



ISLE OF WIGHT COUNTY BOARD OF SUPERVISORS

STRATEGIC PLAN 2007 – 2009

*Adopted March 1, 2007
Revised December 13, 2007*

A community of CHOICE committed to excellence.



Isle of Wight Values Statement

To sustain Isle of Wight County's stature as a COMMUNITY OF CHOICE for people, families and businesses alike while preserving and protecting our rural heritage, our bountiful mix of natural resources and our natural beauty for present and future generations.

Isle of Wight County Mission Statement

As a COMMUNITY OF CHOICE, Isle of Wight County is committed to providing an excellent quality of life for all citizens through the provision of fiscally responsible services and programs.

Isle of Wight County's Strategic Direction/Agenda 2007-2009

- 1. Managing growth and change.*
- 2. Economic well-being and quality of life.*
- 3. Effective governance and community partnerships.*
- 4. Funding the future.*
- 5. Energy Conservation and Management.*

Strategic Direction #1: MANAGING GROWTH AND CHANGE

1. Determine how much total acreage to acquire through the Purchase of Development Rights (PDR) Program.
2. Develop a countywide transportation plan.
3. Develop sub area plans for each of the three development service districts located in Isle of Wight County.
4. Begin to formulate strategies and actions that will result in a storm water management plan for Isle of Wight County.

Strategic Direction #2: ECONOMIC WELL-BEING AND QUALITY OF LIFE

1. Develop a countywide plan for fire and rescue services.
2. Develop a countywide emergency operations and communication system.
3. Conduct a needs assessment to identify and inventory existing and needed youth programs and resources.
4. Determine the scope and orientation of a possible countywide recycling program - begin by talking with the Southeast Public Service Authority.
5. Develop a master plan for county parks and recreation programs and services.

Strategic Direction #3: EFFECTIVE GOVERNANCE AND COMMUNITY PARTNERSHIPS

1. Improve BOS relationship with the Isle of Wight County School Board. Specific actions to consider include:
 - * Creating a BOS/School Board working committee that would meet regularly.
 - * Hold joint BOS/School Board work sessions to share insight and learn about the master plan for county education and planned growth.
 - * Discuss the merits of having an agreed to funding formula for education programs and services.
2. Improve BOS relationships with Smithfield and Windsor. Specific actions to consider include:
 - * Commit to having the Intergovernmental Committees meet on a regular basis.
 - * Consider (BOS) participation in the Smithfield and Windsor strategic planning processes.
 - * Share County plans with Smithfield and Windsor.
 - * Have the County Attorney meet with the Town Attorneys for Smithfield and Windsor on a regular basis.

3. Develop and distribute the Isle of Wight County Newsletter on a quarterly basis.
4. Develop fact sheets and talk point summaries for all major issues and share with the media.
5. Consider buying space in local newspapers to use for county announcements, activities and programs.
6. Consider sponsoring a periodic BOS column to appear in local newspapers.
7. Develop a Board of Supervisors link on the Isle of Wight County website. Consider having a link to the Smithfield and Windsor local government websites.
8. Consider sponsoring an Isle of Wight County Local Government Academy to assist citizens interested in learning about the structure, function and operations of county government.
9. Commit to making sure Isle of Wight County participates in any study involving the Chowan River Basin.

Strategic Direction #4: FUNDING THE FUTURE

1. In partnership with the School Board develop, adopt and implement a funding formula for public education in Isle of Wight County.
2. Commission a rate study for county water and sewer services with the goal making the programs financially self-sufficient.
3. Discuss and consider adopting a financial/fiscal policy statement for Isle of Wight County.
4. Develop a contingency plan for managing solid waste in Isle of Wight County.

Strategic Direction #5: Energy Conservation and Maintenance

1. Develop an Energy Management and Conservation policy. Include the Isle of Wight County School Administration in discussions and implementation of the policy.
2. Develop a Leadership in Energy and Environmental Design (LEED) policy for new County construction.
3. Reduce the County's energy consumption by a specified level.
4. Utilize tools such as ENERGY STAR's Portfolio Management tool to measure and compare the County's energy consumption.

