

2013

VIRGINIA ASSOCIATION  
OF COUNTIES  
ACHIEVEMENT AWARD  
SUBMISSION

**DEFINING A VISION – SETTING PRIORITIES**

A framework to establish a Vibrant Economy, Effective, Reflective  
Government and Sustainable Land Use in Orange County, Virginia.



Submitted May 28, 2013

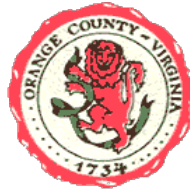


# ORANGE COUNTY, VIRGINIA

## OFFICE OF THE COUNTY ADMINISTRATOR

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COUNTY ADMINISTRATOR

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### 2013 Virginia Association of Counties Achievement Award

Submission Date – May 28, 2013

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**TITLE:**

**Defining a Vision – Setting Priorities**

**OVERVIEW:**

In January, 2012, the Orange County Board of Supervisors began a retreat process which would initiate a collaborative two-year plan of work to address the goals of their Vision for the County for 2022, including the principles of: A Vibrant Economy, Effective, Reflective Government and Sustainable Land Use. After much deliberation, the Board adopted its Vision for 2022 and developed Fourteen Priorities to be accomplished in 2012 and 2013, including cooperative planning efforts with the School Board, and the two incorporated Towns located within the County. A rack card was created to communicate the goals, purposes, and principles of the Board's work to various community stakeholders. The Fourteen Priorities were categorized as contributing to either: A Vibrant Economy, Effective, Reflective Government, or Sustainable Land Use. Following this categorization of the named priorities, staff identified the steps necessary to achieve completion of the priority. This was then assigned a timeframe and detailed timelines were created for each task. These "Priority Timelines" include definitive measureable results and are updated approximately once each quarter to track progress of the program overall. The timelines are made available to the public, published on the County's website and made available to the local media representatives.

**PROBLEM/NEED FOR THE PROGRAM:**

In January of 2012, the Orange County Board of Supervisors started the new year with one new member and the desire to better define and reach consensus on their vision for Orange County. It was decided that the annual retreat needed to be more than an undirected gathering of its members. At their retreat, the Board members defined how they would work together and with staff. They also undertook the significant task of defining a clear vision. They established definitive guidance to lead their work in the

coming years and designated three areas of focus: A Vibrant Economy, Effective, Reflective Government, and Sustainable Land Use. Staff engaged the services of a well-known retreat facilitator and began to study and learn of the Board's anticipated direction for the future of the County. More importantly, they worked diligently to identify those tasks which would most succinctly achieve their desired outcomes. The direction given to staff was not necessary to fulfill a legal obligation, as the County's Comprehensive Plan satisfies statutory requirements in this regard. Rather, the program was designed to provide measurable outcomes, enhance the level of citizen participation in and exposure to County government, enable effective public policy making, and improve the administration of the County. Further, it would facilitate and promote intergovernmental cooperation and coordination in addressing the shared concerns of the County's School Board and incorporated Towns.

**DESCRIPTION OF PROGRAM:**

In January, 2012, the Orange County Board of Supervisors began a retreat process which would initiate a collaborative two-year plan of work to address the goals of their Vision for the County for 2022, including: A Vibrant Economy, Effective, Reflective Government, and Sustainable Land Use. After much deliberation the Board adopted its Vision for 2022 and developed Fourteen Priorities to be accomplished in 2012 and 2013, including cooperative planning efforts with the School Board, and the two incorporated Towns located within the County.

The Board's Vision for 2022 is as follows:

*Orange County is a great place to live and have a business because of our shared values, strong sense of community, and friendly interactions among residents and visitors.*

*Orange County is a vibrant community that provides opportunities for ALL of its citizens. It is a great place to start and grow a business, and therefore can provide a range of shopping, dining, and entertainment options for its residents and visitors. Our successful economy allows us to sustain the characteristics we value and enjoy.*

*Through effective management, Orange County government reflects citizens' priorities for a small government with limited but highly effective services and strives to keep taxes affordable for all residents.*

*Orange County is a community that carefully plans for and communicates its desired future in order to protect its historic and natural resources while accommodating the business activity necessary to sustain our quality of life.*

The Board named the following Purposes and Principles and corresponding priorities to achieve success of its Vision:

### A Vibrant Economy

1. Assess where the County is on (listed\*) economic development prerequisites and determine the elements that need to be addressed.
2. Develop and implement an economic development plan for Route 3.
3. Initiate an enhanced relationship and change the dialogue with the School Board to define its role in economic development and create mechanisms to achieve our vision.
4. Provide support for the return of weekend passenger rail service to Orange County.

*\*Economic Development Prerequisites include:*

- Available sites in desirable locations that have the necessary infrastructure, quality public facilities, and adequate transportation networks.
- Comprehensive regulatory framework that has a supportive permitting process.
- Quality schools that prepare students for college and/or additional workforce training to create a skilled and adaptable workforce.
- Fiscally sound government with competitive tax policies that is a credible partner in economic development.
- Quality of place that includes cultural, recreational, and leisure opportunities.
- Community support for an expanding economy.

### Effective, Reflective Government

5. Develop and implement a strategy to list/outline/define core County services.
  - a. To assist the Board in setting priorities for the budget and to avoid “mission creep.”
  - b. To enable a strategy to effectively educate citizens about services/cost.
6. Redesign the CIP document and process to incorporate real funding (capital/operating).
7. Develop and implement a strategy to improve communication with the citizens.
8. Develop and implement a strategy to review County government processes to determine steps and timelines (i.e. department heads carry this out; address processes, timelines, what is required/what is not, best practices, what needs to improve).
9. Meet with town councils in the County to share priorities and explore opportunities for initiatives that have mutual benefit.

### Sustainable Land Use

10. Evaluate and amend the future land use map to represent what is there now and our future vision (update the land use map).
11. Work with the Planning Commission to complete Comprehensive Plan update.
12. Work with the Planning Commission to make targeted changes to the Zoning Ordinance, to include new or redefined zoning districts and the Subdivision Ordinance as needed.
13. Investigate and acquire cost-effective resources to create a natural and historic resources inventory.
14. Investigate and acquire cost effective resources to define available infrastructure to meet statutory requirements and to serve as a tool for planning.

Following Board adoption of the Fourteen Priorities, staff identified each step necessary to achieve completion of a priority within the assigned timeframe and detailed timelines for each task. These

“Priority Timelines” include definitive, measureable results and are updated approximately once each quarter to reflect the work of the Board and staff and to track progress of the program overall. A rack card was also created to communicate the goals, purposes, and principles of the Board’s work to various community stakeholders and citizenry. Further, staff produced posters with the Board’s Vision for 2022 and each Board member ratified by signature the text on the poster which was then framed and displayed throughout County facilities, as a constant reminder of the direction the Board defined for Orange County.

### **A Vibrant Economy**

Specific tasks for priorities listed under the principle of A Vibrant Economy, include: creating a Business Retention and Expansion Program, establishing an expedited permitting process for businesses, developing an economic development plan for Route 3 (one of the County’s main corridors) which evaluates available infrastructure, initiating an enhanced relationship with the School Board in an effort to redefine the School Board’s role in economic development, and providing support for the return of weekend passenger rail service in Orange County.

To date, joint meetings have been conducted between the School Board and Board of Supervisors in which liaisons were established for each Board and clear expectations were defined. They repeated the planning process with the School Board and created a rack card and vision poster for their joint efforts as well. Further, staff has developed its Business Retention and Expansion Program and is working to make contact with all existing businesses in Orange County. An infrastructure analysis has been completed for the Route 3 corridor and significant interest in the return of weekend passenger rail service as a result of numerous meetings/interactions has been relayed to the Commonwealth Transportation Board. Moreover, the permitting processes related to Planning and Zoning and Building Inspection have been reviewed with input from community stakeholders and staff. The result was revised forms/processes to help expedite the necessary procedures.

All of these efforts have been specifically aimed to bolster a vibrant economy in Orange County and have been completed since the adoption of the Board’s Vision in February, 2012. Efforts in progress include: conducting a more in-depth sustainable infrastructure analysis for the Route 3 corridor, creating a communication plan with citizens to encourage support for an expanding economy, and completing the

International Economic Development Council Scorecard for Economic Development to evaluate the position of Orange County in relation to other counties with regard to attractive sites for business location.



