

COUNTY OF POWHATAN, VIRGINIA



Strategic Action Plan

**Adopted by the Board of Supervisors
January 23, 2017**

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PARTICIPANTS

Board of Supervisors

District 1 Supervisor.....	David T. Williams
District 2 Supervisor	Larry J. Nordvig
District 3 Supervisor	Angela Y. Cabell
District 4 Supervisor	William E. Melton
District 5 Supervisor	Carson L. Tucker

Constitutional Officers

Commissioner of the Revenue.....	Jamie Timberlake
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County Staff

County Administrator.....	Patricia Weiler
Director of Information Technology.....	Randy Buzzard
Director of Public Works	Ramona Carter
Director of Public Safety Communications.....	Tom Nolan
Director of Social Services.....	Cathy Pemberton
Director of Community Development.....	Bret Schardein
Director of Finance.....	Charla Schubert
Zoning Administrator.....	David Dameron
Utilities Operations Superintendent.....	Tim Gladwell
HR and Accounting Analyst.....	Melissa Gradwell
Extension Agent, Agriculture and Natural Resources.....	Rachael Grosse
Extension Agent, 4-H Youth Development.....	Cathy Howland
Planning and Zoning Manager.....	Ed Howland
Grounds Supervisor.....	Dave Johnston
HR Manager.....	Linda Jones
Facilities Supervisor.....	Christian McIntosh
Utilities Manager.....	Johnny Melis
Communications and IT Specialist.....	Brigid Paciello
Facilities and Grounds Manager	Mark Piper
Building Official.....	Ralph Shelton
Accountant.....	Jessica Smiley
Recreation Coordinator.....	Mary Anne Woodel
Building Plan reviewer	Kevin Zoll

POWHATAN COUNTY STRATEGIC ACTION PLAN

INTRODUCTION

In August 2014 the Powhatan County Board of Supervisors (2012 Board) adopted their future vision of the County, VISION 2030 (2014), and priorities for the next three years, THREE-YEAR PRIORITIES (2014), to move the County towards accomplishing VISION 2030 (2014). The 2012 Board directed the County Administrator to develop a strategic action plan (2015 Plan) using VISION 2030 (2014) and the THREE-YEAR PRIORITIES (2014) and the 2015 Plan was adopted by the 2012 Board in February 2015.

The current Board of Supervisors (Board) met August 24 through 26, 2016 and reviewed VISION 2030 (2014) and the THREE-YEAR PRIORITIES (2014) to assess progress and to identify significant successes and achievements of the past four years. The Board revised VISION 2030 to reflect changes in the environment and its perception of the desired future for the County and to incorporate the input of the more recently elected Supervisors. The Board developed the list of priorities for the next three years, THREE-YEAR PRIORITIES, to move the County towards accomplishing the revised VISION 2030. The Board adopted VISION 2030 and the THREE-YEAR PRIORITIES with Resolution R-2016-67 on September 26, 2016. With this resolution, the Board directed the County Administrator to develop a strategic action plan to ensure that the THREE-YEAR PRIORITIES are completed professionally, proficiently, prudently and promptly.

County staff members (staff) met November 9 and 10, 2016. Staff identified significant achievements and successes of the County over the past four (4) years and reviewed the Board's VISION 2030 and THREE-YEAR PRIORITIES. For each priority, staff wrote a rationale/consideration and then identified the detailed key tasks and activities to complete the priority. To complete the strategic action plan, target completion dates were developed and a team of staff was assigned to each priority with one person delegated the lead role (Champion).

The strategic action plan was presented the Board of Supervisors on January 23, 2017 and the Board adopted it with Resolution R-2017-02.

POWHATAN COUNTY RESOLUTION R-2016-67

ADOPTING THE POWHATAN COUNTY BOARD OF SUPERVISORS VISION 2030

WHEREAS, in August 2014 the Powhatan County Board of Supervisors (2012 Board) adopted their future vision of the County - VISION 2030 and priorities for the next three years - THREE-YEAR PRIORITIES, to move the County towards accomplishing VISION 2030; and

WHEREAS, the 2012 Board directed the County Administrator to develop a strategic action plan (Plan) using VISION 2030 and the THREE-YEAR PRIORITIES and the Plan was adopted by the 2012 Board in February 2015; and

WHEREAS, on August 24 through 26, 2016, the current Board of Supervisors (Board) reviewed VISION 2030 and the THREE-YEAR PRIORITIES and, to assess progress, identified significant successes and achievements from the past four years; and

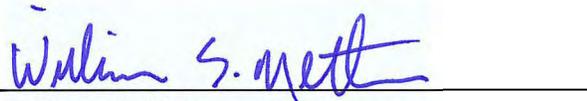
WHEREAS, the Board revised VISION 2030 to reflect changes in the environment and its perception of the desired future for the County and to incorporate the input of the more recently elected Supervisors; and

WHEREAS, the Board developed the list of priorities for the next three years - THREE-YEAR PRIORITIES, to move the County towards accomplishing the revised VISION 2030;

NOW, THEREFORE, BE IT RESOLVED that the Powhatan County Board of Supervisors does hereby adopt the County of Powhatan VISION 2030 and THREE-YEAR PRIORITIES attached to this Resolution.