SLOGAN / BRAND FOR ISLE OF WIGHT COUNTY:

***a community of choice committed to
excellence.***

Isle of Wight County Strategic Planning Retreat **December 8-9, 2006**

Appendix A - DISCUSSION SUMMARY

Friday, December 8, 2006

Board Chairman Tom Wright called the Isle of Wight County BOS Strategic Planning session to order at 4:00 pm on December 8. After determining a quorum was present, Michael Chandler, a consultant from Midlothian, was introduced and designated the strategic planning retreat facilitator by County Administrator W. Douglas Caskey. The Isle of Wight BOS remained in session until approximately 9:15 pm on December 8.

During the December 8 session, the Isle of Wight BOS reviewed and critiqued the results of a BOS survey each member was asked to complete in advance of the retreat. The survey covered a wide range of topics germane to Isle of Wight County as well as the Board of Supervisors. The consensus results of the board's December 8 discussion, tied to specific subjects or topics, is listed below:

1. **Strengths witnessed by the BOS.** The following themes and attributes were identified:
 - * We work well together.
 - * The BOS is united and is focused on countywide issues rather than purely local concerns.
 - * The BOS listens well and respects each other as well as the public.
 - * The BOS is committed to practicing open government.
 - * The background and experience of Board members is varied.

2. **Weaknesses witnessed by the BOS.**
 - * The BOS is prone to micro-manage the administration and staff.
 - * The BOS gets involved in county personnel issues.
 - * The Board's connection with the public could be improved.
 - * The BOS' relationship with the School Board needs to be improved.

3. **Things BOS members want to do during their individual terms of office.**
 - * Improve the BOS' relationship with the School Board.
 - * Improve the BOS' relationship with Smithfield and Windsor.

- * Implement the PDR program.
- * Develop a streamlined strategic focus.
- * Develop strategies to combat blighted areas.

4. Identify the top opportunities currently facing Isle of Wight County.

- * Economic development, including tourism.
- * Develop strategies to deal with transportation issues.
- * Refinement of a growth/change management strategy.
- * Develop a realistic and accountable strategic plan/agenda for the county.
- * Improve the BOS' work relationship with the School Board and administration.

5. Identify the issues/topics the county will likely face in four to five years (2011).

- * How to manage new growth.
- * Strategies to address fire, rescue and emergency service needs countywide.
- * Refinement of a fiscal policy the BOS can use to manage county revenues and expenditures efficiently and effectively.

6. What makes you proud of Isle of Wight County?

- * We are a progressive and environmentally friendly government/community.
- * The Isle of Wight BOS is committed to sustaining the county's rural character, rural heritage, and historical identity.

7. What bugs you about Isle of Wight County?

- * The division between the northern and southern parts of the county.
- * The less than satisfactory relationship with the School Board.
- * The difficulty some newcomers witness relative to living in a truly rural area and expecting urban-type services the county is not prepared to offer.
- * Citizens who are uninformed relative to county issues and challenges.

8. Is there clarity relative to the kind of community Isle of Wight County wishes to be ten years into the future?

- * Probably not.
- * Much needs to be done relative to guiding growth and managing change, as well as responding to and financing demands for county services.

9. Other issues, concerns, opportunities and challenges facing Isle of Wight County.

- * Greater commitment to recycling.
- * Improve programs for disadvantaged youth.

- * Strategies for flood control in the Blackwater and Chowan River basins.
- * Need a strategic plan for emergency services.
- * Need an updated Parks and Recreation plan.
- * Need a shoreline protection policy as well as a storm water management plan.
- * Need to improve the Board's relationship with the towns, the citizens, the School Board and the media.
- * Need to complete a county rate study for water and sewer services with the goal of making the services self-sufficient.
- * Commit to moving the county in the direction of becoming a performance based organization.
- * Contemplate the design of a five year plan for public safety in partnership with the sheriff's department.

Saturday, December 9, 2006

During the second day of the retreat, the Isle of Wight County BOS reviewed and revised the county's existing mission statement. In addition, the BOS crafted a county vision/values statement, as well as a brand or operational performance standard/statement. The BOS concluded the December 9 portion of the retreat by identifying four strategic directions, replete with suggested activities, the Isle of Wight County Board intends to pursue and accomplish.