

County of Hanover, Virginia

Overall Strategic Plan

Our Vision

A PLACE, INSPIRED BY
ITS PEOPLE, TRADITION & SPIRIT,
WHICH WILL BE THE PREMIER COMMUNITY
FOR PEOPLE & BUSINESSES TO ACHIEVE THEIR FULL POTENTIAL

Our Mission

TO BE A PREMIER COMMUNITY
BY PROVIDING SUPERIOR SERVICE THROUGH
CREATIVITY, INNOVATION & SOUND FINANCIAL PRACTICES

Our Values

INTEGRITY • ACCOUNTABILITY • RESPECT • INCLUSIVENESS

HANOVER COUNTY
PEOPLE, TRADITION & SPIRIT



Background

A strategic plan is a process whereby the County's direction is best defined and decisions can be made in how best to efficiently and effectively achieve goals through objectives. Hanover County developed this Overall Strategic Plan in order to clearly illustrate the strategic focus areas of what the County does and how it can best perform in serving its citizens and businesses. This plan helps frame quality of life attributes and the role of local government in helping facilitate potential for citizens and business to attain a high quality of life.

The following illustration helps depict how the strategic plan starts with a Vision and Mission that can then be used as the guiding focus in development of all other plans, goals, strategies, objectives and key indicators:



In order to help frame the areas of this plan, the following terms are defined; each of which is critical in positioning the County to focus its time, attention and efforts in ensuring that with a defined level of resources, the positive outcomes to citizens and businesses of this plan can be realized.

- **Vision:** Image or description of what the County aspires to become in the future (e.g., 5 or 20 years). Vision statements build community, inspire action and get everyone working together toward the same outcome. Vision statements help organizations soar. Mission statements keep them grounded. The County's Vision Statement is: **Our Vision - A place inspired by its people, tradition and spirit,**

which will be the premier community for people and businesses to achieve their full potential

- **Mission:** While a vision statement is directional and answers the question "Where will we be in five years?" a mission statement is foundational and states the purpose of the County's existence. It answers the question "why do we do what we do?." The county's Mission Statement is: **Our Mission - To be a premier community by providing superior service through creativity, innovation and sound financial practices**
- **Values:** Key words that represent the environment and manner by which the County employee or representative will be trained to ensure high performing job attributes and service to their customer. The four "**Our Values**" all have a goal statement:
 - **Integrity:** Honest and open, honoring commitments in an ethical manner
 - **Accountability:** Taking ownership and responsibility and measuring performance
 - **Respect:** Open to others' perspectives and opinions, civility
 - **Inclusiveness:** Embrace diversity and encourage citizen participation
- **Tagline:** A tagline is a short phrase or key words that clearly brand the County and represent the key core values of the Vision and Mission statements. The County's tagline is: **People, Tradition and Spirit**
- **Strategic Focus Area:** In order to transform Mission, Vision and Values into an operational strategy, strategic focus areas are established. These Strategic Focus Areas represent a clearly distinguished segment of the County's functional operation or the manner in how services should be provided with each area containing five attributes as follows.
 - **Goal:** An aspiration that is clear to understand, broad in scope and serves as the point of reference for all strategies in this area for what the County hopes to achieve.
 - **Strategies:** Also broad in scope and highly correlated to the areas' goal statement, but represent the end result and ultimate purpose of a major segment of the strategic focus area that upon its formulation, objectives can be developed.
 - **Objectives:** More specific than strategies and illustrate the benchmarks and points of measurement to assess progress and compliance with the strategies. Timeframes may be associated with objectives that can be measured periodically; usually between one to three years. For each objective, a plan is created to enable progress to be monitored and resources to be effectively and efficiently deployed.
 - **Initiatives:** Not part of overall strategic plan, but rather part of annually Board-adopted statements with additional focus on a certain objective for which resources are provided and process closely monitored. Not all focus areas would need an annual initiative, as objectives are the primary manner

through which focus area goal attainment is realized. However, initiatives can be targeted for those areas in which new issues are arising or segments of a more complex topic for which incremental progress can better be illustrated and realized.

- **Key Indicators:** Finite set of outcomes or results that can clearly illustrate status of accomplishment for objectives and initiatives

Good strategic planning clearly distinguishes between each of the above areas so that the County's resources can be properly aligned in order to have the most cost efficient and effective outcomes. In order to help facilitate a comprehensive approach to this plan, seven strategic focus area teams (each focus area had one team) comprised not only a focus area expertise on each team, but also cross-focus area representation. For example, this enabled attributes of education focus area knowledge to help contribute to the other six focus area teams. This product was initially developed with contributions of over 70 employees (senior leaders and other key service or technically-skilled employees).