BE IT FURTHER RESOLVED that the Powhatan County Board of Supervisors does hereby direct the County Administrator to develop a strategic action plan to ensure that the THREE-YEAR PRIORITIES are completed professionally, proficiently, prudently and promptly.

ADOPTED BY THE POWHATAN COUNTY BOARD OF SUPERVISORS ON SEPTEMBER 26, 2016.



**William E. Melton, Chairman
Powhatan County Board of Supervisors**

ATTEST:



**Patricia A. Weiler, Clerk
Powhatan County Board of Supervisors**

Recorded Vote:

<i>David T. Williams</i>	<u> Aye </u>		
<i>Larry J. Nordvig</i>	<u> Aye </u>	<i>William E. Melton</i>	<u> Aye </u>
<i>Angela Y. Cabell</i>	<u> Aye </u>	<i>Carson L. Tucker</i>	<u> Aye </u>

**Powhatan County Board of Supervisors Vision 2030
Attachment to Resolution R-2016-67**



Our local government provides opportunities for a desirable quality of life that is attainable for our diverse citizenry. Our commitment to rural character and an outstanding education system, along with excellent public safety, health, and human services, provides the climate that empowers our residents to achieve their aspirations. Our transparent and responsible decisions enable this future to unfold purposefully.

The Board thoughtfully plans, sets standards, and is accountable for its vision through a focus on the following:

Stewards of the Land

Powhatan County is a vibrant rural community that protects, preserves and encourages the responsible use of its natural resources to ensure a strong sense of place where everyone can enjoy open space, farming, and superior outdoor recreational opportunities.

Strong, Robust Economy

Powhatan County is a pro-business community. The County utilizes all available tools and infrastructure to attract investment and create jobs to encourage a robust, diverse economy while maintaining our rural character. Our commitment to quality design standards assures a sense of place and a desirable destination for people to live, work, and play.

Public Health and Safety

As a community, we recognize the fundamental truth that all public good flows from public order and safety for all citizens. This manifests itself in suitable health care, courteous public safety officials, quick responses to dangers to public health and safety, and ongoing responsiveness to the human service needs of our diverse population.

Lifelong Quality Education

An educated citizenry is the foundation of democratic government. We have an outstanding educational system that produces thoughtful, inquisitive, and productive graduates. Our system is transparent, accountable to the community, and implements cutting edge ideas that improve quality, cost-effectiveness, and relevancy to the job market.

Fiscal Accountability

Powhatan County is a fiscally responsible, transparent, and accountable community.

Quality Community

Residents enjoy a distinctive, appealing quality of life. Every segment of our population can select from a diverse mix of attractive housing choices and enjoy natural parks and excellent recreational facilities, access to our rivers, and well-planned amenities.

Local and Regional Collaboration

Through our local and regional partnerships, Powhatan County enhances the overall quality of life of its residents. These efforts save the taxpayer the expense of "carrying the burden alone" and expand the community's ability to benefit from the common effort.

**POWHATAN COUNTY BOARD OF SUPERVISORS THREE-YEAR PRIORITIES
ATTACHMENT TO RESOLUTION R-2016-67**

In July 2014, the Board of Supervisors (Board) identified Three-Year Priorities considered most critical to advancing Vision 2030. On August 26, 2016, the Board reviewed the 2014 priorities to determine those to continue and identified new priorities. The numbers are for reference only and do not indicate importance. 2014 Priorities have retained their number and are highlighted in yellow.

Stewards of the Land	
LD 2	Update the Comprehensive Plan <ul style="list-style-type: none"> • Ensure that we have aesthetically pleasing development to convey our distinct County identity • Reconsider the boundaries of the Special Area Plans on the Countywide Land Use Plan (Map 7) • Follow parcel boundaries when setting the Special Area Plans boundaries on the Countywide Land Use Plan (Map 7) • Consider changing to fewer use categories on the Countywide Land Use Plan (Map 7) • Consider the use of overlays
LD 5	Update the Zoning and Subdivision Ordinances to comply with the revised Comprehensive Plan <ul style="list-style-type: none"> • Revise standards to improve interconnectivity and walkability of new development • Eliminate conflicting zoning and subdivision requirements

