

Board of Supervisors Strategic Priorities

Strategic Priority	Action Goals	Baseline Initiatives and Metrics	Measurable Outcomes	Accomplishments/Progress	Budgeting
Facilitate QUALITY ECONOMIC DEVELOPMENT that is sensitive to community character and the environment.	Secure and/or enhance land with potential for long-term economic base expansion.	Identify opportunities to strategically assemble real estate to encourage or incentivize private investment in tax-base broadening economic development projects.	Develop a plan for strategic property acquisitions on commercial corridors with the objective of stimulating future development with focus on Route 17 corridor (S) Ongoing	Board approved EDA's plans for funding property acquisitions in the identified Priority Nodes for Route 17 and two properties have been purchased, with demolition completed in July 2017. Marketing plan in place for resale. Plan to acquire at most one (1) property per year.	CIP FY19 ECD-8190
			Develop strategies specifically targeting opportunities in: York River Commerce Park, Busch Industrial Park, Peninsula Airport Commission properties, and surplus state property off Penniman Rd (for GO Virginia Unmanned Systems Testing & Demonstration Facility Proposal).(L) Ongoing	York River Commerce Park has two prospective interests in remaining parcels. Busch Industrial Park has 20 acres remaining. Airport property acquisition on hold pending resolution of PAC governance issues. EDA actively marketing these sites.	
			Continue coordination with Newport News Waterworks for the purpose of strategically repositioning assets for the mutual benefit of NNWW and the County (L) Ongoing	Discussions are ongoing in context of alternative watershed protection upgrades. Actively discussing property exchanges focused on the site currently occupied by Republic Services. Continue to investigate property adjacent to PHF and other watershed locations.	
			Fund EDA initiatives for demolition, utilities, access, and redevelopment. (S) Ongoing	The BOS Economic Development Fund and the Economic Development Authority's Capital Fund provide funding to support EDA initiatives and are replenished as annual budgets allow. Funding provided to Snow Companies and York Veterinary in FY2017. Currently working on restaurant development - Merrimac Trail and Route 17. Other parties interested in EDA-owned property.	CIP FY19 ECD-8190
			Monitor marketing efforts at strategic locations. (S) Ongoing.	Website and marketing plan in place for opportunity nodes.	OPERATING
			Increase tenant diversity within existing shopping centers to maintain competitiveness in digital retail economy (M) Ongoing	Institute outreach program to facilitate effective coordination between shopping center owners and senior County officials. Meetings started March 2018 and will be ongoing. Determine viability for County tenancy of shopping center space subsequent to completion of space study.	OPERATING
			Review non-County funding sources for grant opportunities (i.e. Virginia Department of Transportation [VDOT], public/private partnerships, Dominion Energy, Plains Marketing). (M) Ongoing	Riverwalk Landing received the Boaters Infrastructure Grant (BIG) improving security along the waterfront. The Virginia Economic Development Program Grant, for large site development, was received in early 2017.	

			Develop small-area revitalization plans and strategies that are linked to and complement the sequence of EDA progress on Opportunity Nodes and/or other areas of private investment along the corridor. Place emphasis on restaurant opportunities. (M) Ongoing	Mixed-Use projects include: Commonwealth Green Townhomes (under construction), Martin Farm (under construction) and Nelsons Grant (partially occupied). Working with local restaurant operators.	
			Reinstitute the property improvement grants to businesses, with a focus on areas around the six Opportunity Nodes. (M),	EDA focus. Committee has been tasked with re-implementing.	CIP FY19 ECD-8190
			Add a question to future citizen surveys to capture citizen preferences for the future development of Route 17. (M) Ongoing	Will be incorporated in Comprehensive Plan update survey for 2018.	
			Research ways to entice businesses to redevelop their salvage yards. (M)	Some property is under contract. Sellers and buyers are aware of County's interest in progress. Commercial realtors are actively marketing	
		Deploy Utility Funds in selected locations to incentivize business development.	Complete water trunk line installation to northern County. (S) Completed - 12/17	Main line/prong complete.	CIP FY18
			Track the number of business requests for utilities and measure how many were completed annually. (S) Ongoing	Infrastructure Management receives these requests, and is developing a strategy for tracking this information.	
			Expand sewer facilities along Route 17 with an eye toward Economic Development potential. (M) Ongoing	Identify locations for sewer expansion along Route 17 corridor by fall 2018. New criteria will need to be proposed to the BOS in spring 2019.	
			Work with other jurisdictions for extension of utilities. (L) Ongoing	As part of the Sinclair Sanitary Sewer Extension project funded in the approved CIP, staff is currently working with the City of Poquoson to investigate the potential to extend the City's gravity sewer to serve County properties.	CIP FY18
	Increase participation in Regional Economic Development initiatives and projects	Apply for GO Virginia Grant for unmanned vehicle systems testing/demonstration site, located on the Fuel Farm property.	Application submitted to the Region 5 GO Virginia Council in November 2017	Grant request included \$150k for funding the formation of the Regional Industrial Facilities Authority (RIFA) and a pre-engineering analysis for developing Phase 1 of the unmanned facilities. Approved by State GO Virginia Board on 02/13/18.	CIP FY19
			First step is formation of the Regional Industrial Facilities Authority (RIFA). Second step is pre-engineering study to validate submitted plans for the initial nine (9) acre UAV testing area, testing pavilion, and a 10k square foot "flex-building" (Phase 1) (S)	Legal consulting firm to be selected to assist with the formation of the RIFA. Engineering consulting firm to be selected to prepare a pre-engineering study for Phase 1 construction. Both tasks must be completed within a two (2) year timeframe.	CIP FY19-FY21
		Develop operational infrastructure for the Regional Infrastructure Facilities Authority (RIFA)	RIFA will apply for another GO Virginia Grant to fund constructing Phase 1 & Phase 2.	Submit GO Virginia Grant Application for Phase 1 construction with build-out of the light industrial park (Phase 2) by 2023.	CIP FY19-FY24

