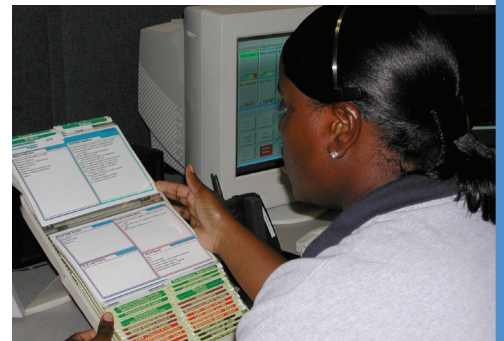


Hanover County

2007 TO 2012

Public Safety Strategic Plan



APRIL 25, 2007

Hanover: People, Tradition & Spirit

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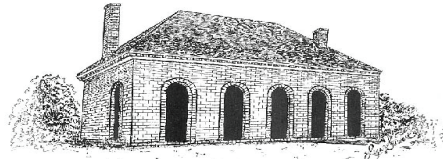
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April 25, 2007

Dear Citizen:

I am very pleased to present the Hanover County Public Safety Strategic Plan. This year long effort included participation by all of our traditional public safety departments as well as many departments whose efforts impact the County's overall public safety condition. I believe we now have a document that speaks to the totality of public safety in Hanover County and that compliments departments' current primary functions and duties.

The overarching reason for creating this strategic plan is to align all of our public safety efforts so that each department remains focused on and striving toward the same common goals. This includes the independent functions of our Constitutional Offices, State funded agencies and school system, all of which came together to help ensure the collective vision of promoting and maintaining a safe community is realized.

Working together during this process, public safety departments have identified common issues and renewed their collective commitment to making Hanover County the safest place in the world to live, work, and play. From a technical perspective the plan helps individual departments ensure their strategies are consistent with the Board's vision and enables the County to establish and prioritize public safety initiatives that are shared by all. The Public Safety Strategic Plan Team has also created a system of accountability for the plan by monitoring goals, objectives, and initiatives through performance measurement.

In closing I would like to thank each member of the Public Safety Strategic Plan Team, a list of which is included in this document. These dedicated professionals created an outstanding guide for future public safety in Hanover County. I am confident this document will further connect our many public safety efforts and enhance the already outstanding interdepartmental cooperation that has for so many years been part of Hanover's tradition.

Sincerely,

Cecil R. Harris Jr.
County Administrator

Hanover: People, Tradition and Spirit

Introduction

On April 26, 2006 the Hanover County Board of Supervisors adopted the establishment of a Public Safety Strategic Plan as one of its 2007 Board Initiatives. The initiative was to “Establish a public safety strategic plan that advances the concept of a safe community.”

The kick-off meeting for the planning effort was held on May 3, 2006, and at that time selected County Constitutional Officers, Administrators, and Department Heads were briefed on a proposed outline for a strategic planning process. It was decided that this group would constitute the Advisory Group and it would be briefed at selected intervals in the planning process.

Advisory Group members are as follows: Rhu Harris, County Administrator; Sheriff Stuart Cook, Sheriff’s Office; Kirby Porter, Commonwealths Attorney; Stewart Roberson, Superintendent of Hanover County Schools; Tony Valentino, Assistant Superintendent of Hanover County Schools; Joe Casey, Deputy County Administrator; John Hodges, Deputy County Administrator; Marilyn Blake, Assistant County Administrator; Lt. Colonel Dave Hines, Sheriffs Office; Mike Crescenzo, Director of Planning; Donna Douglas, Director of Social Services; Tom Harris, Hanover County Public Information Office; James Willett, Superintendent of Pamunkey Regional Jail, and Mark Bennett, Deputy Superintendent of Pamunkey Regional Jail.

Advisory Group Members were asked to assign a staff member(s) to this initiative. These stakeholders would become the Public Safety Strategic Plan Team and were tasked with representing their organization in the planning process. The Team held their first meeting on June 12, 2006.

The Public Safety Strategic Plan Team members are as follows: Richard Bartell, Building Official; Bob Wilburn, Health Department; Fred Crosby, Fire & EMS; Shelia Crossen-Powell, Social Services; Allen Davidson, Sheriffs Office; Lee Garman, Planning; Rodney Gentry, Emergency Communications; Ginny Ferguson, Social Services; Phil Heins, Emergency Communications; Kevin Kilgore, Animal Control; Myron Kiltz, Fire & EMS; Jennifer Macdonald, Health Department; Drew Patterson, Planning/Zoning; Paul Cash, Schools; Jenni Pendergrass, Planning/Zoning; Karen Robertson, Animal Control; Ivy Sager, Community Resources; Melissa Thorne, Commonwealth’s Attorney; Tom Vaughan, Schools; Michael Trice, Sheriffs Office; Charlie Udriet, Emergency Communications; and Nathan Webel, Pamunkey Regional Jail.

About Hanover County

Hanover County, Virginia is a community characterized by thriving businesses and a picturesque landscape. Located in east-central Virginia, the County is approximately 85 miles south of Washington, D.C. and 15 miles north of Richmond and is bisected by Interstate 95, a major north-south corridor and by Interstate 295, which provides a by-pass from northern Henrico to just south of Petersburg. Hanover County is also bordered by Caroline, King William, New Kent, Henrico, Goochland, Spotsylvania, and Louisa Counties. Of the counties that comprise the Richmond-Petersburg Metropolitan Statistical Area, Hanover is the largest in land area with 471 square miles. According to the 2000 Census, Hanover County’s population was 86,320. The County estimates its July 2007 population at 100,626, with the 2010 estimate at 106,000.