Strong, Robust Economy	
EC 5	Implement the Economic Development Strategic Plan to include clear deliverables and key metrics to evaluate performance
EC 6	Provide clear direction and appropriate support to the E.D.A. to ensure it can carry out its responsibilities related to goals of the Economic Development Strategic Plan
EC 4	Streamline the building inspection, planning and zoning processes to be more efficient and business friendly, including a checklist and a fast track review process
EC 8	Pursue with our legislators the possible acquisition of the Beaumont site
EC 9	Implement the Powhatan County Water/Wastewater Master Plan as determined by the Board
IN 2	Finalize the agreement for the Cobbs Creek Regional Reservoir
IN 5	Develop a transportation master plan
EC 12	Implement a Countywide broadband system

Public Health and Safety

HS 5	Work cooperatively with service delivery agencies to develop a joint plan to address the public health and safety needs of our diverse population and bring the plan to the Board consideration
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Lifelong Quality Education

ED 3	Continue joint meetings with the School Board and work collaboratively to align strategic intent and planning
ED 4	Working with the School Board, community colleges, regional and state agencies, local businesses, and the EDA, determine how best to ensure the employability of our population

Fiscal Accountability

FA 1	Develop and implement a performance-based budgeting approach that aligns the budget with the priorities, goals, and objectives of the Board
FA 2	Continue to examine, evaluate, and improve systems and processes to enhance the effectiveness of government service delivery, transparency, and accountability
FA 5	Continue to review and update the County's financial policies

Quality Community

QC 1	Evaluate and update the housing section of the Comprehensive Plan to ensure that a diverse mix of attractive housing choices is available
QC 2	Improve our communication processes to more fully engage our citizens and keep them informed
QC 3	Investigate potential for enhanced public river access and trail development (i.e. bike friendly river trail)
HS 4	Develop a recreation plan that addresses the needs of all citizens, to include revenue potential

Local and Regional Collaboration

RC 2	Continue to develop Board and staff relationships with regional partners
RC 3	Continue to build strong relationships with our legislative delegation

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POWHATAN COUNTY RESOLUTION R-2017-02

ADOPTING THE POWHATAN COUNTY STRATEGIC ACTION PLAN

WHEREAS, on August 24 through 26, 2016, the Board of Supervisors (Board) reviewed the Vision and Three-Year Priorities developed in 2014 and, to assess progress, identified significant successes and achievements from the past four years; and

WHEREAS, the Board revised VISION 2030 to reflect changes in the environment and its perception of the desired future for the County and to incorporate the input of the more recently elected Supervisors; and

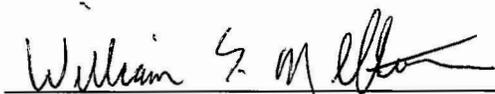
WHEREAS, the Board developed their list of priorities for the next three years, THREE-YEAR PRIORITIES, to move the County towards accomplishing the revised VISION 2030; and

WHEREAS, on September 26, 2016, the Board adopted VISION 2030 and their THREE-YEAR PRIORITIES with Resolution R-2016-67 and directed the County Administrator to develop a strategic action plan to ensure that the THREE-YEAR PRIORITIES are completed professionally, proficiently, prudently and promptly; and

WHEREAS, County staff has developed the Powhatan County Strategic Action Plan dated January 23, 2017 for the Board of Supervisors' consideration.

NOW, THEREFORE, BE IT RESOLVED that the Powhatan County Board of Supervisors does hereby adopt the Powhatan County Strategic Action Plan dated January 23, 2017, a copy of which is attached hereto.

ADOPTED BY THE POWHATAN COUNTY BOARD OF SUPERVISORS ON JANUARY 23, 2017.



William E. Melton, Chairman
Powhatan County Board of Supervisors

ATTEST:


Patricia A. Weiler, Clerk
Powhatan County Board of Supervisors

Recorded Vote:
David T. Williams Aye
Larry J. Nordvig Aye
Angela Y. Cabell Aye
William E. Melton Aye
Carson L. Tucker Aye

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**POWHATAN COUNTY
STRATEGIC ACTION PLAN
IMPLEMENTATION STEP FOR THREE-YEAR PRIORITIES**

STEWARDS OF THE LAND (LD)

Powhatan County is a vibrant rural community that protects, preserves and encourages the responsible use of its natural resources to ensure a strong sense of place where everyone can enjoy open space, farming, and superior outdoor recreational opportunities.