		Promote entrepreneurship in the County.	Track the number of home-based or other businesses receiving transition information through the Resource Fair and the number that actually transition to brick and mortar. (S) Ongoing	The Office of Economic Development engages in marketing assistance to home-based businesses through "Resource Fairs" developed specifically for traditional, franchise & networking businesses. Continuing to hold Lunch and Learn workshops. Received NACO and International Economic Development Council (IEDC) awards for program. Events are ongoing and attendance is tracked. Unable to track transitioning businesses.	OPERATING
	Promote tourism activities in Yorktown	Add new "shoulder season" events in Yorktown to enhance year-round visitation by tourists and local residents.	Expand or add 1-2 new events every year (i.e., Colonial Cooking Show, etc.). (S) Ongoing	Added four more Saturday Market Days to calendar. Vintage Market Day was added at the MAC.	OPERATING
			Create sponsorships that will provide additional funding opportunities. (M) Ongoing	Sponsorships created for Market Days and draft proposal for "title" sponsorships of special markets and concerts series begun. GWP businesses, Start Peninsula involved	
			Make additional incremental investments in Riverwalk Landing. (M) Ongoing	Funding approved in FY19 CIP.	CIP FY19 CS-8815
		Expand programming at major County focal points (i.e., Yorktown/Riverwalk, the McReynolds Athletic Complex (MAC), parks, etc.) to include various "festival" events, markets, or cultural events to enhance the customer experience.	Increase the number of Market Days. Explore partnerships, new marketing platforms, underwriting to expand programming and coordination of events. (M) Ongoing	Four additional days added this year. Programming has continued to expand at Riverwalk Landing since its opening in 2005. Increased to 36 weeks per year. New content and additional engagement tools added to the website showcasing events and happenings in Yorktown. Facebook page launched and important part of advertising and promotion mix.	OPERATING
			Create outdoors events and activities to maximize use and engagement of York County assets in the parks and waterways.	Movies in the Parks debuted spring 2018 at MAC, Charles Brown Park, and New Quarter Park (NQP). In-house kayaking program initiated at Back Creek and NQP. Water access grant received for pier and boat launch at Old Wormley Creek.	OPERATING
			Implement docking policy changes by summer 2017.(S) Completed - 07/17	Riverwalk Landing Docking Policy document completed.	
			Implement new waterfront visitor services to ensure adequate parking, safety, and good customer experience.	Weekends summer 2018 implement Waterfront Ambassador program, reinforce parking limit on lower deck, extra patrols by YPSO, and more signage to reinforce beach rules (no fishing, stay off rocks, etc.). Install donated bike repair station and new shelter.	OPERATING

		Encourage and support National Park Service (NPS) initiatives and partnerships to revive business occupancies in NPS buildings on Main Street and tourism.	Review the plan being prepared by the NPS that will identify improvements and repairs to major NPS infrastructure, such as roads, buildings and facilities that will be needed over the next 10 years. (M) Ongoing	NPS is working on the plan and staff has participated in various discussions concerning the condition of and potential for various NPS buildings on Main Street. Ballard sidewalk improvements underway for completion July 2018	CIP FY19-FY24
			Continue providing events in Yorktown to attract local residents and visitors. (S) Ongoing	A comprehensive list of events is included and updated on the "Visit Yorktown" page of the County website.	
			Establish a joint NPS/County working committee to improve coordination of activities and improvement efforts. (M) Completed	Established as a means of ongoing engagement and planning with YC, Brian Fuller is lead. BOS Work Session scheduled for August 2018.	
			Evaluate the potential for relocation of York Hall tourist-oriented attractions into NPS Main Street buildings and, if deemed feasible both from the County and NPS perspectives, include construction funding in the CIP. (M) Ongoing	Space study completed in summer 2018. An opportunity to coordinate with NPS has been created.	
	Increase tourism marketing on a regional level to promote Historic Triangle	Implement SB942	Create Task Force, Memorandum of Understanding, develop structure for hiring and overseeing Tourism Council/Executive Director.	Task Force created of elected official in all 3 jurisdictions, meetings held and implementation planning is underway. Tourism Council appointments made by BOS.	