### **Effective, Reflective Government**

Specific tasks for priorities listed under the principle of Effective, Reflective Government include: defining core County services, redesigning the Capital Improvement Plan (CIP) document, creating a general communication plan for citizens, redesigning/enhancing the County's website, reviewing all County government processes and meeting with both Town Councils of the County's incorporated Towns to evaluate those initiatives that have a mutual benefit for all involved.

To date, the County has defined its Core Services and made the document available to the public following discussion of the services at a public meeting. Staff has purchased new CIP software and generated a more detailed CIP document which examines real funding and takes into account funding priorities. Further, the Board adopted a Communication Plan which will initiate the creation of a "County 101" DVD Course for citizens and a quarterly electronic newsletter, increase the frequency of press releases, and provide for consideration of the recommendations from Advisory Committee Chairs regarding the improvement of the County's overall communication efforts. The County has also contracted with a website vendor and created a site which will launch on May 31, 2013, which allows for electronic notification to citizens for certain government activities, provides for citizen input, and streamlines the information dissemination processes of County government. Lastly, the Board of Supervisors met with the Town of Orange Town Council which spurred conversations regarding the recreation of a Joint Planning Area. Efforts in progress include: conducting a joint meeting with the Town of Gordonsville Town Council and the Board of Supervisors and creating a strategy to review all County processes to evaluate consistency and steps/timelines necessary to complete the process. The tasks detailed under the principle of Effective, Reflective Government aim to increase government transparency and communication efforts.

## **Sustainable Land Use**

Specific tasks for priorities listed under the principle of Sustainable Land Use include: evaluating and amending the Future Land Use map, completing a Comprehensive Plan update, refining the County's Zoning Ordinance and Subdivision Ordinance, creating a hard copy inventory of the County's Historic and Natural Resources, and evaluating statutory requirements for infrastructure. To date, the Planning Commission has recommended changes to the Future Land Use map and Comprehensive Plan, and these changes are being considered by the Board of Supervisors. Staff, the Planning Commission, and the Board of Supervisors, have also identified those areas of the Zoning Ordinance and Subdivision Ordinance in need of modifications/amendments. These changes will be considered later this spring. Further, an excel spreadsheet and hard copy inventory of the County's Historic and Natural Resources have been compiled and notification of its existence has been provided to the public through Board meeting documentation. Some of the tasks detailed under the principle of Sustainable Land Use are statutorily required; however, the County is going far beyond what is the minimum standard to reach a higher level and will provide a comprehensive look at planning for a sustainable future.

### **In Summary**

All of the tasks have been slated for completion by the end of 2013. Many tasks have been completed entirely or completed substantially, and a few of the tasks will have lingering efforts (for example, the economic development plan for the Route 3 corridor will likely be an evolving multi-decade effort; however the initial work will have been completed). The underlying theme for all tasks detailed in this program is the betterment of the Community and all of its stakeholders, including citizens, business owners, perspective visitors, and related governing bodies. Since adoption of the aforementioned materials, the Board and staff have taken numerous measures to notify the public of its intent and progress with the Fourteen Priorities. It is the hope of the Orange County Board of Supervisors that the Vision for 2022 and the Fourteen Priorities detailed for 2012-2013 will set Orange County apart and prepare it for advancement in the future. Also, the Board plans to hold another facilitated retreat in 2014, where the process of identifying priorities will begin again.

### **USE OF TECHNOLOGY:**

This program has utilized numerous forms of technology throughout its duration and will continue to do so. Some of the program documents were created using Photoshop and Microsoft Excel along with other Microsoft Office programs. Forms of technology used for completion of the fourteen priorities, include: Capital Improvement Plan Software, a new County website which features many technologically advanced components including a “notify me” feature to enhance citizen participation and knowledge of County initiatives, DeltAlert (emergency notifications), Facebook, digital video editing equipment, and GIS software for improvement of the County’s Future Land Use maps and Comprehensive Plan.

### **THE COST OF THE PROGRAM:**

There were various costs associated with the program from start to finish. To begin the process, the services of a well-known retreat facilitator were engaged and communicative documents including a rack card and poster detailing the Board’s vision and priorities were created to inform stakeholders of the Board’s intentions. These costs are detailed below. Further, in carrying out the Fourteen Priorities, capital costs were incurred with regard to new software and technological capabilities. Some of these costs are also detailed below.

#### Operating Costs (approximate):

- Retreat Facilitator (*Jan., Feb., Aug., 2012/Travel Accommodations*) – \$7,650
- Printing Costs for Communicative Documents (*rack cards/posters*) – \$335
- Various Printing Costs (*Communication Plan/Comprehensive Plan/etc.*) – \$1,250

#### Capital Costs (approximate):

- CIP Software – \$10,000
- New County Website – \$32,000
- GIS Software and Equipment – \$35,690

### **THE RESULTS/SUCCESS OF THE PROGRAM:**

This program has been successful in a number of ways. First and foremost, it has served as an organizing agent for the Board in regards to their activities and focus. They pay attention to their Principles and work to first complete the Fourteen Priorities when addressing issues. Further, it has served as a plan of work and a guide for the Administration Office in their efforts with prioritization, funding preferences, etc. It has also greatly enhanced the communication efforts of the County with its



citizens and other relevant stakeholders. Since the beginning of the program, multiple meetings have been conducted with the School Board including a full-day retreat on a Saturday to help align the goals of the two elected bodies. As can be expected, there are at times conflict in the missions/funding priorities of the two, and this has begun to form a foundation for them to tackle significant programmatic decisions together.

The program promotes general governmental accountability as the Board's vision and priority setting efforts have been heavily discussed during public meetings, made available on the web, and are updated regularly and published for those wishing to track the Board's success with the priorities. Overall, the program offers an improved constituent service and showcases the current values and future of Orange County.

**WORTHINESS OF AN AWARD:**

The program and its efforts place an emphasis on the business climate of the County as well as the economic vitality of its future. It also places an emphasis on citizens and their engagement/awareness of County programs, services, and functions. Further, this program highlights the need for sustainable land use and sound development practices built on consensus. It works to accomplish these goals through promoting intergovernmental cooperation therefore addressing shared problems and improving communication overall. This program if reproduced could assist other localities to improve the ability of the elected officials and Administration to direct their focus and to measure success with special projects through the creation of timelines and quarterly reports on those timelines. Further, it has greatly enhanced the communication efforts of the County with its citizens and reproduction of those efforts is highly encouraged.

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**Respectfully Submitted Electronically By:**  
**Ashley Jacobs, Assistant to the County Administrator**  
**May 28, 2013**



## Supplemental Documentation

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*The following documents have been selected to represent our program described herein and are only a sampling of the work produced to date. More documents are available upon request.*

1. Fourteen Priorities
2. Letters to Stakeholders/Rack Cards
3. Priority Timelines
4. Communication Plan



## ORANGE COUNTY BOARD OF SUPERVISORS TWO-YEAR PRIORITIES

Developed January 15, 2012, amended February 11, 2012

### VIBRANT ECONOMIC DEVELOPMENT

- |  |
|--|
| 1. Assess where the County is on (listed) economic development prerequisites and determine the elements that need to be addressed<br>Note: EDA needs to play a strong role; TJPED currently doing ED assessment (SWOT)                                     |
| 2. Develop and implement an economic development plan for Route 3<br>Note: Act quickly; consider a team/stakeholders meeting to include Board, EDA, investors, landowners, and Gateway study people who represent a variety of interests in the area       |
| 3. Initiate an enhanced relationship and change the dialogue with the School Board to define its role in economic development and create mechanisms to achieve our vision<br>Note: Review CTE, needs, curriculum, interface, how we work with what we have |
| 4. Provide support for the return of weekend passenger rail service to Orange County   |

### EFFECTIVE, REFLECTIVE GOVERNMENT

- |  |
|--|
| 5. Develop and implement a strategy to list/outline/define core County services<br>a. To assist the Board in setting priorities for the budget and to avoid "mission creep"<br>b. To enable a strategy to effectively educate citizens about services/cost |
| 6. Redesign the CIP document and process to incorporate real funding (capital/operating)<br>Note: Need clearer expectations about rationale/need from departments to aid prioritization  |
| 7. Develop and implement a strategy to improve communication with the citizens   |
| 8. Develop and implement a strategy to review County government processes to determine steps and timelines (i.e. department heads carry this out; address processes, timelines, what is required/what is not, best practices, what needs to improve)       |
| 9. Meet with town councils in the County to share priorities and explore opportunities for initiatives that have mutual benefit  |