Priority LD2: Update the Comprehensive Plan

- Ensure that we have aesthetically pleasing development to convey our distinct County identity
- Reconsider the boundaries of the Special Area Plans on the Countywide Land Use Plan (Map 7)
- Follow parcel boundaries when setting the Special Area Plans boundaries on the Countywide Land Use Plan (Map 7)
- Consider changing to fewer use categories on the Countywide Land Use Plan (Map 7)
- Consider the use of overlays

Champion: Schardein	Supporting Staff: Howland
Rationale and Considerations	
The Comp Plan is a guide to making land use decisions which support the County's long term vision. The Comp Plan should be updated to reflect changes in the County's vision and goals. Map boundary lines should be amended to facilitate development in areas of targeted growth in order to preserve the County's rural character and its natural and undeveloped land.	
Key Tasks and Activities	Target Date
1. Revise Map 7 to follow property lines and present to the Planning Commission (PC)	11/16
2. Prepare for PC consideration, alternatives to Map 7 with at least three options as per the BOS minutes of the November 3, 2016 joint BOS/PC meeting. One option is the status quo, the current growth areas on Map 7. One option should show both existing growth areas on Rt 60 connected, thus having one growth area from the Chesterfield border to Rt 522. One option should maintain separation of the existing growth areas on Rt 60 with an overlay(s) between. All three options should contain a pro-con analysis of the option.	1/17
3. Revise the categories on Map 7 and present to the PC	1/17
4. Update the narrative sections of the Plan and present to the PC	2/17
5. Hold PC workshops on the Comp Plan	11/16 - 2/17
6. Receive from PC their recommended updated Comp Plan	3/7/17

7. Present PC recommendations to Board of Supervisors (BOS)	3/27/17
8. Hold BOS workshops on the Plan	4/17 - 6/17
9. Hold community meeting to receive input on BOS proposed Plan	5/17
10. Adopt updated Comp Plan - <u>BOS ACTION</u>	6/26/17

Priority LD5: Update the Zoning and Subdivision Ordinances to comply with the revised Comprehensive Plan

- **Revise standards to improve interconnectivity and walkability of new development**
- **Eliminate conflicting zoning and subdivision requirements**

Champion: Schardein	Supporting Staff: Dameron, Howland, Lacheney, Wall
Rationale and Considerations	
The County's long term vision for land use is reflected in the Comp Plan. Zoning and Subdivision ORD are the laws/rules by which the County achieves its long term vision for land use. To most effectively accomplish the County's long term vision for land use, the Comp Plan, the Zoning ORD and the Subdivision ORD should be in sync.	
Key Tasks and Activities	Target Date
1. Adopt revised Subdivision ORD - <u>BOS ACTION</u>	01/17
2. Adopt updated Comp Plan - <u>BOS ACTION</u>	06/17
3. Identify discrepancies between the Comp Plan, the Zoning ORD and the Subdivision ORD	ongoing
4. Revise Zoning and Subdivision ORD as required	ongoing

STRONG ROBUST ECONOMY (EC)

Powhatan County is a pro-business community. The County utilizes all available tools and infrastructure to attract investment and create jobs to encourage a robust, diverse economy while maintaining our rural character. Our commitment to quality design standards assures a sense of place and a desirable destination for people to live, work, and play.

Priority EC5: Implement the Economic Development Strategic Plan to include clear deliverables and key metrics to evaluate performance

Champion: Weiler	Supporting Staff: Schardein, Schubert
Rationale and Considerations	
Economic development is a top priority of the BOS as increasing the commercial tax base will reduce the tax burden on residents. In March 2016, the BOS adopted an Economic Development Strategic Plan (ED Plan). Key Strategies, Recommendations and the Implementation Plan are found in Section 6, pages 54 - 65, of the ED Plan. The implementation of the ED Plan will require resources: staff, consultants, funding.	
Key Tasks and Activities	Target Date
1. Present to BOS recommendation for prioritizing and implementing key strategies and recommendations in Section 6 of the ED Plan	10/2016
2. Evaluate whether the priority "A" key strategies as defined in the October 24, 2016 presentation to the BOS should be accomplished by a consultant or a Director of Economic Development	11/16
3. Obtain proposal(s) from consultant(s) to complete priority "A" key strategies	12/16
4. Present proposals to BOS and obtain funding	12/16
5. Determine if consultant contract will be with the BOS or EDA - <u>BOS Action</u>	12/16
6. Hold meeting of consultant and EDA to negotiate contract terms	1/17
7. Schedule monthly meetings with consultant and EDA to assess progress of priority "A" key strategies	2/17
8. Present to BOS monthly reports on progress of priority "A" key strategies	ongoing

Priority EC6: Provide clear direction and appropriate support to the E.D.A. to ensure it can carry out its responsibilities related to goals of the Economic Development Strategic Plan

Champion: Weiler	Supporting Staff: Schardein
Rationale and Considerations	
A successful economic development program will require a partnership of the BOS, EDA, PC and staff. Each partner must understand their role to achieve success.	
Key Tasks and Activities	Target Date
1. Hire consultant to present to the BOS, EDA, PC and staff the roles, duties and responsibilities of each in the economic development process	10/16
2. Schedule and hold meeting to communicate BOS expectations to EDA, PC and staff	11/16

