

THE BOARD OF SUPERVISORS MET ON THE 30<sup>TH</sup> DAY OF OCTOBER IN THE YEAR TWO THOUSAND FOUR OF OUR LORD TO PARTICIPATE IN A RETREAT HELD AT THE ROYAL NEW KENT CLUBHOUSE IN PROVIDENCE FORGE, VIRGINIA, FACILITATED BY MICHAEL CHANDLER, PRESIDENT OF CHANDLER PLANNING.

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IN RE: CALL TO ORDER

Chairman Burrell called the retreat to order at 8:30 a.m.

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IN RE: ROLL CALL

Mark E. Hill	Present
D. M. "Marty" Sparks	Present
Stran L. Trout	Present
W. R. "Ray" Davis, Jr.	Present
James H. Burrell	Present

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IN RE: OVERVIEW

There was discussion on the importance of establishing a mission and a plan to accomplish it. Mr. Chandler likened the Board of Supervisors to the Board of Directors for a corporation.

There was a discussion on leadership, what it means and why it is important. Mr. Chandler suggested that the Board might consider giving an annual "State of the County" report or generate a regular newsletter as a way to communicate with the community.

Mr. Chandler reviewed the proposed retreat agenda as well as some fundamental realities of governing in the 21<sup>st</sup> century. The members discussed change, and how it is important to try to influence the change process rather than just react to it. It was agreed that:

- the future must be a matter of choice, not chance
- the County is in the consumer service business, with the citizens as the consumers of the services that the government provides
- it is the Board's role to articulate a direction and lead the way, working together with the community to fashion a plan for the future.

Mr. Chandler encouraged the Board to promote a sense of ownership and engagement with the citizenry, and to embrace accountability.

A review of the surveys completed earlier by the Board reflected that there was consensus among the supervisors that the purpose of the Board of Supervisors is to equitably provide services to the citizens that address the public health, safety and welfare. The Board fulfills its purpose by making decisions that "take care of today with an eye toward tomorrow".

Survey responses indicated that the Board feels that it has an image of being attentive and hard working. Mr. Chandler emphasized that the Board needs to be able to educate the citizens and expand their knowledge of the roles and responsibilities of local government.

Survey responses also indicated that the supervisors feel that the Board's top strengths include getting along well with each other, listening to others, being committed to constituents and caring deeply about the community. There was also consensus on

perceived weaknesses, which include the lack of long term vision, absence of a long or short term game plan, and a tendency and/or potential to micro-manage.

Mr. Chandler also reviewed the responses to the survey as they pertained to board meetings, board performance and board member relationships.

There was a discussion on what two things would best help improve the Board's operational effectiveness within the next 12 months. The members agreed that having a vision statement and a mission statement would help. There was also agreement that the Board should consider Mr. Christie's leaving as an opportunity and members recognized that they need a sense of what they want in a new administrator in order to be able to "fashion a fit".

Survey responses indicated that three of the things that Board members want to accomplish before the current term ends would be public utilities, a new school, and a growth management plan.

Discernible themes of what makes Board members proud of New Kent were its rural character, its heritage, and its schools. Things that "bug" the supervisors were lack of vision, lack of sense of community, and lack of economic development and business. It was agreed that the top opportunity currently facing New Kent is the potential growth at the interstate interchanges. It was also agreed that that opportunity, if not capitalized on, could become problems for New Kent in managing growth, revenue enhancement and management, and a strategy for business and economic development.

The Board members were of consensus that they want to improve customer service.

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IN RE: MISSION STATEMENT

Mr. Chandler suggested that the Board develop a mission statement, then hold a public hearing and publicly adopt it. The Board should also review and readopt its mission statement annually.

After discussion, the Board agreed on the following mission statement:

***We will provide the citizens of New Kent County with the highest quality services in a professional, efficient and fiscally-responsible manner.***

A discussion on values resulted in the following statement:

***As a County, we value***

- ***the opinions and perspectives of our citizens***
- ***our rural integrity***
- ***a commitment to balanced growth***
- ***preservation of the environment***
- ***our quality of life***

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IN RE: IDENTIFYING AND SETTING PRIORITIES BY ORDER OF IMPORTANCE

With Mr. Chandler's assistance, the Board established its priorities in order of importance as follows:

1. public utilities installed from Bottoms Bridge to Route 155 and en route to the Parham Landing Road plant

2. resolution of the high school issue
3. strategy to manage residential growth
4. economic development strategy for the interstate interchanges
5. define and adopt a CIP and CMP
6. establish a fiscal policy
7. strategy to become a first class recreational/sports destination
8. strategy and operational plan to capitalize on Jamestown 2007

It was recognized that this list was not prioritized in time order.

Issues that would be important during the period of July 2006 – December 2007 were identified as:

1. water sources and treatment
2. fiscal growth issues
3. transportation
4. level of service standards
5. utilities to Parham Landing

The Board members were requested to complete the Goal Setting Agendas for 2005 for each item and forward them to Mr. Chandler.

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IN RE: PENDING RESIGNATION OF COUNTY ADMINISTRATOR

The Board discussed how to best proceed to fill the position of the County Administrator, including whether or not to use a search firm. Mr. Christie anticipates that he will formally be submitting his resignation at the first of the week. In the interim, he will contact the Virginia Association of Counties and the Richmond Regional Planning District Commission to help identify someone who might be able to serve in an interim capacity. Mr. Burrell agreed to contact two prospects directly to see if they would be interested. It was agreed to further discuss this item under Closed Session at the November 1 work session.

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IN RE: ADJOURNMENT

There being no further business, the Retreat was adjourned at 3:00 p.m.