### SUSTAINABLE LAND USE

- |  |
|--|
| 10. Evaluate and amend the future land use map to represent what is there now and our future vision (update the land use map)  |
| 11. Work with the Planning Commission to complete Comprehensive Plan update  |
| 12. Work with the Planning Commission to make targeted changes to the Zoning Ordinance, to include new or redefined zoning districts and the Subdivision Ordinance as needed   |
| 13. Investigate and acquire cost-effective resources to create a natural and historic resources inventory<br>Note: Understand statutory requirements; use the network of agencies, organizations, and volunteers to lower cost; consider committee to do research and bring recommendations to Board |
| 14. Investigate and acquire cost effective resources to define available infrastructure to meet statutory requirements and to serve as a tool for planning<br>Note: Understand statutory requirements; achieve common definition of scope  |

ORANGE COUNTY, VIRGINIA  
BOARD OF SUPERVISORS

SHANNON C. ABBS, DISTRICT ONE  
JAMES K. WHITE, DISTRICT TWO  
S. TEEL GOODWIN, DISTRICT THREE  
GROVER C. WILSON, DISTRICT FOUR  
LEE H. FRAME, DISTRICT FIVE

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ORANGE, VIRGINIA 22960

March 27, 2012

RE: Orange County Board of Supervisors Vision Statement for 2022

Dear Stakeholder:

During our recent 2012 Board of Supervisors Retreat, the Orange County Board of Supervisors worked to collaborate and develop guiding principles for their continued work. After much deliberation, the Board drafted and adopted its Vision Statement for 2022, and named 14 prioritized tasks to accomplish over the next two years. Please see the enclosed rack card.

The Board has agreed to the following purposes and principles to achieve success of its Vision for 2022: (1) a Vibrant Economy; (2) Effective, Reflective Government; and (3) Sustainable Land Use. It is our hope that these guiding principles will focus our work to create a successful outcome for our Vision for 2022.

It is important to note that the Board of Supervisors Vision Statement for 2022 is not to be confused with the County's Vision Statement as noted in the Comprehensive Plan. The Board's Vision Statement is intended to guide the work of the Board to accomplish their Vision for the future of the County. The purpose of sharing our Vision with you is that we value your input and collaboration. We hope that as we work together, you too can use this guidance as you proceed with your activities with the Board.

The Orange County Board of Supervisors and County staff members look forward to implementing the Guiding Principles and Purposes. If you have any questions regarding our Vision Statement, please contact Julie G. Jordan, County Administrator, at (540) 672-3313.

Sincerely,

S. Teel Goodwin  
Chairman

cc: Orange County Board of Supervisors



# ORANGE COUNTY 2022

## BOARD OF SUPERVISORS VISION

ADOPTED FEBRUARY 14, 2012

*Orange County is a great place to live and have a business because of our shared values, strong sense of community, and friendly interactions among residents and visitors.*

*Orange County is a vibrant community that provides opportunities for ALL of its citizens. It is a great place to start and grow a business, and therefore can provide a range of shopping, dining, and entertainment options for its residents and visitors. Our successful economy allows us to sustain the characteristics we value and enjoy.*

*Through effective management Orange County government reflects citizens' priorities for a small government with limited but highly effective services and strives to keep taxes affordable for all residents.*

*Orange County is a community that carefully plans for and communicates its desired future in order to protect its historic and natural resources while accommodating the business activity necessary to sustain our quality of life.*

THE BOARD ACHIEVES THESE  
OUTCOMES THROUGH SUCCESS  
WITH THE FOLLOWING  
PURPOSES AND PRINCIPLES:

-  **A VIBRANT ECONOMY**
-  **EFFECTIVE, REFLECTIVE GOVERNMENT**
-  **SUSTAINABLE LAND USE**

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## A VIBRANT ECONOMY

*We envision the economy of Orange County with a mix of businesses that provide a variety of employment opportunities as well as the goods and services desired by our citizens.*

*We create economic development plans that ensure sufficient, properly zoned and located areas that are compatible with the desired characteristics of our community.*

*We know the economy is bolstered by the commitment of its local, regional, state, and federal partners to provide and constantly improve the elements that are the prerequisites of successful economic development, including:*

- 1. Available sites in desirable locations that have the necessary infrastructure, quality public facilities, and adequate transportation networks*
- 2. Comprehensive regulatory framework that has a supportive permitting process*
- 3. Quality schools that prepare students for college and/or additional workforce training to create a skilled and adaptable workforce*
- 4. Fiscally sound government with competitive tax policies that is a credible partner in economic development*
- 5. Quality of place that includes cultural, recreational, and leisure opportunities*
- 6. Community support for an expanding economy*



## EFFECTIVE, REFLECTIVE GOVERNMENT

*We want a County government that is reflective of citizens' needs.*

*We encourage citizen input through effective communication and active participation to aid in developing policies that move the County in a prosperous direction.*

*We actively participate with other elected boards and officials to ensure that we promote our mutual interests and better governance.*

*We focus on having a small and efficient government that provides core services.*

*We recognize that our volunteers and civic organizations supplement County services and substantially contribute to the quality of life for Orange County citizens.*

*Our Capital Improvement Plan is a critical planning document that reflects our priorities and commitment to funding.*

*Our Vision encourages the Board to work toward a high level of consensus for the collective good of the citizenry.*



## SUSTAINABLE LAND USE

*We support land use planning that provides long-term direction, preserves our natural and historic resources, and promotes sustainable development.*

*In planning for land use, we evaluate where we want to go, work from real information, consider adjacent jurisdictions, and give direction to others.*

*We continuously review and improve our regulatory processes to make sure that they are consistent and easy for citizens to use.*

*We carefully plan for public and private facilities and infrastructure so that they support future development.*



# ORANGE COUNTY, VIRGINIA

## BOARD OF SUPERVISORS

SHANNON C. ABBS, DISTRICT ONE  
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ORANGE, VIRGINIA 22960

January 9, 2013

Dear Stakeholder:

RE: Orange County Board of Supervisors and School Board Joint Retreat

In January of last year, the Orange County Board of Supervisors began a retreat process to work on a Vision for the County. The Board of Supervisors agreed to the following purposes and principles to achieve success of its Vision for 2022: (1) a Vibrant Economy; (2) Effective, Reflective Government; and (3) Sustainable Land Use. The Board also named 14 prioritized tasks as part of its Vision for 2022.

Joint collaboration with the School Board was detailed in the 14 tasks identified by the Board. A retreat was held between the Board of Supervisors and School Board in August, 2012, to partner and develop guiding principles for their continued work. After much consideration, the Boards named Five Bold Steps to accomplish together. Please see the enclosed rack card which details these Bold Steps.

The Orange County Board of Supervisors, School Board and County staff look forward to their work towards the Five Bold Steps. If you have any questions regarding this collaboration, input on the Five Bold Steps or the Board of Supervisors' Vision Statement, please contact Julie G. Summs, County Administrator, at (540) 672-3313, or Dr. Robert P. Grimesey, Superintendent of Schools, at (540) 661-4550. Thank you for your continued support of Orange County.

Sincerely,

S. Teel Goodwin  
Chairman

Enclosure as stated

cc: Orange County Board of Supervisors  
Orange County School Board



**ORANGE COUNTY PUBLIC SCHOOLS  
TAYLOR EDUCATION ADMINISTRATION COMPLEX  
200 DAILEY DRIVE  
ORANGE, VIRGINIA 22960**

[www.ocss-va.org](http://www.ocss-va.org)

540-661-4550

Fax 540-661-4599

January 10, 2013

Dear Employees, Parents and Other Interested Citizens:

Throughout the latter half of 2012, the Orange County School Board collaborated with the Orange County Board of Supervisors to develop a common vision for the future of our community. The card included with this letter outlines the key steps and strategies that emerged from that collaborative process.

