



# ENGAGEMENT AND STEWARDSHIP

*Provide superior customer service through citizen engagement and sound financial management*

The engagement and stewardship strategic priority area touches all aspects of governmental services. Its foundation, existing performance metrics, and key initiatives all play an essential role in the accomplishment of the goal to provide excellent customer service and sound financial management.

The underlying and critical foundation of any public organization rests in its ability to be a well-managed, fiscally responsible, and citizen centric organization. We are committed to building secure public trust in the provision of public programs and services and to provide such public services efficiently and effectively.

Hanover County has a long history of being a well-run and fiscally responsible locality. The County continues to earn its AAA rating from all three major bond rating agencies for its sound financial practices. Results from past citizen surveys reinforce the positive impact of these values on the community, with high ratings in several areas to include overall quality of life, general overall confidence in governmental services and overall satisfaction of customer service provided by the County. The County is committed to upholding its reputation by maintaining a highly trained and market compensated workforce that will support customer service standards, promote fiscal responsibility, and values diversity and inclusiveness.

Over the next several years, the County will continue and expand strategies that have allowed it to maintain exceptional customer service and top tier stature in fiscal stewardship. In addition to existing practices, the County plans to bolster its organizational culture and values by enhancing training on ethics and diversity. To enhance planning and ensure the most efficient and effective uses of resources, the County will implement long-term capital planning beyond the five-year financial plan to 25 years.

As the County moves forward with its long-term vision and goals, it will maintain focus on citizen satisfaction and finding innovative ways to engage with the community. The County will continue to develop and provide additional opportunities to engage with citizens and increase governmental transparency. Citizen surveys and direct engagement will continue to be conducted on a routine basis to receive feedback and help guide future strategies and goals.



# ENGAGEMENT AND STEWARDSHIP

## Summary of Strategic Priority Area Strategies and Objectives

### Strategies

- Develop and retain a highly engaged, inclusive, and trained workforce
- Ensure governmental fiscal responsibility and the efficient use of resources
- Strengthen and expand citizen engagement and access to information to build public trust
- Maintain protection of infrastructure and data privacy against cybersecurity threats
- Establish a clear plan for citizen engagement that is based on citizen feedback

### Objectives

- Foster an organizational culture that expects employees to comply with high ethical standards and act with accountability and integrity
- Promote a diverse, inclusive and safe work environment for employees of all cultures and backgrounds
- Support recruitment, retention, and training efforts to ensure a high quality and trained workforce
- Maintain responsible financial policies, ensure regulatory compliance, and promote sustainable resource management practices
- Increase engagement and participation opportunities to connect with citizens
- Implement and maintain safeguards and mitigation strategies for virtual infrastructure and continually perform environmental scans for new and evolving cyber threats
- Develop a citizen communications and engagement office that leads efforts to educate and involve citizens with their local government



# ENGAGEMENT AND STEWARDSHIP

## Key Initiatives

### **Timeline – Next 6 – 12 Months**

- 2.1. Evaluate current citizen engagement and education strategies and implement a strategy and plan to increase citizen involvement with local government
- 2.2. Create new educational opportunities for citizens on local government functions and projects as well as activities in the community
- 2.3. Enhance in person employee ethics training program to expand to an online format and require annual participation of all employees
- 2.4. Development of a comprehensive diversity and inclusion program
- 2.5. Cybersecurity and Threat Management Assessment

### **Timeline – 12 – 24 Months**

- 2.6. Evaluate and implement new citizen education and engagement platforms
- 2.7. Development of a 25-Year Capital Improvement Outlook
- 2.8. Annual evaluation of (select positions) County compensation plan
- 2.9. Develop a plan to create and facilitate a local government citizens' academy

### **Timeline – 24 – 48 Months**

- 2.10. Assess and implement improvements to County's website based on industry best practices and citizen feedback
- 2.11. Conduct citizen survey every three years

# ENGAGEMENT & STEWARDSHIP

## 2.1 EVALUATE CURRENT CITIZEN ENGAGEMENT AND EDUCATION STRATEGIES AND IMPLEMENT A STRATEGY AND PLAN TO INCREASE CITIZEN INVOLVEMENT WITH LOCAL GOVERNMENT

It is a priority of the Board of Supervisors to enhance citizen engagement and education efforts and ultimately increase citizen involvement in local government. With the creation of the new Office of Citizen Communication and Engagement, the County will take steps to evaluate and recommend efforts to increase citizen engagement and County outreach opportunities. One step will be to reach out to/survey residents on how best they wish to be engaged. Feedback will be assessed to aid in the determination of recommended strategies. The final recommendations will focus on the strategies and the development of a plan to increase engagement efforts.