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Institutionalize EFFECTIVE and OUTSTANDING COMMUNICATIONS and CIVIC ENGAGEMENT opportunities amongst and between the Board of Supervisors, Citizens, Boards and Commissions, and County staff.	Enhance communications and information flow to citizens and other audiences.	Conduct communications audit to identify potential areas for enhancement, including branding and imaging of County communications and media (print, electronic, video, etc.) to ensure effectiveness and create opportunities to increase messaging and enhance community engagement.	Charge the Public Affairs Manager with responsibility to prepare a communications audit for review by the County Administrator. Specific issues to be addressed and action taken.	Phase 1, focusing on the website, social media, and Citizen News, completed and was included in the BOS weekly correspondence package dated 5/29/17. In Phase 2, moved from report to action steps as needed on internal and external communications for WYCG-TV, Economic Development and Tourism activities including increased television coverage, updating template and content ideas for monthly newsletters, establishing stand-alone social media presence and enhanced messaging.	OPERATING
			A review of newsletters and other distributed information to ensure updated look with attention to branding, formats, use of County seals and logos, etc. (S) Ongoing	Redesign and upgrade paper stock for Citizen News starting winter 2018. Update appearance of Budget materials. Redesign and implementation of new BOS PowerPoint presentation backgrounds.	OPERATING
			Opportunities to capture and share production and creative resources across departments to support increases in communications and platforms. (S) Ongoing	Initiated shared services of graphic design, photography and department-supplied materials for slides, web and printed materials. Working to reallocate resources back to best and highest use.	
			An assessment of the need for additional staffing or other resources to fulfill a commitment for more frequent social media coverage, community engagement and media production. (S) Ongoing	Ongoing evaluation of staffing needs will continue as social media engagement and media production increases. Allocated additional resources using WAR staff summer 2017 for website launch and training and spring/summer 2018 for website and photography upgrades.	OPERATING
			Facilitate more sharing and collaboration on social media posts using best practices for optimum engagement (tagging, pictures, sites, hashtags, etc.) (S) Ongoing	Since March 2017, applied growth strategy for minimum live and scheduled postings on social media with tagging and sharing protocols to achieve 100% growth. PIO and staff have established effective "social media voice" and works with all departments to share postings of County information. Establish 2 new pages- Visit Yorktown (almost 5,000 followers in 6 months) and Economic Development .	
			Promote communications from and between departments to encourage and identify increased opportunities for external communications concerning new and ongoing projects (S) Ongoing	Fall 2017 job posted for Outreach Coordinator / Department of Public Works to manage and coordinate web, social media and community engagement. Tourism Marketing Manager hired spring 2017 to manage and grow social media, web and external presence for "Visit Yorktown". Promote York Alert. Continue to promote and engage with ad hoc "External Marketing Committee" to enhance internal support and collaboration.	OPERATING
		Post the weekly Board of Supervisors (BOS) Correspondence Package on the County website and other reports and activity for public viewing.	Implement the posting of materials, at the Board's direction, no later than January 2017 and monitor the analytics regularly to show the number of "hits" received. (S) Ongoing	Weekly BOS correspondence package available online since January 2017. Presentations to the BOS are also posted on the website. Development Activity report, presentations to the Board, and in spring 2018 implemented, at the request of the BOS, weekly media report with press inquiries, coverage of York County, related interests, and social media posts.	

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		Increase the number of general interest videos and County-specific programming airing on Channel 46 & Channel 48	Create additional short segment information video productions. (S) Ongoing	New programs and features being added all the time. Short video segments added in 2018 include: York News Brief/Meeting Update; Economic Development/In Focus: New in Town; York Libraries: The Next Chapter; Hampton Roads Recruit Fire Academy Graduations; Visit Yorktown; Conversations with the Chairman; Budget: After the Presentation and DPW/What's in the Works.	
			Maximize TV assets to increase citizen engagement and awareness/promotion of County programs, services, and events.	Relaunched Cox 48/Verizon 40 as Announcement Channel. Allocated resources from current staff to create, program and manage channel with up- to-date information, weather, and emergency crawl capabilities. Added video promos, short form features, public service announcements, seasonal messaging, and live stream to website.	
			Add questions to future citizen surveys about content and viewership of Channel 46. Prioritize programming based on feedback from citizen surveys and FAQs. (S) Ongoing (M)	In development, last survey was in 2015. Surveys are done every five years. The next survey is anticipated to be performed in 2020.	
		Establish a "County" information booth at Yorktown Market Days and various other events.	In addition to establishing a presence at Market Days, look for opportunities at additional venues and events. (S) Ongoing	Booth has been utilized by Economic Development, Recycling, Solid Waste, Tourism, Parks and Recreation, and Library. Establishment of educational outreach partnerships - Earth Day event, on site education booth for Mosquito Control Awareness Week, Career Day, etc.	
	Maximize the use of technology and multi-media to better communicate with and disseminate information to citizens, businesses, and visitors.	Investigate and implement, if feasible, the use of apps and digital delivery for easy access to County information or processes.	Utilize new website assets to implement, where feasible, digital delivery of York County information and services. Create design and delivery enhancements to maximize engagement online. Showcase notifications, videos, and interactive tools.	Conversion to Civic Plus, a mobile-friendly website completed with interactive online forms and processes activated where feasible. Move to online delivery of New Resident Kits, Newsletters, and Customer Service requests and payments. Sheriff's Office uses an app. Rainout Line app has been implemented and deployed in Parks and Recreation. Individual apps will be created and launched as needed. Homepage and internal pages redesigned to showcase more County programs, events, and services. Webmaster focuses on utilizing all aspects of the service to deliver timely, relevant and user-friendly County information and mentors/monitors content contributors to do the same.	OPERATING
			Develop and deploy an online Public Works (DPW) capital projects map and information site. (S) Completed	Public Works online capital projects mapping tool and information site has been implemented and DPW website upgraded for real-time information and alerts for service disruptions.	
			Acquire and deploy OpenGov software by winter 2016 or 2017. (S) Completed	Financial Transparency Portal launched on the Finance home web page, November 2017.	OPERATING

