

## ESSEX COUNTY VISION STATEMENT

In partnership with its citizens, Essex County is a community where businesses and residents benefit from a diversified economy, receive excellent public services, and enjoy a superior quality of life while sustaining and protecting the county's rural heritage for present and future generations.

## ESSEX COUNTY MISSION STATEMENT

It is the mission of Essex County to provide its residents, businesses and visitors with needed public services in a fiscally prudent, cost efficient and cost effective manner.

## ESSEX COUNTY TAGLINE

Essex County...from the forests to the water.. Where Life is Good

## ESSEX COUNTY VALUES

Integrity

Trust

Respectful

Teamwork

Accountable

Stewardship

Transparent

## ESSEX COUNTY STRATEGIC INITIATIVES/ACTION AGENDA 2015-2016

STRATEGIC INITIATIVE ONE: FOSTER COMMUNITY AND ECONOMIC WELL-BEING

STRATEGIC INITIATIVE TWO: PRACTICE GOOD GOVERNANCE

STRATEGIC INITIATIVE THREE: STRENGTHEN COMMUNITY PARTNERSHIPS

STRATEGIC INITIATIVE FOUR: FUND THE FUTURE

## INITIATIVE ONE: FOSTER COMMUNITY AND ECONOMIC WELL-BEING.

Capitalize on Essex County's rich heritage, healthy mix of assets, and natural resources to grow, diversify and strengthen the economic well-being of county citizens and businesses alike.

### ACTION AGENDA:

1. Review and adopt an economic development strategy for Essex County inclusive of an implementation schedule and incorporate, where appropriate, key economic development goals and objectives in the county's operational and capital budgets. (2015-2016)
2. Support local businesses and entrepreneurs by establishing a focused business appreciation and expansion program. (2015)
3. Develop a five year infrastructure forecast and plan that will support business, commercial and residential development in Tappahannock corridor. (2015-2016)
4. Sponsor, in partnership with the Economic Development Authority, the Chamber of Commerce and the Agricultural Council, a countywide business appreciation day as well as a business aspiration forum wherein future county business, commercial, industrial and technology needs are discussed and identified. (2015-2016)
5. Support efforts focused on developing value added agriculture as well as aquaculture enterprises in Essex County.(2015-2016)
6. Expand wireless technology throughout the county.(Ongoing)
7. Advocate for and support a technical workforce training initiative in the Essex County school system. (Ongoing)

## INITIATIVE TWO: PRACTICE GOOD GOVERNANCE.

Good governance means focusing on the county's mission, performing defined roles and government functions effectively and being accountable to the citizens of Essex County.

### ACTION AGENDA:

1. Develop and annually adopt a Board of Supervisors (BoS) Code of Performance that demonstrates the Board's commitment to witnessing the values inherent with good governance. (2015)
2. Place a Board of Supervisors message on the county's website and on the county's social media on a quarterly or monthly basis. (2015)
3. Present a state of the county address annually. ( June, 2015)
4. Develop an annual county report inclusive of a citizen's guide to county government and share it with county residents and businesses alike. (June, 2015)
5. Review and update the Essex County zoning and subdivision ordinances once the revised county comprehensive plan is adopted. (2015-2016)
6. Develop, in partnership with county administration, an employee staffing plan and succession plan that reflects the county's fiscal and public service priorities. (2016)
7. Conduct an efficiency/effectiveness audit of county sponsored programs and services with particular focus on cost and program need. (2016)
8. Initiate discussions with the School Board and county school system focused on finding ways to streamline program costs and secure cost savings by working collaboratively. (2015)
9. Develop a memorandum of understanding with the School Board that stipulates the county's financial commitment to public education on a fiscal basis. (2015-2016)
10. Explore options for delivering county services and programs in collaboration with other public entities, as well as private sector providers, for the purpose of stretching/saving taxpayer dollars. (2016)

### INITIATIVE THREE: STRENGTHEN COMMUNITY PARTNERSHIPS

To be successful, the Essex County BoS must have a positive and interactive relationship with county residents and businesses and must be committed to helping county citizens and businesses gain a greater understanding of and connection with their county government.

#### ACTION AGENDA:

1. Develop fact sheets for major policy issues and share them with the public and the media. (2015)
2. Sponsor a Essex County Local Government Academy (LGA) to help residents learn about their county government. (2016)
3. Sponsor a Essex County government open house annually. (2015)

4. Develop a “We are Essex County” video message to be shared with county residents and businesses alike as well as used with county sponsored economic development activities. (2016)
5. Sponsor district based community listening sessions to meet and learn about citizen concerns on a quarterly basis. (2015-2016)

#### INITIATIVE FOUR: FUND THE FUTURE

To make the future happen in Essex County will require a commitment to identifying and utilizing the range of county revenue options authorized by the Commonwealth of Virginia.

#### ACTION AGENDA:

1. Review the current Fund Balance Policy for Essex County inclusive of a debt management/debt reduction strategy and incorporate it in the annual operating budget.(2015)
2. Develop a five-year revenue and expenditure forecast focused on services and programs sponsored by Essex County inclusive of personnel, support and capital costs. (2016)
3. Add a capital maintenance component, inclusive of life cycle costs, to the Essex County Capital Improvements Program (CIP). (2016)
4. Commit, as funds permit, to providing county staff with training opportunities designed to improve performance. (2015-2016)
5. Identify all sources of revenue the county can use to finance local government programs and services and determine which revenue sources Essex County should utilize.(2015-2016)