**Related Strategy:** Establish a clear plan for citizen engagement that is based on citizen feedback

**Related Objective:** Develop a citizen communications and engagement office that leads efforts to educate and involve citizens with their local government

**Initiative Timeline:** Next 6 - 12 Months

	ACTIONS
FY2022	<ul style="list-style-type: none"> <li>• Strategize and develop methods for obtaining citizen input on engagement efforts</li> <li>• Survey/Implement citizen feedback efforts – Listen to and obtain residents’ preferences on how best to be engaged</li> <li>• Analyze results of citizen feedback</li> <li>• Assess existing citizen engagement strategies and opportunities for enhancements</li> </ul>

	ACTIONS
FY2023	<ul style="list-style-type: none"> <li>• Draft recommendations utilizing citizen feedback and research</li> <li>• Present final recommendations to the County Administrator</li> <li>• Implement recommendations</li> </ul>

KEY PERFORMANCE MEASURE	TARGET
# of citizens responding to County survey	tbd
# of final recommendations that incorporate citizen feedback	tbd
# of citizens engaged in person and virtually	Baseline to be set in FY23

## 2.2 CREATE NEW EDUCATIONAL OPPORTUNITIES FOR CITIZENS ON LOCAL GOVERNMENT FUNCTIONS AND PROJECTS AS WELL AS ACTIVITIES IN THE COMMUNITY

The County seeks to find ways to better inform and educate citizens and the community on the many functions, programs, and projects of Hanover County government. This increased education and

awareness will not be exclusive to just local government related functions but will also include community activities and events. The new Citizen Communication and Engagement Office will lead this effort to develop a plan that will seek to better connect and inform the public on local government programs and projects and community events.

**Related Strategy:** Strengthen and expand citizen engagement and access to information to build public trust

**Related Objective:** Increase citizen engagement and participation opportunities to connect with citizens

**Initiative Timeline:** Next 12 Months

	ACTIONS
FY2023	<ul style="list-style-type: none"> <li>Assess existing County methods and channels that notify the public on government programs and community activities/events</li> <li>Develop draft recommendations for enhancing County efforts</li> <li>Present recommendations to the County Administrator</li> <li>Identify pilot examples to implement new approach</li> </ul>

	ACTIONS
FY2024	<ul style="list-style-type: none"> <li>Implement new approach</li> <li>Implement educational explainers in video format on government processes and programs</li> <li>Obtain citizen feedback</li> </ul>

KEY PERFORMANCE MEASURE	TARGET
Development of new strategy to educate/inform public on local government programs and community activities/events	Reviewed and approved by County Administrator by June 30, 2023
# of educational videos	tbd
Citizen feedback on new strategy	tbd

### 2.3 ENHANCE IN PERSON EMPLOYEE ETHICS TRAINING PROGRAM TO EXPAND TO AN ONLINE FORMAT AND REQUIRE ANNUAL PARTICIPATION OF ALL EMPLOYEES

The Department of Human Resources currently has new employees sign the County's ethics policy statement as part of new employee orientation. Additionally, there is an ethics and fraud class that is administered jointly by Human Resources and Internal Audit. Shifting to an online platform will create efficiencies in providing this training. This online ethics training program will be an annual requirement for all County employees.

