

COUNTY OF HANOVER, VIRGINIA

2018 STRATEGIC PLAN

OUR VISION

A Premier Community for People and Businesses to achieve their full potential

OUR MISSION

To provide 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 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 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 provide Superior Service through Creativity, Innovation & 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. With this updated product now developed, additional communication and engagement efforts with citizens, businesses and employees could lead to further modifications to the Strategic Plan. Any such proposed modifications will be presented to the Board in a timely manner. It is anticipated that the Strategic Plan will be formally reviewed and updated, as needed, every five years along with all related strategic plans.

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. Key indicators measure progress and goal attainment. Similar structure applies to related strategic plans to best align all of these strategic plans together. The illustration below denotes each of the six Strategic Focus Areas in the county-wide Strategic Plan.



STRATEGIC FOCUS AREA - EDUCATION

Goal: Provide an environment for life-long learning.

Strategies:

- Provide social, cultural, emotional, and educational equity to maximize student potential
- Provide diverse learning experiences that address students' interests and goals
- Embrace innovation in all aspects of education by developing new ideas, exploring opportunities and implementing strategies
- Provide a safe, inclusive learning environment that engages all students

Objectives:

- High quality public schools to prepare students for future education and careers
- Create and sustain relevant learning experiences that promote continuous personal growth
- Afford students opportunities to develop life-ready skills
- Provide engaging, learning environments that support best educational practices

STRATEGIC FOCUS AREA – COMMUNITY

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

Strategies:

- Meet citizens' need for cultural and recreational programs
- 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
- High utilization and satisfaction for recreational, cultural, historical and library resources

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
- Expand stakeholder involvement with regards to economic development through engagement
- Achieve a higher ratio of jobs to labor force for residents in the workforce
- Expand the number businesses that have above average paying jobs along with destination retail business
- To engage the existing Hanover business community through personal outreach and business surveys

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 – ENGAGEMENT AND STEWARDSHIP

Goal: Provide excellent customer service and sound financial management

- Strengthen and expand citizen engagement and access to information
- Achieve high citizen satisfaction results
- Ensure fiscal responsibility and be committed stewards of the public's trust
- Maintain responsible financial policies, ensure regulatory compliance and promote sustainable resource management practices

Objectives:

- Practice high ethical standards with accountability and integrity
- Have a high quality, high performing and properly trained employee workforce
- Continually review and update long term financial and operational plans
- Maintain Triple AAA bond rating and high measures of fiscal responsibility