Priority EC4: Streamline the building inspection, planning and zoning processes to be more efficient and business friendly, including a checklist and a fast track review process

Champion: Schardein	Supporting Staff: Howland, Shelton, Batterson
Rationale and Considerations	
We want to redesign our process in order to provide more efficient, easier, and faster service. A more expedient permitting process would give the County a competitive advantage in attracting new businesses.	
Key Tasks and Activities	Target Date
1. Review existing policies, processes and procedures for potential efficiencies	2/17
2. Review effectiveness of existing checklists, forms, applications, etc.	2/17
3. Study best practices (other local governments)	2/17
4. Revise policies, processes, procedures, and forms as needed	5/17
5. Seek key stakeholder input on proposed revisions	5/17
6. Implement new policies, processes, procedures and forms	7/01/17

Priority EC8: Pursue with our legislators the possible acquisition of the Beaumont site

Champion: Weiler	Supporting Staff: Schardein, Wall
Rationale and Considerations	
The County is compiling list of land sites that are available for development, including both privately and publicly owned land. The Department of Juvenile Justice announced in July 2016 that it is vacating the Beaumont Juvenile Justice Center, which would be a prime site for development.	
Key Tasks and Activities	Target Date
1. Meet with BOS to discuss legislative priorities for 2017	8/16
2. Identify Beaumont acquisition as a legislative item	8/16
3. Adopt legislative priorities - <u>BOS ACTION</u>	8/16
4. Monitor the status of the Beaumont acquisition with legislators	4/17

Priority EC9: Implement the Powhatan County Water/Wastewater Master Plan as determined by the Board

Champion: Carter	Supporting Staff: Melis
Rationale and Considerations	
<p>The BOS adopted the W/WW Plan on February 2, 2015. The W/WW Plan identifies where water and wastewater infrastructure should be installed to accommodate the projected growth in the planned growth areas of the Comp Plan. The FY 2016 and FY 2017 CIP as adopted by the BOS contain the future projects identified in the W/WW Plan. As the BOS makes decisions which require W/WW infrastructure, staff will facilitate the construction of the infrastructure.</p>	
Key Tasks and Activities	Target Date
1. Update the costs in the CIP for the W/WW projects in the W/WW Plan	annually
2. Update the projects in the CIP if the projected growth or the planned growth areas change	annually
3. Facilitate construction of water and waste water infrastructure as approved and budgeted and appropriated by BOS - <u>BOS ACTION</u>	ongoing

Priority IN2: Finalize the agreement for the Cobbs Creek Regional Reservoir

Champion: Weiler	Supporting Staff: Carter, Lacheney, Melis
Rationale and Considerations	
<p>Powhatan County has limited water resources available to meet the projected demand. The Cobbs Creek Reservoir is a collaborative regional project that will provide a secure long term solution to the County's water needs.</p>	
Key Tasks and Activities	Target Date
1. Develop an agreement with Henrico County for Powhatan's Participation in the Cobbs Creek Reservoir	12/16
2. Hold BOS workshop to present and discuss the terms of agreement	1/17
3. Approve and execute the agreement - <u>BOS ACTION</u>	2/17

Priority IN5: Develop a transportation master plan

Champion: Schardein	Supporting Staff: Howland, Reynolds
Rationale and Considerations	
An effective transportation network is essential for safe and orderly traffic flow. A transportation master plan will help to ensure that investments in transportation infrastructure are made to account for both current and future traffic demands.	
Key Tasks and Activities	Target Date
1. Hold BOS workshop to present and discuss Route 60 East and West Studies	12/16
2. Adopt the Route 60 East and West Studies - <u>BOS ACTION</u>	4/17
3. Evaluate staff resources to determine whether a consultant is needed to develop TM Plan; if consultant, seek funding from BOS	12/17
4. Incorporate Route 60 East and West Studies into a DRAFT TM Plan	8/18
5. Review DRAFT TM Plan with VDOT and TPO	9/18
6. Review DRAFT TM Plan with PC	10/18
7. Hold BOS workshop to present and discuss DRAFT TM Plan	11/18
8. Adopt TM Plan - <u>BOS ACTION</u>	12/18

