

Overall Strategic Plan

September 12,
2012

County of Hanover 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

- Jan12 Board Meeting: MVV overview, draft strategic focus areas with goal statements
 - Economic Development (initially part of Community) was added as stand-alone focus area
 - Communication and engagement strategies discussed
 - Board concurrence to proceed with next steps
- Mar12: Focus Area Teams reconvene for next steps to refine goals and develop strategies and objectives
- Aug12: Draft Overall Strategic Plan developed with strategic focus area goals, strategies and objectives

Vision, Mission and Strategic Focus Areas



General Term Definitions

- Vision – image of what you aspire to become
- Mission – purpose of our existence
- Focus Area – clearly distinguished segment
- Goal – aspiration that is clear, but broad
- Strategies - end result and ultimate purpose
- Objectives – more specific, benchmarks to assess progress and compliance

Seven Strategic Focus Areas



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

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

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

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

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

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

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

Implementation Tasks

- Update to existing focus area strategic plans
 - FY13: Safety, Human Services
 - FY13: Comp Plan (Community)
 - FY14: Economic Development, Education, Community, Stewardship and Service-Engagement
- FY13: Develop Focus Area Key Indicators
 - Finite set of outcomes or results that can clearly illustrate status of accomplishment for strategies, goals and initiatives
 - Increase Comparative Peer awareness
- FY13: Further develop communication strategies to employees, citizens and other targeted groups
- Update Overall Strategic Plan at least every five years

Requested Board Action

- Adoption of Overall Strategic Plan