As presented on the card, the two Boards agreed to achieve three goals: (1.) a vibrant economy; (2.) effective and reflective government; and (3.) sustainable land use. We identified five short-term steps that they would take to initiate the process. Finally, we identified six general "strategy areas" that would serve to prioritize and to guide our longer-term activities to achieve the three goals.

The School Board is grateful to the Board of Supervisors for its invitation to participate in the planning process and for the spirit of cooperation that the process has engendered during the past five months. Cooperation among our governing Boards and our governmental agencies can only yield positive benefits for the prosperity and vitality of our community, including the well-being of our children and our families.

We hope you will take a few minutes to review the card and share your thoughts or questions about any of the goals, steps or strategy areas. If you have any questions or comments related to the card or the process that generated it, you may submit them to the School Board by email to [info@ocss-va.org](mailto:info@ocss-va.org), or by telephone to Laura Byram, Clerk to the School Board, at (540) 661-4550. Thank you for your consideration and for your continued support of Orange County.

Sincerely,

A handwritten signature in blue ink that reads "Judy".

Judith E. Carter, Chairman  
Orange County School Board



# ORANGE COUNTY 2022



## 2012 BOARD OF SUPERVISORS/ SCHOOL BOARD STRATEGY AREAS

ADOPTED OCTOBER 9, 2012

*The Orange County Board of Supervisors  
and the Orange County School Board  
will work to achieve:*

 A VIBRANT ECONOMY

 EFFECTIVE, REFLECTIVE GOVERNMENT

 SUSTAINABLE LAND USE

### THE BOARDS WILL TAKE FIVE BOLD STEPS:

1. Establish Board liaisons with clear expectations
2. Develop Board of Supervisors/  
School Board communication  
document/strategy
3. Hold Career Technical Education  
worksession to address long term  
facility needs
4. Establish planning strategy/cycle
5. Establish long-range plan for  
developmental projects

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[ORANGECOUNTYVA.GOV](http://ORANGECOUNTYVA.GOV)

# BOARD OF SUPERVISORS AND SCHOOL BOARD STRATEGY AREAS



Includes programs, space, facilities, adult education, workforce training, collaboration with partners such as Germanna Community College, considering other facility related issues (high school overcrowding)



Includes outreach, marketing the services provided by the County (what we do, what we would like to do), value proposition, “bang for the buck,” use of technology, school/community events and activities, helping citizens understand why (the process we used to get there)



Includes new and existing business, managing regulations, land use issues, reviewing documents such as the Gateway Study, infrastructure needs, self-assessment on measures (scorecard), how we promote ourselves, engaging the business community, new strategies



Includes liaisons, joint meetings, collaboration on budget, making sure that both bodies are heard, respecting differences and different positions, using work sessions, setting priorities, understanding the impact of not funding versus funding, use of technology



Includes Board of Supervisors and School Board working from common set of data, demand for services/facilities, role of schools in the community, population/demographics, people trends (how/where), infrastructure planning, being ahead of the curve



Includes operating budget, priorities, proper planning, resource allocation, grants, foundations, debt management, use of volunteers, truth in budget/confidence/credibility, what we are doing this year and in future years, fund-raising

**Fourteen Priorities Timeline (May 20, 2013)**



Priority #		February	March	April	May	June	July	August	September	October	November	December	January	February	March	April	May	June	July	August	September	October	November	December
		2012												2013										
<b>A Vibrant Economy</b>																								
1	Assess where the County is on (listed) economic development prerequisites and determine the elements that need to be addressed																							
2	Develop and implement an economic development plan for Route 3																							
3	Initiate an enhanced relationship and change the dialogue with the School Board to define its role in economic development and create mechanisms to achieve our vision																							
3A	Bold Steps Resulting from Joint Retreat with School Board																							
4	Provide support for the return of weekend passenger rail service to Orange County																							
<b>Effective, Reflective Government</b>																								
5	Develop and implement a strategy to list/outline/define core County services																							
6	Redesign the CIP document and process to incorporate real funding (capital/operating)																							
7	Develop and implement a strategy to improve communication with the citizens																							
8	Develop and implement a strategy to review County government processes to determine steps and timelines (i.e. department heads carry this out; address processes, timelines, what is required/what is not, best practices, what needs to improve)																							
9	Meet with town councils in the County to share priorities and explore opportunities for initiatives that have mutual benefit																							
<b>Sustainable Land Use</b>																								
10	Evaluate and amend the future land use map to represent what is there now and our future vision (update the land use map)																							
11	Work with Planning Commission to complete Comprehensive Plan																							
12	Work with the Planning Commission to make selected changes to the Zoning Ordinance																							
	Work with the Planning Commission on redefined zoning districts and the Subdivision Ordinance as needed																							
13	Investigate and acquire cost-effective resources to create a natural and historic resources inventory																							
14	Investigate and acquire cost effective resources to define available infrastructure to meet statutory requirements and to serve as a tool for planning																							

Red= Ongoing Activity

Grey = To Be Determined and/or Dormant

Yellow = Completed Task

# A Vibrant Economy







**Fourteen Priorities Timeline (May 20, 2013)**

ORANGE COUNTY PRIORITIES	2012																																												
	Feb		Mar			Apr			May			Jun			Jul			Aug			Sep			Oct			Nov			Dec															
	WE 2/17	WE 2/24	WE 3/2	WE 3/9	WE 3/16	WE 3/23	WE 3/30	WE 4/6	WE 4/13	WE 4/20	WE 4/27	WE 5/4	WE 5/11	WE 5/18	WE 5/25	WE 6/1	WE 6/8	WE 6/15	WE 6/22	WE 6/29	WE 7/6	WE 7/13	WE 7/20	WE 7/27	WE 8/3	WE 8/10	WE 8/17	WE 8/24	WE 8/31	WE 9/7	WE 9/14	WE 9/21	WE 9/28	WE 10/5	WE 10/12	WE 10/19	WE 10/26	WE 11/2	WE 11/9	WE 11/16	WE 11/23	WE 11/30	WE 12/7	WE 12/14	WE 12/21
<b>Priority Two: Develop and implement an economic development plan for Route 3</b>																																													
Identify 20-25 to serve on the Stakeholder Committee; Identify a Subset of 5-7 to Serve as the Technical Subcommittee																																													
Hold Initial Meeting of Subcommittee and Stakeholders																																													
Infrastructure Analysis (Performed by Resource International)	Yellow																																												
Sustainable Infrastructure Study																																													
Meeting Schedule for Stakeholder Committee and Subcommittee																																													
Citizen Outreach on Work of the Committee																																													
Board Worksessions to Discuss Project as Progress is Made																																													
**May 9, 2013 - Joint Meeting with the Board of Supervisors, Economic Development Authority, and Planning Commission to discuss the establishment of economic development initiatives for the Route 3 Corridor. More defined tasks will be forthcoming.																																													
<b>Priority Three: Initiate an enhanced relationship and change the dialogue with the School Board to define its role in economic development and create mechanisms to achieve our vision</b>																																													
Meeting with Superintendent Grimesey to Organize Joint Meeting (April, 2012)																																													
Dates to Consultant, School Board, and Board of Supervisors Offered (End April, 2012)																																													
Date of Joint Meeting Confirmed (May 8, 2012)																																													
Joint Retreat (August 18, 2012)																																													
OCPS, OCCC, and Orange County Officials to meet to redefine Business Advisory Council (BAC)	Red																																												
Education Marketing Piece (June, 2012)																																													
<b>Priority Three-A: Bold Steps resulting from the Joint Retreat on August 18, 2012</b>																																													
Establish Board Liaisons with Clear Expectations																																													
Develop School Board/Board of Supervisors Communication Documents/Strategy																																													
Hold Career Technical Education Worksession to Address Long Term Facility Needs																																													
Establish Planning Strategy/Cycle																																													
Establish Long-Range Plan For Developmental Projects																																													
<b>Priority Four: Provide support for the return of weekend passenger rail service to Orange County.</b>																																													
Information on Potential Grants and Updates from Stakeholders if Relevant	Red																																												
Reach out to Commonwealth Transportation Board and other relevant entities regarding Rail Activity	Red																																												
Otherwise Dormancy in the Short Term																																													

Red= Ongoing Activity  
 Grey = To Be Determined and/or Dormant  
 Yellow = Task Completed