Priority EC12: Implement a Countywide broadband system

Champion: Buzzard	Supporting Staff: Paciello, Schardein, Weiler
Rationale and Considerations	
The BOS held a Town Hall meeting in October 2015 to listen to the citizens' concerns about access to the Internet. The County recognizes that broadband is needed for internet access for citizens and businesses. Broadband must be available in County homes to support education. An earlier plan developed by the County was determined to be relevant and the County partnered with CIT at no cost to develop an RFP for broadband service. The RFP has resulted in a contract with SCS Broadband to provide Countywide wireless broadband.	
Key Tasks and Activities	Target Date
1. Contract with SCS Broadband to design a plan to implement wireless broadband in Powhatan	10/16
2. Evaluate the plan to determine the target areas to be serviced and the order of implementation	12/16
3. Present the plan to citizen advisory committee for input	1/17
4. Present the plan to BOS and public	1/17
5. Monitor implementation of the consultant's plan	ongoing

PUBLIC HEALTH AND SAFETY (HS)

As a community, we recognize the fundamental truth that all public good flows from public order and safety for all citizens. This manifests itself in suitable health care, courteous public safety officials, quick responses to dangers to public health and safety, and ongoing responsiveness to the human service needs of our diverse population.

Priority HS5: Work cooperatively with service delivery agencies to develop a joint plan to address the public health and safety needs of our diverse population and bring the plan to the Board for consideration

Champion: Pemberton	Supporting Staff: C. Howland, Emerson, Martin	
Rationale and Considerations		
<p>In 2014, the Board identified a priority to develop a joint plan to address the public health and safety needs of the Powhatan population. In 2015, the Powhatan Resource Council (Council) was established and includes representatives from County and State Departments, non-profits agencies and churches; including Senior Connections, Health Department, Sheriff's Office, Parks and Recreation, Library, Social Services Department, Extension Office. The Council plans to meet monthly to educate partners in available community services. In order to achieve success, maintain the focus of the Council, and ensure that all groups are working together, the scope of BOS Priority HS5 will need to be narrowed.</p>		
Key Tasks and Activities		Target Date
1. Present BOS Adopted Strategic Action Plan with this Priority to the Powhatan Resource Council		02/17
2. Identify programs that are currently providing services which address the public health and safety needs of the Powhatan population		07/17
3. Identify and prioritize the unmet public health and safety needs of the Powhatan population		12/17
4. Determine action steps, costs and timeframe to address unmet needs		07/18
5. Identify funding resources to address unmet needs		12/18
6. Present to BOS the unmet needs and funding sources - <u>BOS ACTION</u>		12/18

LIFELONG QUALITY EDUCATION (ED)

An educated citizenry is the foundation of democratic government. We have an outstanding educational system that produces thoughtful, inquisitive, and productive graduates. Our system is transparent, accountable to the community, and implements cutting edge ideas that improve quality, cost-effectiveness, and relevancy to the job market.

Priority ED3: Continue joint meetings with the School Board and work collaboratively to align strategic intent and planning

Champion: Weiler	Supporting Staff: Dr. Jones
Rationale and Considerations Virginia state law requires local governments to provide funding to school systems. Powhatan County transfers 49% of its tax revenues to the School Board to support the education of County youth. To continue our outstanding education system, the Board and School Board must work collaboratively.	
Key Tasks and Activities	Target Date
1. Schedule a meeting of the School Superintendent, County Administrator, and Chairmen of the BOS and School Board to develop a schedule for calendar years 2017, 2018 and 2019	01/17
2. Hold meetings as scheduled	12/19
3. Explore ways to enhance collaboration and improve communication between the BOS and SB	12/19

Priority ED4: Working with the School Board, community colleges, regional and state agencies, local businesses, and the EDA, determine how best to ensure the employability of our population

Champion: Weiler	Supporting Staff: Pemberton, Martin, Dr. Jones
Rationale and Considerations	
<p>Economic development is a major priority of the Board of Supervisors. A key factor in enticing businesses to locate in Powhatan County is access to a trained workforce. Training programs should match the needs of the business sectors that the BOS and EDA target for the County as well as the needs of existing business. Powhatan County is a partner in the Capital Region Workforce Partnership, the Richmond Regional Planning District Commission (RRPDC), J. Sargeant Reynolds Community College (Reynolds), and the Capital Region Collaborative (CRC), a partnership of local businesses and governments. All these agencies have initiatives that focus on workforce development in the Richmond area. The County's Library, Department of Social Services and Powhatan County Public Schools (PCPS) also meet workforce development needs of County citizens.</p> <p>In March 2016, the BOS adopted an Economic Development Strategic Plan (ED Plan). Key Strategies, Recommendations and the Implementation Plan are found in Section 6, pages 54 - 65, of the ED Plan. Please refer to EC5 for the steps to implement the ED Plan.</p>	
Key Tasks and Activities	Target Date
1. Continue to work with and support our workforce development partners in the region	ongoing
2. Using the target business sectors identified by the EDA and BOS in EC5 and working with the County's workforce development partners, list the skill sets needed for future businesses	10/18
3. Through the business retention and expansion program (BRE) developed in EC5, list the skill sets needed for existing businesses	10/18
4. Develop and support programs at Reynolds, PCPS and business partners which teach the identified skill sets	2/19

FISCAL ACCOUNTABILITY (FA)

Powhatan County is a fiscally responsible, transparent, and accountable community.