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			Develop a system for sharing York County news and events on a weekly basis through the website and social media. (S) Ongoing	Public Affairs Division coordinates and shares a minimum of two posts on Facebook every day; updates the website homepage showcase module and TV announcement channel with new events and information a minimum of twice a week.	
		Promote and seek to increase participation in York Alert and York Subscribe services.	Develop and implement a public awareness campaign for York Alert and other subscription services (S) Ongoing	York Alert is currently advertised in newsletters, social media, websites, press releases, and utility bills. Continue to manage, upgrade and promote 20 "opt-in" listserv subscription lists with a total of 11,000 subscribers for real-time citizen communications.	
			Track usage/increases on a quarterly basis and review the success rate of various communications platforms and advertising methods. (S) Ongoing	York Alert usage has increased 75% to over 3,800 subscribers. York County maintains 20+ subscriber email lists. Web traffic is increasing coming from the mobile space and social media. There are almost 40,000 Facebook followers across 6 sites, including Visit Yorktown with almost 5,000 followers in just over 6 months active.	
	Establish routine opportunities for interaction and communication between the Board of Supervisors (BOS) and Board-appointed boards, commissions and committees.	Schedule an annual presentation and report at a BOS meeting by the chairperson of each board, commission, or committee.	Schedule joint meetings between BOS and EDA, and BOS and School Board to be held by biannually. (S) Completed	Increased work session and Board briefings from County supported organizations. Established cooperation with YCSD in planning stages for budget support to meet overall goals of both the County and the School Board.	
			Assign a BOS or staff member as a liaison to each board, commission, and committee, or have a representative from each organization communicate directly to the BOS. (S) Ongoing	Each BOS meeting, the County actively schedules presentations from the community groups, stakeholders and County partners. Recently, additional presentations have been made by the Wetlands Board and the Chesapeake Bay Board, Youth Leadership Academy, NASA 100 Years, Quarterly VDOT updates, YMCA, HRPDC, etc. Presentations have also been made by the Youth Commission, Library Board, Parks and Recreation Advisory Board, CDR, Historical Committee, Peninsula Agency on Aging and Transportation Safety Commission.	
			Evaluate methods and opportunities for communication between the BOS and groups. (S) Ongoing	Staff has provided support for two Supervisors who have conducted district-level <i>Town Hall</i> meetings and Transportation Safety Commission Community Forums, and attended HOA meetings, and Chamber of Commerce business functions.	

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1	Strategic Priority	Action Goals	Baseline Initiatives and Metrics	Measurable Outcomes	Accomplishments/Progress	Budgeting
2	Instill EXCELLENT CUSTOMER SERVICE as an organizational value, expectation, and outcome.	1) Enhance staff understanding of customer expectations regarding the services provided by their respective functional areas of responsibility.	Increase engagement with business community and create opportunities to improve communications and service.	Task the Chief of Development Services to facilitate and coordinate an evaluation of the development process by fall 2017, update Commercial Developer's Guide with input from internal and external stakeholders. (S) Completed	A forum was held June 7, 2017, at the Freight Shed for development professionals. Thoughtful input regarding development review procedures was used to identify potential areas of improvement. The Commercial Developer's Guide has since been updated and made available in print and online, for procedural reference and assistance.	
3			Consolidate Plan Review and Approval Process	Creation of Department of Planning and Development Services (PDS).	Spring 2018 reorganization has consolidated staff plan review functions within the newly formed Department of Planning and Development Services. Brian Woodward (DPW) and Susan Kassell (PDS) will be main points of contact for development.	
4				Evaluate opportunity to accept credit card payments for County permits and other bills.	Technology included in current software capabilities. Fully deployed no later than spring 2019.	
5				Hanson upgrade to accommodate more online and in-the-field efficiencies in DPW and PDS.	GIS software initiated for asset management and field efficiencies in Stormwater and Grounds Maintenance. Next phase will be software for permitting in the field - Building Regulation, Development Services and Stormwater - scheduled for January 2019	CIP FY19
6			Invest in operational improvements to County programs and services	Improvements to Waterfront Operations to enhance the experience for residents and visitors during the busy season.	Launched Ambassador Program, re-establish parking deck availability for retail and restaurants Friday-Sunday. Produce and install better signage with important notices.	OPERATING
7				Identify training modules that reflect the County's commitment to being a high performance organization.	Mandatory Diversity and Harassment Awareness Training added in 2018.	
8				Increase the number of employees participating in existing training programs offered by the Human Resources Department. (S) Ongoing	The number of employees completing Customer Service, Communication, and Emotional Intelligence courses online increased 220% from 71 courses in 2015 to 227 in 2017.	
9				Continue to provide Customer Service Survey program reports to managers and supervisors. (S) Ongoing	Citizen comments submitted to managers and supervisors are posted on the Intranet for viewing by all employees. Selected letters and emails from citizens are placed in the BOS weekly correspondence.	

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1	Strategic Priority	Action Goals	Baseline Initiatives and Metrics	Measurable Outcomes	Accomplishments/Progress	Budgeting
10			Share success stories of excellent customer service.	Create a Channel 46 program on "How To" contact the County for various services. Highlight excellent customer service delivered by York County. (M) Ongoing	These types of videos are on the production calendar throughout the year. Produced as "Did You Know" videos including VDOT or Not, Placement of Temporary Signs and Mountain Bike Trail at New Quarter Park. Production of quarterly department "spotlight" videos including Your Department of Public Works and York County Public Library-The Next Chapter. In addition, County News Minutes are produced including Mosquito Control, Electric Vehicle Chargers, and Beautification Committee.	
11				Develop cross-departmental training models by fall 2017. (S) Ongoing	Various staff leadership groups and project-specific teams (such as the Tiger Team) have been established to promote collaboration and cross-function interaction and information-sharing as well as the Management Team participates in biannual day-long skill building retreats. IT has hosted an annual conference for staff in 2017, 2018.	
12			Create ways for staff to learn about the County, the various departments in the organization, and their fellow employees.	Redevelop the new employee orientation video to include the history of York County as well as information on the various County departments, showing what each does and the "face" of the department. (S) Completed	The new employee orientation video was revised and delivered May 2017, and includes geographical and historical context as well as an overview of department structure and locations. County Administrator personally participates in all new employee orientations. Implemented "Lunch with the County Administrator" and is ongoing.	
13				Complete a review and update of Employee Training Plans (ETP) to ensure that they include opportunities for job-relevant specialized training and succession-related training. (S) Completed	All Employee Training Plans (ETP) are reviewed at the department level on an annual basis. A Training and Professional Development Survey has been deployed by Human Resources for 2018. As a result of ETP updates, various enhancements in course content, and improvements in communication, the online learning courses (HR Department's courses) completed by County employees increased over two years by 285%. Supervisors and new employees are notified of required training and time frame for completion.	
14			Develop succession plans in key functional areas of the County organization.	Reorganization in May 2018 allowed for the consolidation and promotion of key leadership positions with succession paths in mind.	Planning and Development Services became consolidated with Director and Deputy Director positions established. Also Deputy Director position established in Finance.	
15				Encourage and monitor employees' efforts to take advantage of training opportunities for job-knowledge enhancement above and beyond their ETPs. (S) Ongoing	Resources have been provided to allow staff to register for a variety of training opportunities offered within the organization, as well as by professional and educational institutions.	

