

Board of Supervisors' Community Statement

Hanover County is a premier community and employer that is respectful and inclusive of all perspectives, enhances tradition with innovation, and provides exceptional service, making this a great place to live.

People, Tradition, Spirit

PEOPLE *Residents are the heart of Hanover County. And we exist to serve the residents. We will celebrate diversity and inclusion, promote opportunities, and have respect for all of our residents, visitors, and co-workers. We are able to achieve our goals through a dedicated and skilled workforce. We will have communities where residents feel safe and are physically and socially connected to one another. Residents will have ownership of the community and actively participate in citizen involvement opportunities.*

TRADITION *All residents will reside in a welcoming and thriving County that embraces and builds on its history but also focuses on its future through innovation and creativity. Both residents and visitors will have opportunities to learn, be inspired by, and enjoy the community's arts, cultural, and recreational activities. The provision of quality local government services, strong financial management, and the tradition of being a well-run organization will continue to remain hallmarks of this community.*

SPIRIT *Hanover County will be led by a spirit of public service to provide effective local government services with integrity and high ethical standards for all residents and visitors. We aim to provide exceptional customer service and maintain efficient processes through creativity and innovation.*

Hanover County Vision, Mission, and Values

OUR VISION

A premier community for people and businesses to achieve their full potential.

OUR MISSION

To provide superior service through inclusion, creativity, innovation, and sound financial practices.

OUR VALUES AND GUIDING PRINCIPLES

INTEGRITY — We are honest, open, and a transparent organization. We strive to honor our commitments and will perform our duties in an ethical manner.

ACCOUNTABILITY — We are responsive and take ownership and responsibility for our actions and will remain focused on the priorities of Hanover County. To that end, governmental offices and departments will work together for the overall betterment of our community and citizens we serve. We will use performance measures and strategic planning to track our progress toward our goals. We are an organization that focuses on continuous improvement and transparency and will be open to innovation and process improvement.

RESPECT —We care about and are open to the perspectives and opinions of all the people we serve (citizens, visitors, businesses, employees, etc.). In all that we do as a county government, we will treat all members of the community, businesses, and the organization fairly and without bias.

INCLUSIVENESS —We are a welcoming and inclusive place for all and will embrace and honor the diversity of our community. We will seek to effectively engage, serve, and be responsive to all citizens, visitors, and partners.

STRATEGIC PLANNING - INTRODUCTION TO OUR PLAN

With approximately 110,000 residents in 2020, Hanover County is poised to continue growing as a premier destination for residents and visitors. Over the past decade, Hanover County has experienced modest population growth at a rate of an estimated average of 0.9% annually between 2010 and 2020. While the County's population has not changed dramatically over the years, age demographics have **shifted based on data and estimates from the US Department of Commerce, Census Bureau.**

While the population of residents who are under the age of 18 has dropped from 25% of the population in 2010 to 22% in 2020, the population of residents who are 18 years or older has increased from 75% to 78% of the population, respectively. This is in line with national trends as baby boomers drive the adult population growth and is an important consideration when determining whether we are providing the necessary services for our citizens.

As described in the 2017 Hanover County Comprehensive Plan, Hanover County is predominantly a rural locality in terms of land area and strives to maintain a balance between rural and suburban areas. To achieve this balance, a designated Suburban Service Area (SSA) is used for higher residential densities and more intensive nonresidential uses while the rural area is used in ways that maintain its character and agricultural integrity. The Suburban Service Area is approximately 22% of the County's land area but is planned to accommodate up to 70% of future residential development. The majority of planning focus has been within the SSA to ensure growth is planned appropriately and that sufficient infrastructure and services are available to meet demand. The County's rural landscape provides environmental benefits while providing opportunities for both active and passive recreation. In relation to the economic impact, agriculture and forestry activities contribute to both the local and state economy through direct agricultural sales, reliance on local sources for equipment and supplies to support farming operations, and local employment opportunities. Regardless of where they live within the county, residents have expressed a significant connection to Hanover's rural heritage and lifestyle. The FY2022 – FY2026 Strategic Plan aims to continue to maintain this balance of preserving the rural land while also providing opportunities for economic growth.

As of FY2022, Hanover County has more than 4,500 full and part-time permanent employees across 31 local departments, the Department of Public Utilities and Hanover County Public Schools - all dedicated to providing efficient and effective governmental services to meet the changing and evolving needs of residents and visitors to the community. The Hanover County FY2022—FY2026 Strategic Plan captures much of the work aligned to the organization's and community's needs and builds on the County's previous 2018 strategic plan which was completed in May of 2018.

The FY2022—FY2026 Strategic Plan builds on a long-standing philosophy and commitment to transparency and measuring organizational performance. This philosophy and commitment not only makes government more "open" but also aids County leaders in making management and

funding decisions.

STRATEGIC PRIORITY AREAS

The County’s FY2022—FY2026 Strategic Plan translates the Hanover County Board of Supervisors’ vision into action. Within the plan there are six strategic priority areas that reflect the County’s major areas of focus over the next five years. Each strategic priority area has one goal, several key strategies and objectives, initiatives, and key performance measures that track progress towards the goals.

I. ECONOMIC DEVELOPMENT

Goal: Create an environment that supports strategic business investments to enhance quality of life

Description: Encourage strategic business investments that will support a diversified local economy, attract new capital investment, and facilitate the creation of new jobs to enhance the quality of life for residents and provide a diverse and stable tax base for County.

II. ENGAGEMENT AND STEWARDSHIP

Goal: Provide superior customer service through citizen engagement and sound financial management

Description: To provide superior customer service and citizen engagement opportunities that results in effective, responsive, and inclusive public services, while continuously engaging in sound financial management thereby building confidence and trust in government

III. PUBLIC SAFETY

Goal: To be a safe community

Description: Ensure the public safety of the community through effective law enforcement, fire and emergency services, emergency communications and community relations efforts.

IV. COMMUNITY

Goal: To have a vibrant community while recognizing and valuing the importance of natural, cultural and historical resources

Description: Residents and businesses of all backgrounds and interests feel empowered to engage and assist in the development of healthy neighborhoods and their community— while balancing the preservation of the County’s natural, cultural, and historic amenities.

V. HUMAN SERVICES

Goal: Promote citizen independence and a high quality of life

Description: To promote and create a culture of health and wellness for residents, visitors, and employees—that fosters a sense of well-being, belonging, and that makes Hanover an active and healthy place to live, work, and play.

VI. EDUCATION

Goal: Provide an environment for life-long learning

Description: Comprehensively promote improved educational outcomes, skill development, and workforce readiness whereby residents of all ages are able to reach their full potential, achieve personal goals, and support a prosperous economy.

KEY INITIATIVES

Additionally, there are several key initiatives that represent the most pressing needs of the organization and community—all focused on assisting in achieving the goals within respective strategic priority areas. The initiatives span across the six strategic priority areas. Over the next five years, additional initiatives may be included in the strategic plan within respective priority areas.