These employees through their various connections with the community helped frame perspectives from a student, business, special needs and many other citizen perspectives. It is hoped that with a defined product now developed, additional communication and engagement efforts with the community, businesses and employees will help educate everyone further on this plan and invite suggestions for further improvements in the next review and update of an Overall Strategic Plan. It is also anticipated that with an Overall Strategic Plan developed, individual strategic plans can be better developed for each focus area for which community engagement will be sought. If any of these individual strategic plans warrant and modifications to the Overall Strategic Plan, such modifications will be presented to the Board of Supervisors in a timely manner. It is anticipated that the Overall Strategic Plan be formally reviewed and updated, as needed, every five years and that all connecting individual strategic plans also be reviewed and updated every five years.

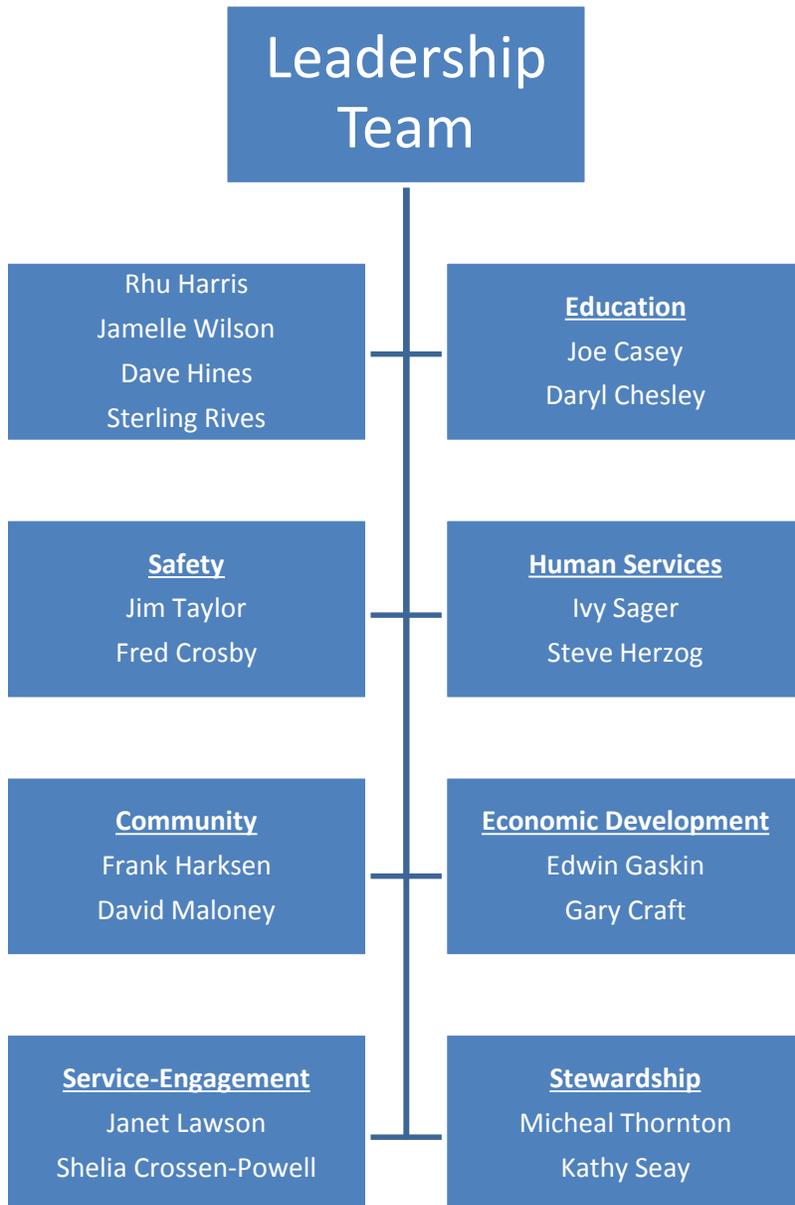
Strategic Focus Areas and Related Strategic Plans

The illustration below denotes each of the seven Strategic Focus Areas. In addition, for some of these Strategic Focus Areas for which this Overall Strategic Plan has been developed, there are also related strategic plans. These related strategic plans have been previously developed and can now be linked to the Strategic Focus Area. For all of the related strategic plans, updates are done approximately every five years and as many have been done in 2006-07, all of these related strategic plans will be going through an update over the next two years. Additional assessments will be performed in conjunction with these updates to determine what modifications need to be made to further comply with this Overall Strategic Plan and what additional related strategic plans may be needed to support a Strategic Focus Area or other related strategic plans.



