

Lancaster County Board of Supervisors Strategic Plan

(Adopted 2-28-19)

Lancaster County Vision Statement

The character of Lancaster County is reflected in its natural beauty and heritage. Its blend of farmland, commercial areas and waterfront is a perfect combination for all citizens. Elected and appointed officials must continue to engage both business and community leaders to work together to provide opportunities and quality services to all citizens and decisions must be consistent in promoting economic opportunity and services.

Lancaster County Board of Supervisors Mission Statement

It is the mission of the Lancaster County Board of Supervisors to provide county citizens, businesses and visitors alike with needed public services consistent with the prudent use of public funds.

Lancaster County Core Values

- Integrity
- Respect
- Stewardship
- Accountability
- Transparency
- Teamwork
- Trust

Lancaster County Strategic Initiatives/Action Agenda 2019-2020

Strategic Initiative: Promote Community and Economic Well-Being

Strategic Initiative: Practice Good Governance

Strategic Initiative: Strengthen Community Engagement

Strategic Initiative: Fund the Future

INITIATIVE ONE: PROMOTE COMMUNITY AND ECONOMIC WELL-BEING.

Capitalize on Lancaster County's location, heritage, healthy mix of assets and natural resources to grow, diversify, and strengthen the economic well-being of county residents and county businesses.

ACTION AGENDA:

1. Support local businesses and entrepreneurs through a focused business retention and expansion program.
2. Develop and adopt an economic development strategy for Lancaster County.

3. Develop a five year infrastructure policy plan that will address the county's current and future business, commercial and technology support needs inclusive of identified broadband service areas and service gaps.
4. Develop a plan for county owned property.
5. Support and broaden tourism development efforts.
6. Support efforts focused on developing value-added agriculture and aquaculture enterprises in the county.
7. Appoint a business relations advisory committee that will aid the county's business development commitment.
8. Advocate for and support a technical workforce training initiative available through the public school system and the community college.
9. Make a 21st Century County Designation, with purpose of working with all levels of government, public utilities and local broadband authority to bring fiber level internet access to every home.
10. Update and modernize county website.

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 Lancaster County.

ACTION AGENDA:

1. Place a Board of Supervisors message on the county's website and in the local newspaper on a semi-annual or quarterly basis.
2. Develop and annually adopt a BoS Code of Performance that documents the Boards' commitment to witnessing the values inherent in good governance.
3. Develop in partnership with county administration an employee staffing plan and succession plan which reflects the county's fiscal and public service priorities.
4. Prepare and share a state of the county score card annually.
5. Develop an annual county report, inclusive of a citizen's guide to county government developed in partnership with Lancaster County High School government classes, and share it with county residents and businesses alike.
6. Initiate discussions with the School Board and the county school system focused on finding ways to economize and streamline costs by working collaboratively.
7. Explore options for delivering county services and programs in collaboration with other public entities, as well as private sector providers, in order to stretch and/or save county funds.

INITIATIVE THREE: STRENGTHEN COMMUNITY ENGAGEMENT

To be successful the Lancaster County BoS must have a positive and interactive relationship with county residents and must be committed to helping county citizens 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.

2. Develop Lancaster County Local Government fact sheet to help citizens learn about their county government and government operations.
3. Sponsor a business appreciation day/week by way of a BoS proclamation.
4. Appoint a Lancaster County Commission on the Future to craft, in partnership with county citizens, a 2035 strategic plan for the county. (Comprehensive Plan/Planning Commission)
5. Sponsor community listening sessions to learn about citizen concerns and to share information with citizens.

INITIATIVE FOUR: FUND THE FUTURE

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

ACTION AGENDA:

1. Draft and adopt a fiscal policy statement for Lancaster County.
2. Develop a 5-year revenue and expenditure summary forecast focused on core services and programs sponsored by Lancaster County inclusive of personnel, support and capital costs.
3. Add a capital maintenance component, inclusive of life cycle costs, to the Lancaster County Capital Improvement Program (CIP).
4. Identify all revenue sources the county can use to finance and pay for programs and determine which revenue sources Lancaster County should utilize.