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1	Strategic Priority	Action Goals	Baseline Initiatives and Metrics	Measurable Outcomes	Accomplishments/Progress	Budgeting
16				Create a record of job classifications and positions that need specialized training to advance within their career ladders. (M) Ongoing	Information is provided to departments about the process and procedure for creating Career Ladders. The recommended and required specialized training is evaluated at least once per year during the annual ETP review process. The information contained on an ETP may be updated at any time during the year.	
17			Maintain competitive compensation plan for employee retention and recruitment	Focus on compression, competitive wages in the marketplace, and stabilizing healthcare costs.	In FY18 & FY19 salary increases favorable to lower paid employees. Made competitive marketplace adjustments in Emergency Communications, and VRS multiplier for Public Safety. In FY19 additional benefit of "no increase" in employee costs for healthcare coverage.	OPERATING
18			Implement state-of-the-art technology.	Fully implement the infrastructure, asset, and development management software system replacement by spring 2018. (S) Ongoing	The new infrastructure, asset, and development management system software, IPS, is expected to be fully implemented by the end of 2018.	CIP
19				Implement widespread mobile tablet technology by summer 2017. (S) Ongoing	Several departments have implemented tablet technologies. i.e. Mosquito Control, Utilities, and Vehicle Maintenance. Other departments are moving in this direction. PRT implemented RAINOUT line field notification system.	OPERATING
20				Begin implementation of the financial accounting system software replacement project by summer 2017. (S) Completed	The Tyler Technologies Munis ERP system went live on July 1 with Phase 1. Staff training with system users since mid-April. Starting with FY19- all AP functions will be managed in Munis.	CIP FY19-24
21				Implement new software for Assessor's office.	In the field for 2018 assessment cycle.	
23			Explore opportunities for additional shared-services arrangements between County operations and Schools and County departments (e.g., Vehicle Maintenance, IT, Finance, Human Resources, etc.).	Review current shared-services agreements and consider other potential opportunities for joint services. (S) Ongoing	A joint Other Post-Employment Benefits (OPEB) Trust was established in June 2016. Joint Health Care Plan Committee established to determine the feasibility of consolidating medical and dental programs that meet the requirements of both employers and their employees. Implementation target January 2019. The new financial management system, Munis, will combine back office shared services for additional functions as rollout of phases continue.	
24				Evaluate and test potential for expanding the operation of the 911/Emergency Communications Center to incorporate 311 as a training opportunity for 911 operators by fall 2017. (S) Completed	In July 2017, the 911 Center conducted a trial using Public Works for the first phase of what could eventually become 311. The 911 Center will be answering after-hour calls that will be forwarded to the Emergency Communications Center for Public Works and Landfill operations. 311 Pilot Program was a success and continues at this level TFN. Plans to make program permanent are underway.	OPERATING

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25			Evaluate and invest in County infrastructure and facilities	Conduct space study in FY2018 with the goal to identify and budget for needs in the next 5-10 years.	Space study completed summer 2018. Discussion of BOS focus in fall 2018 for future needs, include a priority for Public Safety Building.	CIP FY19 PS-8429
26				Identify County facilities that, due to age and size, are a hindrance to quality customer service. Engage citizens to garner input.	New Fire Station 1 under construction. Yorktown Library remodel and renovation design process underway. Citizen meetings July 2018. Emphasis placed on CIP funding in out years.	CIP FY19 ED-8822
27				Look for more opportunities for walkability and safety.	Ballard Street Sidewalk project. Assess needs and opportunities through Comprehensive Plan update - York 2040.	CIP FY19
28					Successful VDOT Revenue Share application with multiple sidewalk components. 2018 Smart Scale applications included bike trail and sidewalks on Victory Blvd.	CIP FY19

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Facilitate QUALITY EDUCATIONAL OPPORTUNITIES for all County citizens.	Enhance opportunities for lifelong learning.	Modernize the Yorktown Library.	Better reflect the needs and uses with more technology and collaboration space. Update facilities to reflect audience needs and community input.	Award for design services in FY2018. Community meetings held July 2018 with architects. Online solicitation of feedback continues through design phase. Funding for remodel services is FY2019.	CIP FY19 ED-8822
		Stimulate collaboration among the Library, Senior Center, and Schools to develop and offer educational programs for a variety of citizen audiences.	Create a listing of available educational programs that can be added to the New Resident Packets. (S) Ongoing	New resident online portal has been updated with educational opportunities for York County citizens. Others will be added as they become available.	
			Increase the number of locations where educational program listings are offered, distributed and/or made available. (S) Completed	Distributed to senior facilities, civic organizations, churches, restaurants, schools, libraries, YMCA, and doctors' offices. Launched program slides to promote programs on Government Access Channel. Installed a TV in the lobby of the Senior Center for sharing program information.	
			Evaluate and implement opportunities for additional programming at the Senior Center. (S) Ongoing	The Senior Center offers a variety of classes and workshops. Presentations are given to civic organizations and churches by staff on various programs. Plans are in development to communicate with local schools to collaborate and enhance inter-generational programs and activities. Four additional trips were added to the Senior Center program. Patrons regularly complete evaluations and make suggestions for additional programming.	OPERATING
			Expand adult services in the libraries and other locations to include future educational opportunities, the Citizens' Academy, and budget/financial seminars. (S) Ongoing	The libraries and Senior Center collaborate on a variety of adult education programs, including future opportunities, financial seminars, eBooks, digital resources, information literacy, and cultural programs. Citizens' Academy still under consideration based on resources available. Considering beta test of mini-academy to evaluate interest and deployment. Investigating possible collaboration with the lifelong learning programs available through Christopher Newport University and William and Mary to provide additional programming opportunities for York County seniors.	
			Increase opportunities for the School Board and Board of Supervisors to meet and discuss collaboration, priorities, and opportunities. (S) Ongoing		