**Fourteen Priorities Timeline (May 20, 2013)**

ORANGE COUNTY PRIORITIES	2013																																																			
	Jan			Feb			Mar			Apr			May			Jun			Jul			Aug			Sep			Oct			Nov			Dec																		
A VIBRANT ECONOMY	WE 1/4	WE 1/11	WE 1/18	WE 1/25	WE 2/1	WE 2/8	WE 2/15	WE 2/22	WE 3/1	WE 3/8	WE 3/15	WE 3/22	WE 3/29	WE 4/5	WE 4/12	WE 4/19	WE 4/26	WE 5/3	WE 5/10	WE 5/17	WE 5/24	WE 5/31	WE 6/7	WE 6/14	WE 6/21	WE 6/28	WE 7/5	WE 7/12	WE 7/19	WE 7/26	WE 8/2	WE 8/9	WE 8/16	WE 8/23	WE 8/30	WE 9/6	WE 9/13	WE 9/20	WE 9/27	WE 10/4	WE 10/11	WE 10/18	WE 10/25	WE 11/1	WE 11/8	WE 11/15	WE 11/22	WE 11/29	WE 12/6	WE 12/13	WE 12/20	WE 12/27
<b>Priority One: Assess where the County is on the (listed) economic development prerequisites and determine the elements that need to be addressed.</b>																																																				
Present Target Marketing Study to Board (April 12, 2012)																																																				
Database Outline (April 24, 2012 Board of Supervisors Meeting)																																																				
Schedule Worksession on Tax Policies (July 24, 2012)																																																				
DRAFT - Orange County Economic Development Existing Industry Plan of Work (June 26, 2012 Board of Supervisors Meeting)																																																				
Review by Process Review Team of Local Processes and Forms with Input Given to Planning Director																																																				
Orange County Economic Development Existing Industry Plan of Work including Orange County Business Retention and Expansion Team (Members – Chamber Member(s), EDA Members, Business Executives, TJPED Representatives)																																																				
Import Business List from Commissioner of the Revenue into Executive Pulse																																																				
Develop Core Volunteer Group (10 members)																																																				
Volunteer Training																																																				
Develop Monthly Meeting Schedule																																																				
Kickoff Meeting																																																				
Launch Electronic Newsletter																																																				
Launch Facebook Page																																																				
First Half Luncheon																																																				
Launch Six Month Seminar Calendar/Monthly Events Calendar																																																				
Volunteer Appreciation (mid-year/end-year)																																																				
Business Appreciation																																																				
Initial Program Results																																																				
Orange County Economic Development Plan of Work Related to Target Market Study																																																				
Comprehensive Database of Sites (including relevant selection information about the sites), County Infrastructure, Transportation, School Achievement Data, and Cultural/Historic/Leisure Data																																																				
Updated Zoning Ordinance (See Priority 12)																																																				
Information on Areas Where Potential Sites Would be Attractive																																																				
Expedited Plan Review Process																																																				
Expedited Rezoning/SUP Process																																																				
Communication Plan with Citizens to Encourage Community Support for Expanding Economy																																																				
Implementation of Communication Plan with Citizens																																																				
Complete IEDC Economic Development Scorecard																																																				

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 Y:\Ashley-Julia\PRIORITIES & TASKS\PRIORITY TIMELINES\CURRENT PRIORITY TIMELINES TO USE\Schedule for A Vibrant Economy\_Revised May 20, 2013



**Fourteen Priorities Timeline (May 20, 2013)**

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<b>Priority Two: Develop and implement an economic development plan for Route 3</b>																																																				
Identify 20-25 to serve on the Stakeholder Committee; Identify a Subset of 5-7 to Serve as the Technical Subcommittee																																																				
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Dates to Consultant, School Board, and Board of Supervisors Offered (End April, 2012)																																																				
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<b>Priority Three-A: Bold Steps resulting from the Joint Retreat on August 18, 2012</b>																																																				
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Otherwise Dormancy in the Short Term																																																				

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# Effective, Reflective Government





**Fourteen Priorities Timeline (May 20, 2013)**

ORANGE COUNTY PRIORITIES	2013																																																			
	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec																																								
<b>EFFECTIVE, REFLECTIVE GOVERNMENT</b>	WE 1/4	WE 1/11	WE 1/18	WE 1/25	WE 2/1	WE 2/8	WE 2/15	WE 2/22	WE 3/1	WE 3/8	WE 3/15	WE 3/22	WE 3/29	WE 4/5	WE 4/12	WE 4/19	WE 4/26	WE 5/3	WE 5/10	WE 5/17	WE 5/24	WE 5/31	WE 6/7	WE 6/14	WE 6/21	WE 6/28	WE 7/5	WE 7/12	WE 7/19	WE 7/26	WE 8/2	WE 8/9	WE 8/16	WE 8/23	WE 8/30	WE 9/6	WE 9/13	WE 9/20	WE 9/27	WE 10/4	WE 10/11	WE 10/18	WE 10/25	WE 11/1	WE 11/8	WE 11/15	WE 11/22	WE 11/29	WE 12/6	WE 12/13	WE 12/20	WE 12/27
<b>Priority Five: Develop and implement a strategy to list/outline/define core County services</b>																																																				
Presentation of Services to Board (November 14, 2012)																																																				
Discussion of Core Services (Winter, 2012)																																																				
<b>Priority Six: Redesign the CIP document and process to incorporate real funding (capital/operating)</b>																																																				
Recommendations for FY14 and Future CIP provided to Board (October-December, 2012)																																																				
Springsted Software Generated CIP Draft																																																				
New CIP Reflective of Vision and "Real Funding"																																																				
<b>Priority Seven: Develop and implement a strategy to improve communication with the citizens</b>																																																				
RFP for New Website (Fall, 2012)-Vendor on State Contract(New Date July 2013)																																																				
New Communication Efforts with Citizens Identified in Brainstorming Meetings (Immediate but not individually communicated to Board)																																																				
New Communication Efforts with Citizens Requiring Board Action Identified in Brainstorming Meetings (September, 2012)																																																				
General Communication Plan for Citizenry Adopted (Winter, 2012)																																																				
Implement Communication Plan and Provide Update (Spring/Summer, 2013)																																																				
New Website (Spring/Summer, 2013)																																																				
<b>Priority Eight: Develop and implement a strategy to review County government processes to determine steps and timelines</b>																																																				
Complete List of Processes (September/October, 2012)																																																				
Update on Project (Fall, 2013)																																																				
Additional Update with Completed Improvements Identified and Future Improvements (Especially Those Requiring Board Action) Proposed (Fall, 2013)																																																				
<b>Priority Nine: Meet with town councils in the County to share priorities and explore opportunities for initiatives that have mutual benefit</b>																																																				
Feedback from Town Managers about Joint Meetings																																																				
Joint Meetings with Town of Orange Council (Per Board Direction)																																																				
Joint Meetings with Town of Gordonsville Council (Per Board Direction)																																																				