Strategic Focus Area Teams

The development of Strategic Focus Area Teams was an integral part of helping develop this Overall Strategic Plan. Each of these focus areas had a team comprised of ten members each who were selected based upon their knowledge about strategic planning, expertise and representativeness of citizen and business perspectives. For each team, two co-chairs were assigned and overall guidance was also solicited for input from other key senior leaders in the County. The following represents the Strategic Focus Area Teams and Leadership Team organizational structure:



Strategic Focus Areas, Goals, Strategies and Objectives

For each of the Strategic Focus Areas illustrated, there is a goal statement then strategies and objectives in how the goal can be achieved. As key indicators are developed, they will also be presented to indicate the primary manners in which the objectives can be measured for progress and goal attainment. Similar structure will also be applied to future related strategic plans to best align all of these strategic plans together.

Strategic Focus Area - Education

Goal: Provide an environment for life-long learning

Strategies:

- Offer student-centered, community-driven schools that ensure a quality education
- Prepare citizens for careers, self-sufficiency and community engagement
- Provide a safe learning environment
- Meet citizens' need for cultural and recreational programs

Objectives:

- High quality public schools to prepare students for future education and careers
- Citizens become employable, self-sufficient and engaged with potential for advancement
- Limit safety and security distractions
- High utilization and satisfaction for recreational, cultural, historical and library resources

Strategic Focus Area - Community

Goal: To have a vibrant community while preserving natural, cultural and historical resources

Strategies:

- Support quality and appropriate residential homes for existing and new households
- Encourage the growth of existing and new businesses
- Develop, preserve and protect existing natural, cultural and historic resources
- Achieve vibrant community goals through plans and partnerships

Objectives:

- Fashion an appropriate mix of housing and business opportunities
- Plan for infrastructure to support a growing community and business development
- Implement reasonable standards to protect natural, cultural and historic resources
- Provide services and amenities with partnerships where feasible to support the community

Strategic Focus Area - Safety

Goal: To be a safe community

Strategies:

- Utilize planning standards, engagement and enforcement to ensure a safe community
- Provide prevention and education programs to achieve low safety incidences and minimize risk
- Provide the resources to respond rapidly to calls for safety services
- Help residents through a disaster by preparing, training, and responding

Objectives:

- Ensure consistent and effective delivery of safety services
- Utilize prevention and education programs to best meet safety needs and expectations
- Meet public safety response time goals
- Provide quality disaster-related training and services

Strategic Focus Area – Economic Development

Goal: Create strategic business investment that enhances quality of life

Strategies:

- Enhance the number of jobs, average wages and capital investment in business with emphasis on targeted industries
- Provide additional commercial product ready and available for prospects
- Enhance community perception of business friendly environment
- Seek balanced jobs to labor ratio
- Increase revenues derived from commercial sources at a faster pace than residential sources

Objectives:

- Encourage private landowners to ready commercial sites for sale and lease
- Achieve a ratio of 25% of County tax base derived from commercial sources with long-term goal of 30%
- Expand stakeholder involvement with regards to economic development through engagement
- Achieve a .9 to 1 ratio of jobs to labor force for residents in the workforce with long-term goal of 1 to 1
- Expand the number businesses that have above average paying jobs along with destination retail business

Strategic Focus Area – Human Services

Goal: Promote citizen independence and a high quality of life

Strategies:

- Promote self-sufficiency through education and resources
- Plan effectively and develop responsibly to create quality homes that can be sustained
- Foster healthy communities through public and private collaboration
- Provide assistance to at-risk members of the community and those with special needs

Objectives:

- Ensure that children are school ready and adults are work ready
- Ensure housing at various price levels is available to meet the needs of the population
- Improve the health status of individuals
- Increase the self-sufficiency of vulnerable residents

Strategic Focus Area – Stewardship

Goal: Provide sound financial and infrastructure management

Strategies:

- Ensure fiscal responsibility, efficiency and effectiveness

- Be committed stewards of the public's trust
- Maintain responsible financial policies, ensure regulatory compliance and promote sustainable resource management practices
- Ensure infrastructure and capital assets are properly planned, safeguarded and maintained

Objectives:

- Maintain Triple AAA bond rating and high measures of fiscal responsibility
- Practice high ethical standards with accountability and integrity
- Continually review and update long term financial and operational plans
- Manage infrastructure and capital assets to maximize their productivity and useful life

Strategic Focus Area – Service and Engagement

Goal: Provide excellent employee customer service while leveraging citizen engagement

Strategies:

- Have a high quality, high performing and properly trained employee workforce
- Ensure citizens have access to information
- Achieve high satisfaction results
- Leverage partnerships for high quality and engagement
- Have an environment whereby innovation and creativity flourish

Objectives:

- Recruit, retain and reward a customer-focused and high-performing workforce
- Ensure proper communication methods and resources are timely, accessible and utilized
- Utilize feedback to achieve high satisfaction results
- Explore new partnership opportunities and nurture existing partnerships
- Facilitate an innovative and creative environment for both employee and citizen