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		Duplicate successful educational programming offered at New Quarter Park in lower County parks programs.	Task Parks and Recreation Division to review the physical and operational conditions of all County parks to determine which, if any, of the New Quarter Park educational programs can be duplicated and offered at other County parks. (S) Ongoing	(1) Conducted staff review and assessment of the various partnerships that provide most of the programming at New Quarter Park. The Artifact Program has been duplicated at York Hall. Two grants were awarded for "Walk with Ease" and "Active Living" citizen programs. Evaluated Charles Brown Park and Back Creek Park facilities to determine needs before duplicating programs. (2) Met with VA Cooperative Extension for assistance to work on preliminary needs at Charles Brown Park. BOS approved budget enhancement to offer kayaking at Back Creek Park added summer 2018. (3) New walking trails, fitness stations, and signage added at the MAC spring 2018.	
	Implement sustainable CIP and increase overall funding for York County School Division.	Continue to review, fund and implement the six-year CIP and year-to-year increases in FY2017, FY2018 and FY2019.	Provide sufficient funding from the annual operating budget to provide for and sustain a robust Capital Improvements Plan. (S) Ongoing	The approved 2018 tax rate increase ensured the availability of funding necessary to support the adopted CIP. The CIP Review Committee process has provided valuable input for consideration by the County Administrator as budget recommendations are formulated. Revenue Stabilization Fund surplus has created stronger cash capital options for funding YCSD. The Board's 2018 Legislative Program includes a statement of support for enhanced educational funding. SB942 sales tax revenue has boosted the ability to fund needed Capital Improvement Projects	CIP FY19 AND OPERATING
	Expand relevant and performance-enhancing training and development opportunities for staff.	Establish certification and degree paths for job-related educational opportunities offered to County employees.	Assess the value and benefits of the educational opportunities program every two years. (M) Ongoing	The Degree Program Policy was instituted in July 2016. A new Training and Education Program Policy has been put into effect to establish the opportunities and expectations associated with the program.	OPERATING
			Monitor supervisors' efforts and success in ensuring that staff are completing required courses and taking advantage of in-house training opportunities to fulfill ETP requirements. (S) Ongoing	The ETP updates are being completed at the department level on an annual basis. The effectiveness of the training plan update is dependent upon whether or not the department utilizes the County's training plans. Supervisors and new employees are notified of required training and time frame for completion. Phase 2 of Tyler-Munis implementation should allow for tracking on individual and department levels.	
			Establish and monitor training requirements in key areas for all County employees to complete on an annual basis. (S) Ongoing	The Information Technology Department provides annual training modules for County employees to complete. A small percentage of accounts are disabled for those employees who fail to complete the training. Annual training is required for employees who will be driving County vehicles.	

Strategic Priority Action Goals		Baseline Initiatives and Measurable Outcomes		Accomplishment/Progress	Budgeting
		Develop County-wide succession planning.	Implement leadership development programs and receive favorable feedback. (S) Ongoing	A Leadership Development Series is offered each fall. 97% of the attendees reported that they would recommend the course(s) they attended to other employees. On a 1 to 5 scale, the overall course value was 4.54. Management Team Retreats are now being held twice annually. On a 1 to 5 scale, the retreats held in 2016 and 2017 were rated on average as 4.67. Reorganizations have broadened the management team opportunities.	
			Expand mandatory ETPs to include leadership development requirements for middle management level. Increase supervisory training offered by the HR Department to encourage County-wide succession planning. (M) Ongoing	Implement additional leadership development programs that ensure employees will receive succession-related training. This training, as well as existing training, should be encouraged by their supervisor. Tracking of training completed by employees solely based on encouragement by their supervisor. An increasing number of employees reported they took a course solely because it was recommended by their supervisor. Assist employees interested in advancement to develop a career matrix to identify future opportunities and training objectives.	OPERATING

Strategic Priority	Action Goals	Baseline Initiatives and Metrics	Measurable Outcomes	Accomplishments/Progress	Budgeting
Devote leadership and resources necessary to ensure and sustain EXEMPLARY PUBLIC SAFETY functions.	Ensure that staff and capital resources are adequately matched to service demands and the safety of emergency responders.	Continuously monitor response times and resource readiness and develop plans to upgrade service levels and address future needs and expectations.	Capture response time data to monitor performance relative to the 5 minutes or less goal. (S) Ongoing	Response times are continuously recorded and reviewed. Currently, response time average is 5.09 minutes . Seeking to add Opticom to additional signal controlled intersections.	OPERATING
			Deploy additional YPSO Deputies to increase service levels and upgrade training facilities. Ongoing	In last 3 budget cycles, uniform deputies added. Additional coverage deployed at Riverwalk and beach areas during summer season. New SRO's assigned to middle schools. Completion and activation of the firing range.	OPERATING
			Acquire new fire vehicles on an ongoing basis as programmed in replacement schedules. (S) Ongoing	Apparatus and equipment replacements are programmed in the adopted CIP. CIP now includes a "smoothed" funding strategy to avoid large budget fluctuations. Ongoing	CIP FY19 PS-8426
			Continue funding for a modernized 800 MHz radio system. (S) Ongoing	Modern 800 MHz radio system deployed. Regional cooperation and buy-in ongoing.	CIP
			Continue upgrading and replacing County generators for emergency shelter and disaster support. (S) Ongoing	Generators being added at County Administration and Finance Building. County and Schools working together on generator replacements at Grafton Complex.	CIP FY19
			Construction of new Grafton Fire Station. (S)	Ground breaking held May 2018 with construction completion target of fall 2019. State-of-the-art facility with training, personnel quarters and infrastructure for today's crew and equipment needs.	CIP FY19 PS-8429
			Increase staffing to meet coverage and response time standards. (M) Ongoing	Additional FLS positions funded and added in FY2018 and FY2019. Application for Federal SAFER Grant in FY2018/FY2019 to supplement as available. YPSO positions funded in FY2019. Sheriff's Office making schedule changes for better coverage during peak times.	OPERATING
		Expand capabilities and implement new technology for field operations and enhanced service to the citizens.	Install mobile data communications terminals in public safety field operations to accomplish efficiencies and enhanced service to citizens.	Funding for FLS and YPSO for state-of-the-art terminals with enhanced network security and integration with CAD system and OSSl records management.	CIP FY19 PS-8919

