

# Charlotte County, Virginia

## Preamble:

Beginning in December, 2018 and continuing through February 28, 2019, the Charlotte County Board of Supervisors engaged in a structured goal setting process wherein the Board of Supervisors crafted a county Mission Statement and a statement of Core Values. In addition, the Board of Supervisors indentified four Strategic Initiatives and an Action Agenda for the time period of 2019 and 2020.

A change management plan will bring this initiative to life. The Board of Supervisors, in collaboration with county administration and county staff, will initially focus on implementing the deliverables listed on the 2019 Action Agenda accompanying this report. The remaining actions will be undertaken once 2019 actions are completed or substantially underway.

Below you will find the county Mission Statement, the Board's statement of Core Values, the four Strategic Initiatives the Board has embraced and the 19 actions the Board and County staff intend to take in order to move Charlotte County forward.

## Charlotte County Mission Statement

It is the mission of Charlotte County to provide its citizens, businesses and visitors with public services in a proactive manner that is fiscally prudent and socially responsible.

## Charlotte County Core Values

The following Core Values guide our behavior and govern how we will work as a Board of Supervisors in honoring our mission and discharging our duties:

Accountable	Ethical
Respectful	Inclusive
Transparent	Honest

## Charlotte County Strategic Initiatives and Action Agenda: 2019-2020

Strategic Initiative One: Expand Economic Opportunity  
Strategic Initiative Two: Practice Good Governance  
Strategic Initiative Three: Strengthen Community Partnerships  
Strategic Initiative Four: Promote Financial Stewardship

## Initiative One: Expand Economic Opportunity.

Capitalize on Charlotte County's rich heritage, healthy mix of assets, and natural resources to expand and strengthen the economic well-being of county residents and county businesses alike.

**Action Agenda:**

1. Develop and implement a strategy that will help expand broadband and wireless technology throughout Charlotte County.
2. Craft and implement an economic development plan for Charlotte County.

**Initiative Two: Practice Good Governance.**

Good governance means focusing on the county's mission and performing our defined roles and governing functions efficiently while being accountable to the citizens of Charlotte County.

**Action Agenda:**

1. Upon adoption, place the Charlotte County 2019-2020 Strategic Initiatives and Action Agenda on the county's website.
2. Establish a protocol with the Charlotte County School Board focused on finding ways to economize and streamline education costs by working collaboratively.
3. Develop and adopt annually a Board of Supervisors Code of Performance which documents the Boards' commitment to witnessing the values inherent in practicing good governance.
4. Develop a memorandum of understanding with the Charlotte County School Board that memorializes the Board of Supervisors annual fiscal commitment (formula) in support of public education in Charlotte County.
5. Develop in partnership with county administration an employee staffing plan (full-time and part-time) that will permit the county to meet its service delivery obligations and priorities.
6. Develop a revenue agreement whereby all agencies, county departments and service providers receiving county funding will provide the Board of Supervisors with an annual report documenting how the funds were allocated and the impact/benefit the spending generated in Charlotte County.
7. Encourage citizen involvement in county government by sponsoring Board of Supervisor led listening sessions across the county and by conducting periodic surveys designed to garner citizen input and perspective on key issues facing Charlotte County.

**Initiative Three: Strengthen Community Partnerships.**

For Charlotte County to be successful, the Board of Supervisors must have a positive, transparent and interactive relationship with county residents and must provide county residents with meaningful and cost-effective services and programs.

**Action Agenda:**

1. Initiate a dialogue with the four incorporated towns in Charlotte County regarding matters of mutual interest and to foster a cooperative work relationship.
2. Create a policy for Board appointed boards and commissions inclusive of appointment procedures, orientation protocol, performance expectations, suggested/required training and annual reporting requirements.
3. Develop fact sheets for major policy issues and county government projects and share them with the public and local media.
4. Appoint a task force to study the feasibility of establishing a Parks and Recreation Program in Charlotte County.

**Initiative Four: Promote Fiscal Stewardship.**

To sustain Charlotte County's quality of life will require a commitment to fiscal accountability and prudent financial stewardship.

**Action Agenda:**

1. Identify the range of revenue options Charlotte County can use to finance needed local government programs and services.
2. Develop a financial policy statement for Charlotte County with an emphasis on cash reserves, fund balances, debt burden and bonded indebtedness and incorporate the policy in the county's operating budget.
3. Develop a Capital Improvement Program (CIP) for Charlotte County inclusive of a capital maintenance program and capital project life cycle costs.
4. Develop a 5 year revenue and expenditure forecast focused on services and program sponsored by Charlotte County inclusive of personnel costs, support costs and capital costs.
5. Develop, in partnership with the Charlotte County School Board, a multi-year capital improvement strategy that will finance needed physical plant improvements and facility upgrades in Charlotte County's network of public schools.
6. Conduct an efficiency/effectiveness audit of all county sponsored programs and services with particular emphasis on program cost, program need and program results.

## **2019 Action Agenda: Charlotte County Board of Supervisors**

The Charlotte County Board of Supervisors plans to take the following actions during 2019:

1. Develop and implement a strategy that will help expand broadband and wireless technology throughout Charlotte County.
2. Upon adoption, place the Charlotte County 2019-2020 Strategic Initiatives and Action Agenda on the county's website.
3. Identify the range of revenue options Charlotte County can use to finance needed local government programs and services.
4. Develop a financial policy statement for Charlotte County with an emphasis on cash reserves, fund balances, debt burden and bonded indebtedness and incorporate the policy in the county's operating budget.
5. Develop a Capital Improvement Program (CIP) for Charlotte County inclusive of a capital maintenance program and project life cycle costs.
6. Develop and adopt annually a Code of Performance that documents the Boards' commitment to witnessing the values inherent in practicing good governance.
7. Appoint a task force to study the feasibility of establishing a Parks and Recreation Program in Charlotte County.
8. Develop in partnership with county administration an employee staffing plan (full-time and part-time) that will permit the county to meet its service delivery obligations and priorities.
9. Develop a memorandum of understanding with the Charlotte County School Board that memorializes the Board of Supervisors fiscal commitment (formula) in support of public education in Charlotte County.
10. Establish a protocol with the Charlotte County School Board focused on finding ways to economize and streamline education costs by working collaboratively.