**Related Strategy:** Develop and retain a highly engaged, inclusive, and trained workforce

**Related Objective:** Foster an organizational culture that expects employees to comply with high ethical standards and act with accountability and integrity

**Initiative Timeline:** Next 6 - 18 months

	ACTIONS
FY2022	<ul style="list-style-type: none"> <li>Implement the newly acquired Learning Management System by 1/1/2022</li> </ul>

	ACTIONS
FY2023	<ul style="list-style-type: none"> <li>Conversion of Ethics and Fraud training to an online format by 12/1/2022</li> <li>Online Ethics and Fraud training will be issued to all employees beginning 1/1/2023</li> <li>Existing employees will be required to complete the online Ethics and Fraud training by 3/31/2023, and all new hires within 90 days of hire</li> <li>Assessment of training program compliance and effectiveness will be conducted by 5/1/2023, with feedback to County Administrator</li> </ul>

KEY PERFORMANCE MEASURE	TARGET
Development of an online program approved by the County Administrator	County Administrator approves program by 12/1/2022
Implementation of online employee ethics training program	100% of existing employees registered for course and notified by 1/1/2023
% of employees who successfully complete the online ethics training by 3/31/2022 deadline	100%
% of new hires who successfully complete the online ethics training within 90 days of hire date	100%
% compliance of required staff completing conflict of interest and freedom of information act State training	100%

## 2.4 DEVELOPMENT OF A COMPREHENSIVE DIVERSITY & INCLUSION PROGRAM

Human Resources will partner with other County departments and external sources to focus on designing and implementing diversity and inclusion initiatives to ensure that all employees feel equally involved in and supported in all areas of the workplace.

Four main phases (Project Plan):

- 1- Data collection and analysis (ask employees to identify areas of importance related in a diversity and inclusion program)
- 2- Design a strategy to match business objectives and industry best practices (define goals trying to accomplish; secure senior level buy-in and support)
- 3- Implement (establish action plans with realistic goals; multiple communication channels)
- 4- Evaluation and continued monitoring (measure results; adjust as needed)

While details of a comprehensive project plan are being scoped out, diversity and inclusion training provided by the Department of Human Resources will be expanded to include cultural awareness and sensitivity. The training will be updated to an online format. The expansion of this training program will help further embed the County's values into the organization's culture. The updated training will be mandatory for all employees on a biennial basis.

This initiative will expand the existing diversity and inclusion training provided by the Department of Human Resources to include cultural awareness and sensitivity. The training will also be updated to an online format. The expansion of this training program will help further embed the County’s values into the organization’s culture. The updated training will be mandatory for all employees on a biennial basis.

**Related Strategy:** Develop and retain a highly engaged, inclusive, and trained workforce

**Related Objective:** Promote a diverse, inclusive, and safe work environment for employees of all cultures and backgrounds

**Initiative Timeline:** Next 6 – 10 months

ACTIONS	
FY2023	<ul style="list-style-type: none"> <li>• Diversity and inclusion training program to be expanded and converted to online format by 12/31/2022.</li> <li>• Issue training to all employees by 2/1/2023 to be completed by 4/3/2023</li> <li>• New hires will be required to complete training as part of new hire orientation</li> <li>• HR to conduct review for compliance and effectiveness of program and provide report to County Administrator by 2/1/2023</li> <li>• HR to present draft recommendations on a diversity and inclusion program to the County Administrator for feedback</li> <li>• HR to present final recommendations to the Board of Supervisors</li> </ul>

KEY PERFORMANCE MEASURE	TARGET
Development of an online diversity and inclusion training program approved by the County Administrator	County Administrator approves program by 1/1/2023
Implementation of online diversity and inclusion training program	100% of existing employees registered for course and notified by 2/1/2023
% of employees that successfully passed diversity and inclusion training evaluation by 4/30/2023	100%
Draft diversity and inclusion program developed and presented to County Administrator	March 2023
Final recommendations for diversity and inclusion program presented to Board of Supervisors	May 2023

## 2.5 CYBERSECURITY AND THREAT MANAGEMENT ASSESSMENT

The County continues to maintain and expand its systems and infrastructure to provide citizens and businesses an array of on-line services and enable the mobility and continued functionality of employees. Given the concerning trend of ransomware and other malicious activities affecting municipalities and other organizations across the country, it is imperative that the County remain vigilant with a continued focus on threat management and security risk assessment. This initiative focuses on the County’s Information Technology (IT) Department assessing threats to County cybersecurity annually. County IT will conduct an assessment on threats to cybersecurity and will develop recommendations seeking to mitigate such risks. This will be an ongoing initiative.