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# Sustainable Land Use



**Fourteen Priorities Timeline (May 20, 2013)**

ORANGE COUNTY PRIORITIES	2012																																													
	Feb		Mar				Apr				May				Jun				Jul			Aug			Sep			Oct			Nov			Dec												
SUSTAINABLE LAND USE	WE 2/17	WE 2/24	WE 3/2	WE 3/9	WE 3/16	WE 3/23	WE 3/30	WE 4/6	WE 4/13	WE 4/20	WE 4/27	WE 5/4	WE 5/11	WE 5/18	WE 5/25	WE 6/1	WE 6/8	WE 6/15	WE 6/22	WE 6/29	WE 7/6	WE 7/13	WE 7/20	WE 7/27	WE 8/3	WE 8/10	WE 8/17	WE 8/24	WE 8/31	WE 9/7	WE 9/14	WE 9/21	WE 9/28	WE 10/5	WE 10/12	WE 10/19	WE 10/26	WE 11/2	WE 11/9	WE 11/16	WE 11/23	WE 11/30	WE 12/7	WE 12/14	WE 12/21	WE 12/28
<b>Priority Ten: Evaluate and amend the future land use map to represent what is there now and our future vision (update the land use map)</b>																																														
Draft Future Land Use Map to Planning Commission																																														
Draft Future Land Use Map to Board of Supervisors																																														
<b>Priority Eleven: Work with the Planning Commission to complete Comprehensive Plan update</b>																																														
Draft Comprehensive Plan to Planning Commission																																														
Draft Comprehensive Plan to Board of Supervisors																																														
Public Hearing Date for Planning Commission for Comprehensive Plan																																														
Public Hearing Date for Board of Supervisors for Comprehensive Plan																																														
Comprehensive Plan Adoption																																														
<b>Priority Twelve: Work with the Planning Commission to make targeted changes to the Zoning Ordinance, to include new or redefined zoning districts and the Subdivision Ordinance as needed</b>																																														
Timeline for Completion of Selected Changes to the Zoning Ordinance																																														
Final Proposed Changes of Selected Changes to the Zoning Ordinance																																														
Public Hearing Date for Planning Commission for Selected Changes to the Zoning Ordinance																																														
Public Hearing Date for Board of Supervisors for Selected Changes to the Zoning Ordinance																																														
Timeline for Completion of Refined Zoning Districts and Subdivision Ordinance as needed																																														
Final Proposed Changes of Refined Zoning Districts and Subdivision Ordinance as needed																																														
Public Hearing Date for Planning Commission for Redefined Zoning Districts and Subdivision Ordinance as needed																																														
Public Hearing Date for Board of Supervisors for Redefined Zoning Districts and Subdivision Ordinance as needed																																														
<b>Priority Thirteen: Investigate and acquire cost-effective resources to create a natural and historic resources inventory</b>																																														
Excel Spreadsheet of Historic and Natural Resources (April, 2012)																																														
Hard Copy Inventory (located in the Tourism Office) of each Historic and Natural Resource as Identified in the Excel Spreadsheet (Spring/Summer 2013)																																														
<b>Priority Fourteen: Investigate and acquire cost effective resources to define available infrastructure to meet statutory requirements and to serve as a tool for planning</b>																																														
Ensure planning needs and statutory requirements are met with adoption of the Comprehensive Plan Update																																														

Red = Ongoing Activity  
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**Fourteen Priorities Timeline (May 20, 2013)**

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<b>SUSTAINABLE LAND USE</b>																																																			
<b>Priority Ten: Evaluate and amend the future land use map to represent what is there now and our future vision (update the land use map)</b>	[Green]																																																		
Draft Future Land Use Map to Planning Commission	[Yellow]																																																		
Draft Future Land Use Map to Board of Supervisors	[Red]																																																		
<b>Priority Eleven: Work with the Planning Commission to complete Comprehensive Plan update</b>	[Green]																																																		
Draft Comprehensive Plan to Planning Commission	[Yellow]																																																		
Draft Comprehensive Plan to Board of Supervisors	[Red]																																																		
Public Hearing Date for Planning Commission for Comprehensive Plan	[Yellow]																																																		
Public Hearing Date for Board of Supervisors for Comprehensive Plan	[Red]																																																		
Comprehensive Plan Adoption	[Red]																																																		
<b>Priority Twelve: Work with the Planning Commission to make targeted changes to the Zoning Ordinance, to include new or redefined zoning districts and the Subdivision Ordinance as needed</b>	[Green]																																																		
Timeline for Completion of Selected Changes to the Zoning Ordinance	[Yellow]																																																		
Final Proposed Changes of Selected Changes to the Zoning Ordinance	[Yellow]																																																		
Public Hearing Date for Planning Commission for Selected Changes to the Zoning Ordinance	[Red]																																																		
Public Hearing Date for Board of Supervisors for Selected Changes to the Zoning Ordinance	[Red]																																																		
Timeline for Completion of Refined Zoning Districts and Subdivision Ordinance as needed	[Grey]																																																		
Final Proposed Changes of Refined Zoning Districts and Subdivision Ordinance as needed	[Grey]																																																		
Public Hearing Date for Planning Commission for Redefined Zoning Districts and Subdivision Ordinance as needed	[Red]																																																		
Public Hearing Date for Board of Supervisors for Redefined Zoning Districts and Subdivision Ordinance as needed	[Red]																																																		
<b>Priority Thirteen: Investigate and acquire cost-effective resources to create a natural and historic resources inventory</b>	[Green]																																																		
Excel Spreadsheet of Historic and Natural Resources (April, 2012)	[Yellow]																																																		
Hard Copy Inventory (located in the Tourism Office) of each Historic and Natural Resource as Identified in the Excel Spreadsheet (Spring/Summer 2013)	[Red]																																																		
<b>Priority Fourteen: Investigate and acquire cost effective resources to define available infrastructure to meet statutory requirements and to serve as a tool for planning</b>	[Green]																																																		
Ensure planning needs and statutory requirements are met with adoption of the Comprehensive Plan Update	[Red]																																																		

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# Communication Plan

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Enhanced Communication Efforts with  
Orange County Citizenry  
Winter, 2012



# 2012 COMMUNICATION PLAN

## TABLE OF CONTENTS

<b>SECTION 1 – OVERVIEW</b>	<b>2</b>
<b>BOARD OF SUPERVISORS VISION STATEMENT</b>	<b>2</b>
<b>EFFECTIVE, REFLECTIVE GOVERNMENT</b>	<b>2</b>
<b>PRIORITY SEVEN</b>	<b>2</b>
<b>SECTION 2 - PROCESS</b>	<b>3-4</b>
<b>PROCESS FOR IDENTIFICATION</b>	<b>3</b>
<b>SUGGESTIONS OFFERED</b>	<b>3-4</b>
<b>SECTION 3 – ANALYSIS OF IDEAS SUGGESTED</b>	<b>4-5</b>
<b>MATRIX CATEGORIZING PRIORITY LEVEL AND DELIVERABLE TIMELINES</b>	<b>5</b>
<b>SECTION 5 – PLAN OF WORK</b>	<b>6-11</b>
<b>HIGH PRIORITY – IMMEDIATE DELIVERABLES</b>	<b>6-9</b>
<b>HIGH PRIORITY – DELAYED DELIVERABLES</b>	<b>9-10</b>
<b>LOW PRIORITY – IMMEDIATE DELIVERABLES</b>	<b>10-11</b>
<b>LOW PRIORITY – DELAYED DELIVERABLES</b>	<b>11</b>
<b>SECTION 6 – SUMMARY</b>	<b>11</b>
<b>SUMMARY</b>	<b>11</b>



## BOARD OF SUPERVISORS VISION STATEMENT

In January/February, 2012, the Board of Supervisors worked to collaborate and develop guiding principles for their continued work. After much deliberation, the Board drafted and adopted its Vision Statement for 2022, and named 14 prioritized tasks to accomplish in 2012 and 2013. The Board agreed to the following purposes and principals to achieve success of its Vision for 2022: (1) A Vibrant Economy; (2) Effective, Reflective Government; and (3) Sustainable Land Use.

### EFFECTIVE, REFLECTIVE GOVERNMENT

The following statements were agreed upon by the Board for their vision of an Effective, Reflective Government:

*We want a County government that is reflective of citizens' needs.*

***We encourage citizen input through effective communication and active participation to aid in developing policies that move the county in a prosperous direction.***

*We actively participate with other elected boards and officials to ensure that we promote our mutual interests and better governance.*

*We focus on having a small and efficient government that provides core services.*

*We recognize that our volunteers and civic organizations supplement County services and substantially contribute to the quality of life for Orange County citizens.*

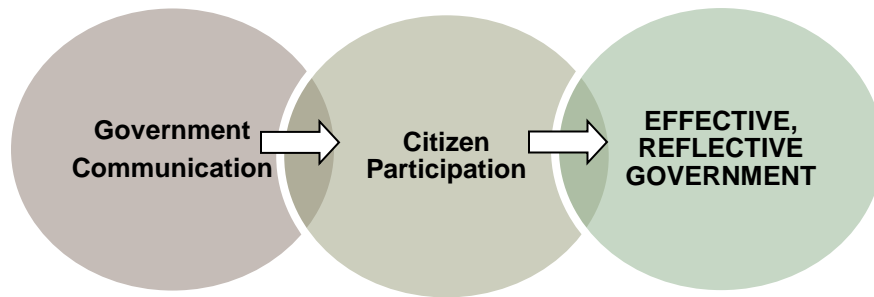
*Our Capital Improvement Plan is a critical planning document that reflects our priorities and commitment to funding.*

*Our Vision encourages the Board to work toward a high level of consensus for the collective good of the citizenry.*

### PRIORITY SEVEN - IMPROVED COMMUNICATION WITH CITIZENS

The Board identified five of the 14 priorities specific to the principle of an Effective, Reflective Government as:

- ❖ Develop and Implement a strategy to list/outline/define core County services
  - To assist the Board in setting priorities for the budget and to avoid “mission creep”
  - To enable a strategy to effectively educate citizens about services/cost
- ❖ Redesign the CIP document and process to incorporate real funding (capital/operating)
- ❖ **Develop and implement a strategy to improve communication with citizens**
- ❖ Develop and implement a strategy to review County government processes to determine steps and timelines
- ❖ Meet with Town Councils in the County to share priorities and explore opportunities for initiatives that have mutual benefit



## PROCESS

In order to develop and implement a strategy to improve communication with citizens, staff outlined steps necessary to study or work towards this goal. These steps include multiple brainstorming sessions, identification of those steps requiring Board of Supervisors action, and the redesign of the County's website to provide ease of navigation and allow more citizen engagement.