Priority FA1: Develop and implement a performance-based budgeting approach that aligns the budget with the priorities, goals, and objectives of the Board

Champion: Schubert	Supporting Staff: Smiley, Gradwell, Beach
Rationale and Considerations	
<p>Performance based budgeting is the practice of developing budgets based on the relationship between funding levels and the expected results of a department or program. Performance based budgeting is a tool that enables the County to align department budgets with the vision and priorities of the BOS by funding departments based on how the goals/objectives of the department align with the vision and priorities of the BOS. Performance based budgeting requires that departments identify their goals and objectives and develop measurement tools to report the progress on meeting their goals and objectives.</p>	
Key Tasks and Activities	Target Date
1. Train Finance staff on performance based budgeting	7/18
2. Evaluate whether to purchase or develop performance based budget software	12/18
3. Obtain funding from BOS for software	3/19
4. Train department and offices on mission statements, goals, objectives, performance measurement and reporting	6/19
5. Develop a database to store and report department data	8/19
6. Input department and office mission statements, goals, objectives, performance measurements into the database	10/19
7. Develop a process that ties Board vision and priorities to funding and the budget process	10/19
8. Present BOS with a performance based budget for FY 2021	3/20

Priority FA2: Continue to examine, evaluate, and improve systems and processes to enhance the effectiveness of government service delivery, transparency, and accountability

Champion: Gradwell	Supporting Staff: Smiley, Paciello, Johnston, Delaney
Rationale and Considerations	
A high performing government is one that provides services effectively and efficiently. It is a goal of the BOS for the County to be efficient, effective, transparent, and accessible. The County will increase our efforts in this area by empowering employees to improve systems and processes. To accomplish this, we will encourage open discussions among department directors and employees regarding ideas and strategies that may result in improvements.	
Key Tasks and Activities	Target Date
1. Create an initiative to identify, document, implement, and acknowledge system and process improvements - the "Business Process Re-engineering (BPR) Initiative"	9/17
2. Write the BPR Initiative Process, including an acknowledgement system	9/17
3. Hold a meeting of all Constitutional Officers and Department Directors to identify and document all completed BPR between January 2013 and present	10/17
4. Hold a meeting of key personnel from all departments to explain the BPR Initiative	10/17
5. Recognize all past BPR initiatives at a Board meeting and hold kick off for acknowledgement system	1/18
6. Seek and schedule training on BPR to assist departments in making improvements in their systems and processes	ongoing
7. Identify potential BPR opportunities, assign champion and team, and develop work plans (key tasks, activities, due dates)	ongoing
8. Implement and monitor progress	ongoing

Priority FA5: Continue to review and update the County's financial policies

Champion: Smiley	Supporting Staff: Schubert
Rationale and Considerations	
The GFOA has recommended best practices for local government finance. One of these best practices is the formal adoption of written financial policies. In the last two years, the County has adopted a number of policies regarding debt management, fund balance, budgetary control, procurement, and capital maintenance reserve. The County will continue to review, update, and implement financial policies.	
Key Tasks and Activities	Target Date
1. Evaluate list of GFOA best practices and identify those applicable to Powhatan County	ongoing
2. Request best practices from other jurisdictions	ongoing
3. Draft policies	ongoing
4. Present policies to the BOS for adoption	ongoing

QUALITY COMMUNITY (QC)

Residents enjoy a distinctive, appealing quality of life. Every segment of our population can select from a diverse mix of attractive housing choices and enjoy natural parks and excellent recreational facilities, access to our rivers, and well-planned amenities.

Priority QC1: Evaluate and update the housing section of the Comprehensive Plan to ensure that a diverse mix of attractive housing choices is available

Champion: Schardein	Supporting Staff: Howland, Shelton
Rationale and Considerations	
Available housing choices should be as diverse as the County's citizens, providing options for persons of different ages, lifestyles, and incomes. The Comp Plan should designate appropriate locations for such housing in areas that support such development.	
Key Tasks and Activities	Target Date
1. Evaluate existing housing stock	1/17
2. Work with PC to update the housing section of the Comp Plan	2/17
3. See LD2 for Tasks in getting Comp Plan adopted by BOS	

Priority QC2: Improve our communication processes to more fully engage our citizens and keep them informed