**Related Strategy:** Maintain protection of infrastructure and privacy data against cybersecurity threats

**Related Objective:** Implement and maintain safeguards and mitigation strategies for virtual infrastructure and continually perform environmental scans for new and evolving cyber threats

**Initiative Timeline:** Next 6 -12 Months

ACTIONS	
FY2022	<ul style="list-style-type: none"> <li>• Refine methodologies for continual environmental scanning for vulnerabilities and implementing mitigation strategies</li> <li>• Perform risk assessment of firewalls and protected networks and implement plan to expand security infrastructure</li> <li>• Deploy school access firewall</li> <li>• Expand geo-fencing to other Countries and include email</li> </ul>

ACTIONS	
FY2023	<ul style="list-style-type: none"> <li>• Identify critical alerts and categorize alerts</li> <li>• Penetration testing mitigation with software vendors</li> </ul>

KEY PERFORMANCE MEASURE	TARGET
Identify and mitigate bad actor network attacks	Mitigation efforts within 24 hours on critical items
Development of annual report summarizing cybersecurity risks and recommended mitigation efforts	Report submitted to County Administration by March 2023

## 2.6 EVALUATE AND IMPLEMENT NEW CITIZEN EDUCATION AND ENGAGEMENT PLATFORMS

This initiative seeks to better facilitate the distribution of information to and engagement of the public. A focus of the new Office of Communications and Community Engagement will be to review and recommend options to expand the delivery of information and increase citizen participation through new or enhanced technology platforms. The Office of Communications and Community Engagement, working with the Information Technology Department, will work with multiple departments to better understand the information that is currently presented to the public, the channels being used, and recommendations for enhancements. Additionally, citizen feedback will be obtained to determine the types of information/formats that is preferred.

**Related Strategy:** Strengthen and expand citizen engagement and access to information to build public trust

**Related Objective:** Increase engagement and participation opportunities to connect with citizens

**Initiative Timeline:** Next 12 months

ACTIONS	
FY2022	<ul style="list-style-type: none"> <li>• Office of Communication and Community Engagement begin assessment of existing platforms and outline strengths and limitations</li> <li>• Development of draft outline of existing vs. desired enhancements to include identification of a pilot project</li> </ul>



	<ul style="list-style-type: none"> <li>• Obtain citizen feedback on the types of information and format channels preferred</li> <li>• Work with IT to conduct needs assessment for website updates required to ensure compatibility with recommended enhancements</li> </ul>
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ACTIONS	
FY2023	<ul style="list-style-type: none"> <li>• Start development/implementation of pilot project</li> <li>• Submit funding request for additional enhancements needed to increase transparency (if needed)</li> <li>• Assess and obtain feedback on pilot project</li> <li>• Continuation of website development enhancements</li> </ul>

KEY PERFORMANCE MEASURE	TARGET
Development of pilot project	Implementation in FY2023
Citizen satisfaction on pilot project	tbd

## 2.7 DEVELOPMENT OF A 25-YEAR CAPITAL IMPROVEMENT OUTLOOK

Hanover County currently produces a five-year Capital Improvement Program (CIP) to allocate limited financial resources towards public facilities, infrastructure, and large-scale equipment and vehicles. However, a greater appreciation is needed to understand - both structurally and financially - projects that will be facing the County over a longer time horizon. Staff will work with departments and consult with various other organizational plans (comprehensive master plan, parks and recreation facilities plan, County facilities plan, etc.) to assist in developing a 25-year capital improvement outlook. This plan/outlook will recognize the importance of a long-range view in the identification of critical capital infrastructure needs that will help ensure the County is not only positioned for strategic future growth and development but that key stakeholders understand the potential resource implications.