Strategic Priority	Action Goals	Baseline Initiatives and Metrics	Measurable Outcomes	Accomplishments/Progress	Budgeting
			Purchase and install in-car cameras with cloud-based data storage for law enforcement units with efficiencies and capabilities included for Commonwealth Attorney's Office (M) Ongoing	This technology, combined with body-worn cameras, significantly impacts citizen complaints and officer safety. Less than 1/4 of the patrol units have in-car cameras. Evaluating newer technology that stores the data in the cloud with a goal to outfit every patrol unit with an in-car camera system. The new system technology should also include capabilities for attorneys to manage, edit and maintain for use in court proceedings as needed.	CIP AND OPERATING
			Deploy Command Vehicle for faster response and efficiencies.	Command Vehicle received FY2018 and outfitted with technology and equipment for efficient response to man-made and natural disasters.	CIP FY18
	Enhance citizen and business awareness of disaster action and recovery preparedness measures.	Increase target areas for participation in the CERT citizen training program.	Increase CERT Program promotional communications to churches, businesses, schools, and Homeowners' Associations. (S) Ongoing	Using social media, included in New Resident Packets, Citizen News. Alumni list developed and maintained by FLS Prevention and Community Safety Division staff along with Emergency Management staff. Ongoing CERT refresher for former graduates has been implemented.	
			Provide an opportunity for staff CERT training. (M) Ongoing	Continuing to evaluate.	
		Develop incentives for businesses to become more disaster resilient and to facilitate faster recovery	Increased participation of businesses and churches helping to communicate emergency information by allowing public service messages to be displayed on their changeable-copy business signs. (S) Ongoing	Coordination in place with a number of businesses and churches to use their electronic message or changeable signs to post emergency preparedness messaging. Currently have three digital message boards. Sixteen businesses/churches participated in the program during the "Know Your Zone" campaign. Continuing to evaluate other partnership opportunities.	
			Participate in the NextDoor app to facilitate dissemination of emergency information (S)	YPSO launched app in spring 2018. Can be used for weather and other emergency information.	
		Create readiness training programs and implement safety preparedness for County buildings and staff.	Implement yearly readiness drills at County facilities. (S) Ongoing	AED Plus program implemented for two consecutive years. CPR training available and managed by HR. Anticipate expanding to include fire safety related programs.	OPERATING

Strategic Priority	Action Goals	Baseline Initiatives and Metrics	Measurable Outcomes	Accomplishments/Progress	Budgeting
			Increase safety preparedness training opportunities. (S) Ongoing	Active shooter training and intruder drills planned and staged for various County buildings including Tabb Library and County Administration Building. Intruder Awareness Training sessions made available to all County employees by the Sheriff's Office. YPSO and FLS have ongoing YCSD training and lock-down drills. Schools are set up for intruder events, tornado drills, earthquake drills, and fire drills, many of which are attended by FLS and/or YPSO personnel. Sheriff's Office Citizens' Academy held twice a year and Firearm Safety Class held four times a year. Implementing annual school bus evacuation drills for the bus drivers.	OPERATING
		Expand outreach to citizens about safety preparedness	Increase distribution of brochures and information materials distributed at Market Days and various locations. (S) Ongoing	Information is distributed at homeowners' meetings, Market Days, other venues, and through the CERT program. New Resident Packets include hurricane preparedness information. PIO staff from throughout the region meet regularly for emergency preparedness. A Senior Safety Summit is held annually. Increased messaging is now routinely provided through social media (i.e. FLS Facebook etc.)	
			Partner with the Virginia Department of Emergency Management (VDEM), Dominion Energy, and other agencies for safety training opportunities. (M) (S) Ongoing	Trained with or participated on numerous YC VDEM CBRNE facility classes. (Seaford site) Applied for and received a grant to purchase an additional drone in coordination with Joint Drone Program. Created a Joint Drone Program and trained other agencies on drone operations. VDEM State resource for using the drone. Participated in "Know Your Zone" initiative and regional HRFC fireworks safety video. Completed a FEMA evaluated VOPEX drill.	
			Increase safety preparedness by airing videos on cable channel and through other means. (M) Ongoing	County-owned variable message boards have been deployed at various locations to convey emergency preparedness information. Safety Minute Monday message produced weekly for FLS Facebook page. Added County News Minutes (FLS/YPSO) around Fire Prevention Week and Halloween Safety, and Holiday Shopping Tips. Special hurricane preparedness "Know Your Zone" video was developed and aired during hurricane season. Short film offered to illustrate opioid epidemic "Heroin: The Hardest Hit". Opioid task force created and local health department donated drug deactivation kits. Kits are located at fire stations and are free to the public.	OPERATING