Staff held a brainstorming session with department directors and constitutional officers, a session with community stakeholders, and a worksession with the Board of Supervisors during their September 25, 2012, meeting.

Senior level staff, community representatives, and the Board acknowledged the need for a revised and enhanced website as imperative to our efforts to improve communication with citizens. In addition to the new website, several ideas were offered. Below is an analysis of those ideas.

## SUGGESTIONS OFFERED:

- ❖ Surveying citizens (with the tax bills) regarding their communication preferences;
- ❖ Conducting Town Hall meetings in each district on various topics;
- ❖ Hosting a meeting of all Advisory Committee Chairs regarding the improvement of our communication efforts;
- ❖ Implementing a "Coffee with a Department Head," session to be held regularly and provide citizens with an opportunity to ask a specific department head about their respective departments;
- ❖ Creating a County-wide Facebook and Twitter page;
- ❖ Providing more input to the local cable access stations to get the word out;
- ❖ Implementing a quarterly electronic newsletter;
- ❖ Having a stronger presence at public events, such as the Street Festival, to provide general information about the County and its services;

- ❖ Using DeltAlert more often to notify residents of upcoming events, meetings, etc.;
- ❖ Implementing a 311 system which would help to funnel non-emergency calls and provide 24-hour answers to citizens' questions;
- ❖ Employing a full-time Public Relations officer to focus solely on the dissemination of information to the public and to manage press releases, event notifications, etc.;
- ❖ Training staff on the proper techniques for effective communication;
- ❖ Following-up with citizens to survey them about whether or not their expectations were met;
- ❖ Tracking trends from general inquiries received in the office to determine when staff should release a large scale announcement or press release;
- ❖ Conducting a County 101 course for interested residents/implementing another Leadership Orange session with the Chamber of Commerce;
- ❖ Interacting with high school students more often to provide opportunities for job shadowing/tours of County departments;
- ❖ Rotating the location of Board of Supervisors, Planning Commission, and School Board meetings, etc. more regularly;
- ❖ Posting larger signs at subject sites for public hearings, etc.;
- ❖ Providing Public Hearing information to the Board of Supervisors on the day it is advertised;
- ❖ Redesign of County website for increased citizen input opportunities, ease of navigation, and citizen alerts;
- ❖ Installing message boards at Collection Center sites;
- ❖ Increased frequency of Press Releases;
- ❖ Placing Zoning Determinations on the redesigned website for viewing by the public; and
- ❖ Creation of a County 101 course to provide on DVD.

## ANALYSIS OF IDEAS SUGGESTED

Of the ideas proposed, many of the options were categorized based on the following criteria: low or high priority, immediate or delayed deliverables, funding levels, and whether or not Board action would be required. What follows is a matrix of this categorization. Also, it is important to note that those ideas which require Board action have been denoted with asterisks, and those ideas which require a significant amount of funding have been denoted with a (\$).

	IMMEDIATE DELIVERABLES	DELAYED DELIVERABLES
HIGH PRIORITY	<ul style="list-style-type: none"> <li>• Hosting a meeting of all Advisory Committee Chairs regarding the improvement of our communication efforts</li> <li>• Providing more input to local cable access stations to get the word out</li> <li>• Having a stronger presence at public events, such as Street Festivals</li> <li>• Rotating the location of Board of Supervisors and Planning Commission meetings more than once yearly *</li> <li>• Providing Public Hearing packet information to the Board of Supervisors on the day it is advertised</li> <li>• Posting larger signs at subject sites for public hearings, etc.</li> <li>• Implementing a quarterly electronic newsletter *</li> <li>• Redesign of County Website for increased citizen input opportunities, ease of navigation, and citizen alerts * (\$)</li> <li>• Increased frequency of Press Releases</li> </ul>	<ul style="list-style-type: none"> <li>• Conducting Town Hall meetings in each district on various topics set by the Board *</li> <li>• Training staff on the proper techniques for effective communication</li> <li>• Placing Zoning Determinations on the redesigned website for viewing by the public</li> <li>• Creation of a County 101 course to provide on DVD (\$)</li> </ul>
LOW PRIORITY	<ul style="list-style-type: none"> <li>• Tracking trends from general inquiries received in the office to determine when staff should release a large scale announcement or press release</li> </ul>	<ul style="list-style-type: none"> <li>• Surveying Citizens (with the tax bills) regarding their communication preferences * (\$)</li> <li>• Implementing a "Coffee with a Department Head"</li> <li>• Implementing a 311 System which would help to funnel non-emergency calls and provide 24-hour service for answers to questions * (\$)</li> <li>• Conducting follow-up surveys with citizens to survey them about whether or not their expectations were met * (\$)</li> <li>• Interacting with High School students more often to provide opportunities for job shadowing/tours, etc.</li> <li>• Installing message boards at Collection Center sites * (\$)</li> </ul>

## PLAN OF WORK

Following the categorization of ideas, an analysis was conducted to establish immediate action, next steps, and future deliverables for each idea.

### HIGH PRIORITY – IMMEDIATE DELIVERABLES

#### 1. **WEBSITE REDESIGN**

##### **Immediate Action**

- ❖ Continue to receive input on the ongoing website redesign project, work with the vendor, CivicPlus, and incorporate brainstorming session(s) feedback, and staff input into the process.

##### **Next Steps**

- ❖ Ensure the following features are included in the website redesign:
  - Citizen alert option (“Notify Me”)
  - Ability for citizens to provide input
  - Well-defined calendar module
  - Well-defined news and announcements module
  - Ease of navigation
  - Zoning Determinations made available to the public
- ❖ Approve website design: December 20, 2012.

##### **Future Deliverables**

- ❖ Issue a press release prior to the launch of the redesigned website (April, 2013).
- ❖ Go-Live Date: May 31, 2013.
- ❖ Issue a press release announcing the launch of the new website (May 31, 2013).
- ❖ Encourage use of the site and explain the notification process for information uploaded or updated on the website. Staff should also explain the registration process for the “Notify Me” function or offer to register interested parties who fill out a request to be registered.
- ❖ Provide access by residents and visitors to an accurate, easy-to-navigate website.

#### 2. **INCREASED FREQUENCY OF PRESS RELEASES**

##### **Immediate Action**

- ❖ Increase the frequency of press releases from all County departments and expand depth of topics for press releases to include those subjects which are more routine but helpful for citizens.

##### **Next Steps**

- ❖ Send a memorandum to all department directors and constitutional officers regarding the need for increased frequency of press releases.

##### **Future Deliverables**

- ❖ Issue more press releases compared to previous years.

3. **HOSTING A MEETING OF ALL ADVISORY COMMITTEE CHAIRS REGARDING THE IMPROVEMENT OF OUR COMMUNICATION EFFORTS**

**Immediate Action**

- ❖ Obtain a list of all Advisory Committee Chairs and identify a date for a meeting.

**Next Steps**

- ❖ Reach out to all Advisory Committee Chairs regarding the Board's Vision and Priority Seven and request their attendance at a meeting to discuss the improvement of communication efforts and to allow for introductions to be made of the Advisory Committee Chairs to each other.
- ❖ Hold meeting on the evening of December 17, 2012.