**Related Strategy:** Ensure governmental fiscal responsibility and the efficient use of resources

**Related Objective:** Maintain responsible financial policies, ensure regulatory compliance and promote sustainable resource management practices

**Initiative Timeline:** Next 12 - 18 months

ACTIONS	
FY2023	<ul style="list-style-type: none"> <li>• Multi-departmental review of existing and new organizational plans to begin drafting a listing of capital projects (not currently included in existing CIP)</li> <li>• Alignment of projects with County organizational plans (master plans, comprehensive plans, etc.)</li> <li>• Develop listing of projects that will extend beyond the existing 5 years of the CIP</li> <li>• Preparation of FY24 – FY28 Capital Improvement Program budget process to include instructions on obtaining data for additional 20 years</li> <li>• Development of draft 25-year Capital Improvement Outlook to include preliminary fiscal implications</li> <li>• Review of draft 25-year Capital Improvement Outlook with County Administrator</li> </ul>

KEY PERFORMANCE MEASURE	TARGET
# of organizational plans used as a resource in creating the 25-year Capital Improvement Outlook	At least 3 plans (Schools Facilities Assessment, Draft Comprehensive Plan, County Facilities Study, etc.)
Draft 25-year Capital Improvement Outlook developed	Draft CIP developed and presented to County Administrator
25-year Capital Improvement Outlook reviewed and approved by Board of Supervisors	Approval of Capital Improvement Outlook in April of 2023

**2.8 ANNUAL EVALUATION OF (SELECT POSITIONS) OF COUNTY COMPENSATION PLAN**

Human Resources currently reviews compensation data on an annual basis for benchmarking purposes only. This initiative will expand the compensation review to be more comprehensive to include market adjustments and compression analysis of specific job classes. This evaluation will be performed to ensure current staff are paid appropriately and talent is retained.

**Related Strategy:** Develop and retain a highly engaged, inclusive, and trained workforce

**Related Objective:** Support recruitment, retention, and training efforts to ensure a high quality and trained workforce

**Initiative Timeline:** Annually

	ACTIONS
FY2023	<ul style="list-style-type: none"> <li>Review approximately one-third of County positions annually</li> <li>Identification of fiscal implications of review</li> </ul>

KEY PERFORMANCE MEASURE	TARGET
Complete review and analysis of existing compensation plan and comparative analysis based on market conditions	Completion of review and analysis of compensation plans – annually (completion of each annual study)
Analysis and recommendation presented to Board of Supervisors	Presentation given to Board in December following completion of analysis (annually)

**2.9 DEVELOP A PLAN TO CREATE AND FACILITATE A LOCAL GOVERNMENT CITIZENS’ ACADEMY**

Hanover County values civic engagement and opportunities for citizens to learn about their local government. The County will develop a citizen academy, in addition to and separate from the citizen’s planning academy, using other local models and internal department academies as references. Implementing a citizens’ academy will enhance existing engagement and communication efforts, inform citizens of services and programs offered by the County, and encourage citizen participation.

**Related Strategy:** Strengthen and expand citizen engagement and access to information to build public trust

**Related Objective:** Increase engagement and participation opportunities to connect with citizens

**Initiative Timeline:** Next 24 Months

ACTIONS	
FY2023	<ul style="list-style-type: none"> <li>• Research models used by surrounding localities for citizens academies</li> <li>• Review existing academies conducted by the Sheriff, Planning, and other internal departments</li> <li>• Draft framework for implementing local government citizen academy</li> <li>• Draft pilot citizens' academy model for review by County Administrator and Board of Supervisors</li> </ul>

ACTIONS	
FY2024	<ul style="list-style-type: none"> <li>• Implement model/pilot academy</li> <li>• Obtain feedback from participants for lessons learned and make program adjustments if necessary</li> <li>• Determine final recommendation for implementing citizen academy based on pilot program feedback and citizen interest</li> <li>• Finalize framework for full citizens' academy model</li> <li>• Conduct citizens' academy</li> </ul>

KEY PERFORMANCE MEASURE	TARGET
#/% of participants satisfied with program	tbd
# of citizens attending academy	
# of government staff attending academies	
# of pilot academies held	1
# of citizen academies held per fiscal year	At least 1

## 2.10 ASSESS AND IMPLEMENT IMPROVEMENTS TO THE COUNTY'S WEBSITE BASED ON INDUSTRY BEST PRACTICES AND CITIZEN FEEDBACK

The County website is the main source of information for citizens and businesses about County operations. In 2016, the County redesigned the website by moving to a hosted solution. This initiative is to review and update the design of the website and make improvements that provide a better end user experience.