Strategic Priority	Action Goals	Baseline Initiatives and Metrics	Measurable Outcomes	Accomplishments/Progress	Budgeting
Protect and respect the County's natural and built attributes through balanced and cost-effective ENVIRONMENTAL STEWARDSHIP.	Deploy economically-viable green and energy-saving technologies.	Participate in statewide Go Green/Green Government initiatives and certifications when determined to be feasible and cost-effective.	Submit Go Green Initiative applications in accordance with the semi-annual program deadlines, the next being October 2016. (S) Submitted biannually	The County has achieved designation for Go Green initiatives every other year since 2008, the most recent being in November 2016. The County received the Platinum Award for the Go Green Initiative this year. Reapplying in 2018.	
			Establish a program for the Beautification Committee to present Green Business Awards to County businesses. (S)	The County issues Clean Business Awards: 1 business per quarter for each of the upper, middle, and lower County receives an award sign and plaque. The County is also participating in the VA Peninsula Clean Business Forum.	
		Investigate the feasibility and cost-effectiveness of Energy Star compliance for current or future (qualifying) County facilities.	Monitor and repeat compliance audits and recertification for currently designated buildings. Implement Energy Star standards into new construction. (S) Ongoing	Buildings currently Energy Star compliant are Public Safety; Finance; Administration; and Public Works. All were recertified in 2018. New Fire Station #1 to be designed with Energy Star compliance standards	OPERATING AND CIP
			Reinvest money saved through the program back into the program. (M) Ongoing	The County continues to upgrade facility hardware and systems to more efficient and cost-effective systems. Currently investing \$50k a year until FY2020 in LED parking lot lights which will end up saving the County money over their life span. Replacing/converting Automated Control Systems (ACS) from STAEFA to TRIDIUM, which is a more efficient system resulting in energy savings.	CIP FY19-24
		Acquire and install electric vehicle charging stations at major County facilities.	Electric vehicle owners match the demographics in York County. Location selection based on opportunity for tourism and County facility use while charging.	County has 8 charging stations installed and operational in FY2018: Riverwalk Landing (2); York- Poquoson Courthouse (2); Yorktown Library (1), New Quarter Park (3). DPW pursuing additional grants and low-cost opportunities.	OPERATING
		Increase awareness of Leadership in Energy and Environmental Design (LEED) certification.	Design the new Grafton Fire Station to be constructed with a LEED focus. (COMPLETED) Dec 2017	Certification will be done upon completion of building fall 2019.	
	Incentivize County citizens and businesses to adopt sound environmental practices.	Expand Green Business Award program.	Develop enhanced status and promotion/publicity for the Green Business Awards. (S)	Evaluation of business award program is underway. Ongoing, see 1.A.2 "Go Green Business Awards"	
		Increase outreach and public education for environmental initiatives. Explore opportunities to engage community in environmental stewardship activities.	Develop campaigns and create promotional content for: Recycling, Stormwater Quality, Mosquito Suppression, Green Technology, Voluntary Citizen and Business Compliance (S) Ongoing	Videos and slides, on Channel 46, informational videos on Channel 48, DPW: What's in the Works, Citizen News stories, and social media, including ongoing major projects. New Public Works Outreach program with special events for Earth Day, Trex Challenge and Market Days, all successful and well received.	

Strategic Priority	Action Goals	Baseline Initiatives and Metrics	Measurable Outcomes	Accomplishments/Progress	Budgeting
			Increase digital presence via the website and social media networks to distribute information. (S) Ongoing	New webpage, news flash module with photos, headlines and ability to have dynamic content. Social media networks and Channel 46 are being used to disseminate information for projects, campaigns, street closures, etc.	
			Partner with schools and school administration to provide programming on environmental practices. (S) Ongoing	DPW presents a water quality program, mosquito control program, and recycling program. Work with School Board to discuss illicit discharge regulations and issues and obtain permission to offer educational programs to students.	OPERATING
			Monetize grant and partnership opportunities with national/local organizations to enhance York County efforts.	Keep America Beautiful grant for butterfly garden. Successful Clean the Bay Day. Regular hazardous waste recycling events with VPPSA and event management and coordination for shred events. Utilize programs provided by Soil and Conservation District.	
			Establish new evaluation criteria for ranking stormwater CIP projects and re-rank items in CIP based on new criteria. (S)	Currently being evaluated - possible discussion point/topic at January 2019 BOS Retreat.	
			Continue seeking Total Maximum Daily Load (TMDL) credits. (S) Ongoing	The Department of Public Works (DPW) has received the "E2" (Environmental Enterprise) Certification in Virginia Environmental Excellence Program (VEEP). County will receive benefits for DEQ permit fees and will elevate our proactive status. Recertified in 2018.	
		Identify and enhance Mosquito Control measures.	Continue testing mosquitoes to determine type/location – target response to area. (S) Ongoing	Mosquito Control started surveillance early for Zika. Treatment responses are based on data collection.	
			Treat stagnant water, including VDOT ditches. (S) Ongoing	Mosquito dunks are provided for standing water areas and vacuum pots are treated by staff (3,000). Continue to notify VDOT of problem areas. VDOT ditches are treated as frequently as staffing allows.	OPERATING
			Continue nighttime spraying using kid and pet friendly spray for mosquitoes. (S) Ongoing	Current SOP includes communication with beekeepers. Pesticide chosen by County is the least toxic spray available that will still kill mosquitoes.	
			Provide yard inspections upon request. (S) Ongoing	Staff provides home inspections and school programs. Issued over 3,500 door tags with mosquito awareness information. Surveillance, trapping, citizen requests, and reports are still ongoing.	OPERATING