Champion: Paciello	Supporting Staff: Communications and Transparency Committee
Rationale and Considerations	
It is a goal of the BOS for the County to be efficient, effective, transparent, and accessible. To be more transparent and accessible, the County will pursue avenues to reach citizens using diverse communication strategies and tools so that citizens have many opportunities to become and remain fully informed. The County will actively communicate via many media tools the many positive contributions and successes of County employee and Departments.	
Key Tasks and Activities	Target Date
1. Form a Communications and Transparency Committee	2/17
2. Evaluate current methods and types of information being presented to the public	5/17
3. Identify additional communication processes and avenues to promote positive County image	5/17
4. Explain and train Department Director and key staff on the communication processes and avenues and what types of information to present	6/17
5. Implement communication processes and avenues	6/17

Priority QC3: Investigate potential for enhanced public river access and trail development (i.e. bike friendly river trail)

Champion: Schardein	Supporting Staff: Carter, Howland, Woodel	
Rationale and Considerations		
For many Powhatan County residents, quality of life equates to health and wellness through outdoor activities. Currently, the County has limited opportunities for walking and bike trails. There is potential for future collaborative efforts to maximize available property for the development public river access and trails along the James River.		
Key Tasks and Activities		Target Date
1. Create a stakeholder committee		7/18
2. Identify potential sites and thoroughfares for river access and trail development; reference EC8		12/18
3. Investigate potential funding sources such as grants/matching funds		6/19
4. Evaluate feasible sites		6/19
5. Present recommendations to BOS		6/19

Priority HS4: Develop a recreation plan that addresses the needs of all citizens, to include revenue potential

Champion: Carter	Supporting Staff: C. Howland, Martin, Woodel, Schardein	
Rationale and Considerations		
The BOS goal is for citizens to enjoy excellent recreational facilities and well-planned amenities. To maximize financial and other available resources for recreation opportunities, the County should develop a plan to address the needs of its diverse citizenry. An independent firm will be able to conduct an accurate and unbiased community need assessment, provide recommendations for recreation infrastructure and programs, and develop a phased implementation plan.		
Key Tasks and Activities		Target Date
1. Request funding from the BOS - <u>BOS ACTION</u>		3/17
2. Hire a consultant to conduct an accurate and unbiased community need assessment, provide recommendations for recreation infrastructure and programs, and develop a phased implementation plan (Rec Plan)		9/17
3. Present Rec Plan to BOS		9/18
4. Approve the Rec Plan - <u>BOS ACTION</u>		12/18
5. Request funding from the BOS to implement the Plan - <u>BOS ACTION</u>		3/19

LOCAL AND REGIONAL COOPERATION (RC)

Through our local and regional partnerships, Powhatan County enhances the overall quality of life of its residents. These efforts save the taxpayer the expense of “carrying the burden alone” and expand the community’s ability to benefit from the common effort.

Priority RC 2: Continue to develop Board and staff relationships with regional partners

Champion: Weiler	Supporting Staff: Department Directors	
Rationale and Considerations		
The BOS and staff recognize the importance of regional collaboration. Partnerships result in resource sharing and may reduce duplication of services. The BOS encourages staff to develop relationships with neighboring counties, to share knowledge, experiences, and policies/procedures.		
Key Tasks and Activities		Target Date
1. Encourage staff and BOS participation in local government associations		ongoing
2. Budget funds for staff and BOS to attend the meetings, workshops, and educational sessions of local government associations		ongoing
3. Continue active participation in boards and initiatives of the RRPDC		ongoing
4. Continue to develop informal relationships with professionals in similar career paths (i.e. HR, communications, etc.)		ongoing
5. Explore opportunities to create and/or join into regional partnerships		ongoing
6. Utilize cooperative regional contracts		ongoing

Priority RC3: Continue to build strong relationships with our legislative delegation

Champion: Weiler	Supporting Staff: Department Directors	
Rationale and Considerations		
Powhatan’s relationship with its legislative delegation ensures the County’s needs are represented at the State and Federal level. Localities of Powhatan’s size need the opportunity to be heard on code and legislative changes which impact our community and citizens.		
Key Tasks and Activities		Target Dates
1. Participate in all available opportunities to discuss County priorities with local delegates (state and federal)		ongoing
2. Attend town meetings held by legislators to support their presence in the County		ongoing
3. Supply legislators with reports and briefings on local matters		ongoing
4. Submit to delegation County’s legislative priorities by September of each year		ongoing
5. Publicize legislative meetings and opportunities for County employees and citizens to attend		ongoing

Guide to Acronyms

BOS	Board of Supervisors
PC	Planning Commission
Comp Plan	Comprehensive Plan
ORD	Ordinance(s)
ED Plan	Economic Development Strategic Plan
EDA	Economic Development Authority Board of Directors
W/WW Plan	Water/Wastewater Master Plan
CIP	Five-Year Capital Improvement Program
TM Plan	Transportation Master Plan
SB	School Board
PCPS	Powhatan County Public Schools
GFOA	Government Finance Officers Association of United State and Canada

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