**Related Strategy:** Strengthen and expand citizen engagement and access to information to build public trust

**Related Objective:** Increase engagement and participation opportunities to connect with citizens

**Initiative Timeline:** Next 36 Months

ACTIONS	
FY2022	<ul style="list-style-type: none"> <li>• Standardize GIS website map visuals</li> <li>• Upgrade Public Utilities web portal</li> <li>• Community Development web portal ADA compliance improvements</li> </ul>

	<ul style="list-style-type: none"> <li>Taxpayer web portal enhancements for third-party account history viewing and an online correspondence on personal property</li> </ul>
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ACTIONS	
FY2023	<ul style="list-style-type: none"> <li>Obtain third-party assessment of website</li> <li>Redesign website after identifying feature improvements (such as mobile app, AI (chatbot, etc., and forms)</li> <li>Procure and implement Freedom of Information Act (FOIA) software</li> </ul>

ACTIONS	
FY2024	<ul style="list-style-type: none"> <li>Service providers data transfers</li> </ul>

ACTIONS	
FY2025	<ul style="list-style-type: none"> <li>Enhance GIS and CAMA parcel map website</li> </ul>

KEY PERFORMANCE MEASURE	TARGET
# of website views (after roll out of new website) % increase in the number of website hits/views vs. after implementation #/% increase in transactions performed online after implementation	tbd
#/% of users that rate the website as easy to navigate and informative	tbd

### 2.11 CONDUCT CITIZEN SURVEY EVERY THREE YEARS

The County will continue to conduct a citizen survey every three years to gauge satisfaction on community characteristics, governmental services and public perceptions on engagement. The most recent survey was originally scheduled for completion in FY2021 but was delayed until FY2022 due to the COVID-19 pandemic. The results of the next citizen survey will be analyzed and presented to the Board of Supervisors. Additional initiatives may be developed and reviewed for inclusion in the strategic plan based on the results of the survey.

**Related Strategy:** Strengthen and expand citizen engagement and access to information to build public trust

**Related Objective:** Increase engagement and participation opportunities to connect with citizens

**Initiative Timeline:** Every three years

ACTIONS	
FY2025	<ul style="list-style-type: none"> <li>Mailers sent to citizens notifying of upcoming survey</li> <li>Survey invitations distributed to residents</li> </ul>

	<ul style="list-style-type: none"> <li>• Citizen responses are submitted and analyzed. Initial analysis is drafted and reviewed by County Administration</li> <li>• Citizen survey results presented to the Board of Supervisors and citizens</li> </ul>
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KEY PERFORMANCE MEASURE	TARGET
# of residents that received survey	≥ 3,000
<ul style="list-style-type: none"> <li>• Sample size / # of respondents</li> <li>• Margin of error</li> <li>• Confidence level</li> </ul>	<ul style="list-style-type: none"> <li>• 500</li> <li>• 3%</li> <li>• 95%</li> </ul>
# of methods in which citizens can take survey (mail-in, online, etc.)	2

# DRAFT

## Appendix A: Key Performance Measures

The following key performance measures are currently used to track and measure the success in achieving the goal within each of the strategic priority areas. These performance measures track the actual performance of each metric over time using quantitative data and will be reviewed regularly against applicable target levels to check the County’s progress.



# ENGAGEMENT & STEWARDSHIP

KEY PERFORMANCE MEASURE	TARGET
Citizen survey scores on customer service	75% excellent or good
Citizen survey scores on Hanover County as a place to live	75% excellent or good
Citizen survey scores on overall value of services for taxes paid to Hanover County	75% excellent or good
Bond rating	AAA bond rating (from all three rating agencies)
Budget Accountability Rate - Total General Fund Expenditure Actuals compared to Budget (to include transfers out)	% ≤ 100%
Tax collection rate (% of personal and real property taxes collected)	97%
Number of County social media likes, followers, shares, and subscribers	5% annual increase
Number of citizen engagement subscriptions	5% annual increase
Debt service as a % of general government expenditures	Less than 10% (per policy)
Debt per capita	Less than or equal to \$2,550 growing at 2% annually (per policy)
General fund unassigned fund balance as a % of total general fund revenues	≥ 10% (per policy)