**Future Deliverables**

- ❖ Report back to the Board of Supervisors on the discussion held at the meeting and address next steps.

4. **PROVIDING MORE INPUT TO LOCAL CABLE ACCESS STATIONS TO GET THE WORD OUT**

**Immediate Action**

- ❖ Contact Comcast access station and Lake of the Woods access station to discuss the need to increase information dissemination.

**Next Steps**

- ❖ Submit information more frequently and ensure Board of Supervisors meetings and public hearings are displayed regularly.
- ❖ Review accessible stations bi-weekly to ensure accuracy of messages displayed.

**Future Deliverables**

- ❖ Display of frequent and accurate County messages/notices to viewing audience.

5. **IMPLEMENTING A QUARTERLY ELECTRONIC NEWSLETTER**

**Immediate Action**

- ❖ Develop template for newsletter, including layout and content guidelines.
- ❖ Establish anticipated quarterly content and publication schedule for Calendar Year 2013.

**Next Steps**

- ❖ Receive Board of Supervisors approval and input for template and publication schedule.

**Future Deliverables**

- ❖ Issue a press release about the newsletter and the ability to be notified of its quarterly publication prior to June, 2013.
- ❖ Publish first newsletter in June, 2013, pending launch of new redesigned website.

6. **HAVING A STRONGER PRESENCE AT PUBLIC EVENTS, SUCH AS THE STREET FESTIVAL, TO PROVIDE GENERAL INFORMATION ABOUT THE COUNTY AND ITS SERVICES**

**Immediate Action**

- ❖ Send memorandum requesting increased attendance at public events distributed to Department Directors.

**Next Steps**

- ❖ Receipt by County Administrator of schedule of events planned to attend for 2013 in January 2013.

**Future Deliverables**

- ❖ Submit 2013 year-end report from Department Directors detailing County presence at public events.

7. **ROTATING THE LOCATION OF BOARD OF SUPERVISORS, PLANNING COMMISSION, AND SCHOOL BOARD MEETINGS, ETC., MORE REGULARLY**

**Immediate Action**

- ❖ Request Board of Supervisors to determine if more regular meetings should be scheduled at locations other than the Gordon Building when the 2013 meeting schedule is adopted.

**Next Steps**

- ❖ Adopt the 2013 meeting schedule, pending Board's determination of locations for regular meetings.

**Future Deliverables**

- ❖ Hold regular Board of Supervisors meetings in various locations, if applicable.

8. **PROVIDING BOARD OF SUPERVISORS PUBLIC HEARING PACKET INFORMATION TO THE BOARD ON THE DAY IT IS ADVERTISED**

**Immediate Action**

- ❖ Send memorandum to Administration staff regarding the need to provide public hearing packet information to the Board of Supervisors on the same day the notice of the hearing is publicized in a newspaper of general circulation.

**Next Steps**

- ❖ Begin this practice with first public hearing scheduled in 2013.

**Future Deliverables**

- ❖ Distribute public hearing packet information on day of advertisement.

## **9. POSTING LARGER SIGNS AT SUBJECT SITES FOR PUBLIC HEARINGS, ETC.**

### **Immediate Action**

- ❖ Send memorandum to Planning and Zoning staff to advise of need to post larger notification signs at subject sites, effective immediately.

### **Next Steps**

- ❖ Work with Planning and Zoning staff to determine procedure and necessary materials/supplies to implement this practice.

### **Future Deliverables**

- ❖ Post 2013 public hearing subject sites with larger signs.

## **HIGH PRIORITY – DELAYED DELIVERABLES**

## **10. CONDUCTING TOWN HALL MEETINGS IN EACH DISTRICT ON VARIOUS TOPICS**

### **Immediate Action**

- ❖ Discuss with Board members regarding their interest to conduct Town Hall meetings and possible topics for the meetings.

### **Next Steps**

- ❖ Reserve space for Town Hall meetings for those Board members wishing to conduct them and schedule accordingly.
- ❖ Communicate such meetings through the use of the County website, press releases, and listing of the upcoming meetings on Board of Supervisors meeting agendas.

### **Future Deliverables**

- ❖ Conduct Town Hall meetings.

## **11. TRAINING STAFF ON TECHNIQUES FOR EFFECTIVE COMMUNICATION**

### **Immediate Action**

- ❖ Request training opportunities from Human Resources department including those courses which are offered free of charge by the Virginia Association of Counties.

### **Next Steps**

- ❖ Schedule training and advertise its availability to staff.
- ❖ Issue directive from County Administrator of specific training for certain personnel (department directors, etc.).

### **Future Deliverables**

- ❖ Display of more effective communication techniques to public as a result of training completed by County staff.



**12. PLACING ZONING DETERMINATIONS ON THE REDESIGNED WEBSITE FOR VIEWING BY THE PUBLIC**

**Immediate Action**

- ❖ Work with Planning and Zoning Staff to develop a procedure for the upload of all zoning determinations to the redesigned County website.

**Next Steps**

- ❖ Upload determinations on the redesigned County website, when it is launched (May, 2013).
- ❖ Encourage use of the site and explain the notification process for information uploaded or updated on the website. Staff should also explain the registration process for the "Notify Me" function or offer to register interested parties who fill out a request to be registered.

**Future Deliverables**

- ❖ Access to Zoning Determinations by the public for viewing.

**13. CREATION OF A COUNTY 101 COURSE TO PROVIDE ON DVD**

**Immediate Action**

- ❖ Work with Department of Fire and EMS to learn their recording capabilities for creation of a DVD.
- ❖ Establish content and order of DVD.
- ❖ Create schedule for recordings and distribute at Department Head meeting (February, 2013).

**Next Steps**

- ❖ Request minimal funding from Board for creation of DVD.
- ❖ Work with all Department Heads to include a segment on the DVD about their respective department.

**Future Deliverables**

- ❖ Create a DVD and make it available to the public in Fall/Winter, 2013.

**LOW PRIORITY – IMMEDIATE DELIVERABLES**

**14. TRACKING TRENDS FROM GENERAL INQUIRIES RECEIVED IN THE OFFICE TO DETERMINE WHEN STAFF SHOULD RELEASE A LARGE SCALE ANNOUNCEMENT OR PRESS RELEASE**

**Immediate Action**

- ❖ Send a memorandum to all department directors requesting that their office monitor each call and record the subject of that call.

**Next Steps**

- ❖ Request report from department directors at each department head meeting regarding those calls which may require a large scale announcement or press release from the County Administration office.

**Future Deliverables**

- ❖ Issue more press releases/public announcements compared to previous years.

## LOW PRIORITY – DELAYED DELIVERABLES

The following ideas have been categorized as low priority and have delayed deliverables. These ideas will be evaluated in June, 2013, if the need arises or if the Board of Supervisors wishes for a particular idea to be implemented, at which time a plan of action will be established.

- ❖ Surveying citizens (with the tax bills) regarding their communication preferences.
- ❖ Implementing a “Coffee with a Department Head,” session to be held regularly and provide citizens with an opportunity to ask a specific department head about their respective departments.
- ❖ Implementing a 311 System which would help to funnel non-emergency calls and provide 24-hour answers to citizens’ questions.
- ❖ Following-up with citizens to survey them about whether or not their expectations were met.
- ❖ Interacting with High School students more often to provide opportunities for job shadowing/tours of County departments.
- ❖ Installing message boards at Collection Center sites.

## SUMMARY

Understanding that communication is a process not an event, it is important that success in the implementation of these practices/ideas be measured to gauge the County’s overall ability to enhance its communication efforts. Based on the Communication Plan and the deliverables set forth, County staff will measure success with the Plan by evaluating things that can be objectively measured. (For instance: the number of press releases issued, the number of events in which a County presence is portrayed, the number of County 101 DVD’s distributed, the number of Board meetings held in various locations, the number of website visits per page, the number of individuals registered to be notified of new editions of the quarterly electronic newsletter, and the number of Town Hall meetings conducted.)

It is important to note that Effective, Reflective Government will only be created when the County communicates effectively and the public responds and participates. The efforts outlined in the plan should afford two-way communication between citizens and their local elected officials and the County staff.