

## Values:

### In dealing with our customers and each other, we value:

- Diversity, mutual respect, trust, honesty and personal responsibility
- Demonstrating high standards of excellence, efficiency and commitment to service
- Communicating openly and constructively and working in a collaborative manner
- Providing opportunities for broad involvement, learning and information sharing

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### Mission:

We work in partnership with all citizens to achieve a quality community.



Provide outstanding customer service

Steward the natural environment and historic heritage

Manage finances wisely and encourage a balanced economy

Improve the lives of our citizens and foster a sense of community

Plan responsibly for the needs of a growing, diverse community

Our *Strategic Management Plan* is an important document that charts our future direction.

*Strategic Directions* describe our needs, priorities and aspirations.

*Pathways* outline the key initiatives that will move us forward in the right direction.

# James City County Strategic Management Plan

## Mission:

We work in partnership with all citizens to achieve a quality community.



# Strategic Directions and Pathways

## 1) Manage finances wisely and encourage a balanced economy

- a. Evaluate service delivery costs
- b. Identify services/programs with overlapping missions and/or constituents and increase efficiencies through shared or merged services
- c. Diversify tax revenue, tax base and employment options
- d. Develop and promote revenue alternatives to property taxes
- e. Foster new and existing small businesses
- f. Focus on technology and research activities that generate economic growth

## 2) Enhance the lives of citizens and foster a sense of community

- a. Address the needs of the underserved and protect the vulnerable
- b. Enhance employability of citizens
- c. Increase the variety of safe, sanitary and affordable housing
- d. Support education/outreach about preventable health issues
- e. Improve access to information by decreasing the “digital divide”
- f. Enhance community appearance
- g. Bring together diverse groups
- h. Support lifelong learning opportunities
- i. Increase volunteerism

## 3) Plan responsibly for the needs of a growing, diverse community

- a. Involve diverse citizens in planning
- b. Ensure ongoing operational costs are funded
- c. Develop adequate water supply and provide sewer infrastructure to meet needs
- d. Invest in the capital project needs of the community
- e. Match community growth with the ability to maintain a high quality natural and man-made environment
- f. Adapt services to meet needs of our growing older population

## 4) Steward the natural environment and historic heritage

- a. Highlight our natural environment and rich history in County facilities and publications
- b. Provide environmental education for citizens
- c. Ensure private development and government operations are environmentally sensitive
- d. Seek partnerships, citizen committees, trusts and donations to protect the environment
- e. Prevent/minimize environmental impact of wastewater spills
- f. Manage stormwater effectively and protect groundwater
- g. Preserve greenspace

## 5) Provide outstanding customer service

- a. Institutionalize a customer service philosophy
- b. Maintain a well-trained and high performing workforce for normal and emergency operations
- c. Implement mechanisms to track, resolve and follow up complaints
- d. Improve collaboration and knowledge sharing
- e. Share information with citizens
- f. Ensure services recognize and respect diversity

