(2)		
	(3)		
B	To plan and construct additional recreational facilities that will diversify and strengthen the existing parks and programs.		
	(1)		
	(2)		
	(3)		
C	To foster public-private partnerships with recreation-based organizations or other interested parties, for facility construction and program implementation.		
	(1)		
	(2)		
	(3)		
D	To expand customer outreach using contemporary technology.		
	(1)		
	(2)		
	(3)		
E	To provide a balanced system of available parks, facilities, open space and recreation program opportunities that are distributed and accessible to all residents.		
	(1)		
	(2)		
	(3)		

Goal	Strategy	Timeline	Tasked To
Chapter 8 – Housing			
A	To provide for most of the county’s future housing needs within the community planning areas.		
	(1)		
	(2)		
	(3)		
B	To provide a variety of well-planned housing choices.		
	(1)		
	(2)		
	(3)		
Chapter 9 – Human Services			
A	To provide adequate services for adolescent and teen populations.		
	(1)		
	(2)		
	(3)		
B	To provide adequate services for elderly, disabled, and mentally ill or impaired citizens.		
	(1)		
	(2)		
	(3)		
C	To provide appropriate and adequate medical, health, and safety service facilities that are available to all populations.		
	(1)		
	(2)		
	(3)		
Chapter 10 – Education			
A	Assure a high quality education for all students in order that they thrive in the 21st century.		
	(1)		
	(2)		
	(3)		

Goal	Strategy	Timeline	Tasked To
Chapter 11 – Public Safety			
A	To improve public safety infrastructure and operability in order to provide excellent service and protection to County residents.		
	(1)		
	(2)		
	(3)		
B	To promote the effectiveness of community-based programs.		
	(1)		
	(2)		
	(3)		
C	To strengthen the human capital component of emergency services.		
	(1)		
	(2)		
	(3)		
D	To integrate the provision of emergency services with other county and regional policies.		
	(1)		
	(2)		
	(3)		
Chapter 12 – Financial Sustainability			
A	Synchronize the Capital Improvement Program (CIP) with the Comprehensive Plan, level-of services standards, and impact fee/proffer programs.		
	(1)		
	(2)		
	(3)		
B	Seek to maximize revenue streams from new development.		
	(1)		
	(2)		
	(3)		

Goal	Strategy	Timeline	Tasked To
C	Achieve maximum cost savings through efficiency and effectiveness in County operations.		
	(1)		
	(2)		
	(3)		