According to the 2000 census, 90% of the population was classified as Caucasian, 7% as African-American, and 3% Spanish, Hispanic or Latino.

Hanover County's economy consists of manufacturing, government, agriculture, recreation, wholesale, retail trade, and construction. It is home to both a large well-known amusement park and a small liberal arts college. From an economic perspective, the County's income indicators relative to wealth include per capita income of \$36,455 and median household income of \$73,072. Twenty seven percent of residents have household incomes above \$100,000; 87% of residents live in detached single family homes; 13% rent; and 87% own their homes. The majority of Hanover's population is in the prime working years, with 74% of residents being over age 34 (14% are over 64).

Hanover's location between Washington, D.C. and Richmond, excellent schools, low unemployment, diverse economy, and healthy financial base have made it one of the most desirable places to live and work on the East Coast. This is evidenced by the fact that 33% of Hanover residents have lived in the community for more than 20 years.

The County maintains a commitment to a distinct rural character while also accommodating growth in a defined suburban area. Seventy percent of the County is planned for rural residential and agricultural uses while the remainder of the County is designated as a Suburban Service Area. One of the County's greatest challenges is its commitment to balancing rural preservation and suburban growth and development.

Public Safety and the Citizen Survey

The County participated in the National Citizen Survey, conducted by the National Research Center, Inc. in 2005. Findings were divided into three categories: Quality of Life; Perceptions of Safety; and "Rating of Community Characteristics." Under "Quality of Life," 92% of the respondents rated the quality of life as either "excellent" or "good" with only 1% characterizing it as "poor." The numbers for "Perceptions of Safety" were almost as good: 91% of the survey participants reported feeling "somewhat safe" or "very safe" after dark in their neighborhoods, and 84% stated that they felt "somewhat" or "very safe" from violent crimes in the County. In addition, 94% of Hanover's households reported that no household member had been a victim of crime during the previous year.

"Community Characteristics" ratings revealed that the citizens were most pleased by Hanover's overall image/reputation, its air quality, its sense of community and its educational opportunities. The three concerns identified as "major" problems by the highest percentage of respondents were too much growth, traffic congestion and taxes. Seventy-one percent of respondents viewed the County's population growth as "too fast," while only 1% thought it was "too slow."

Vision, Mission & Values

The Hanover County Public Safety Plan Team developed a vision for public safety by first asking what difference it would make in the community if public safety could reach its highest potential. The Strategic

Planning Team developed the vision using feedback gathered during the Focused Conversation interview process, with additional input provided by team members. For the Team, it was important the vision be broad in scope and also challenge stakeholders to pursue excellence as a desired outcome. In addition the vision was to be unique and have a futuristic orientation.

VISION

>> The community will be safe and feel safe in its homes, schools, businesses, and at play.

The mission statement is provided to help keep all public safety components on track and moving in the same direction. The mission statement clarifies future direction and serves as a reminder of what all segments of Hanover public safety are striving to accomplish.

MISSION

>> Provide a safe and secure environment for the community.

It is critical that all members of Hanover County Public Safety share a defined set of values. Shared values tell everyone involved what the expectations are and what is important to consider when making a decision. Since personal and organizational values often may be different, a defined set of values helps bring consistency to the decision making process.

VALUES

*>> Customer Focus >> Team Work >> Accountability
>> Fiscal Responsibility >> Respect >> Integrity >> Compassion*

Public Safety Departments

As illustrated in Figure 1, the public safety system in Hanover County is very complex. Traditional public safety departments such as the Sheriff’s Office, Regional Jail, Fire & EMS, Emergency Communications and Animal Control all share a primary role in responding to citizens’ emergency needs. However, there are additional departments such as Planning, Community Resources, Social Services, Juvenile Court Services, Community Corrections, Schools, and the Building Inspector’s Office among others that have significant roles in ensuring the safety and well-being of Hanover’s citizens. Additionally, the provision of public safety services is impacted by State and Federal Government influences. It is important for all citizens and public safety stakeholders to realize

Public Safety Interrelationships



FIGURE I.

this unique interrelationship and work toward producing a system where all components can successfully accomplish their main functional responsibilities.

Plan Development, Rationale and Process

The mission of Hanover County government is to:

Provide a quality of life that is defined, encouraged, and supported by the community itself, where government focuses efficiently and effectively on the general well-being, education, and safety of the people, where service delivery is based on sound financial practices, and where growth is managed in creative and innovative ways.

The Public Safety Strategic Plan is designed to further align the County’s public safety efforts with the County’s mission statement and will result in the following:

- >> A clear vision of public safety translated into Board policy;
- >> Department strategies that are consistent with this vision;
- >> Prioritization of public safety activities; and
- >> Greater emphasis on monitoring impact through performance measurement.

The Public Safety Strategic Plan Team, composed of 22 County employees from all public safety related departments, met from May 2006 through March 2007 to complete the Plan. The Team utilized the process outlined in Figure 2 to define public safety goals, objectives, initiatives, and measures for the County over the next five years.

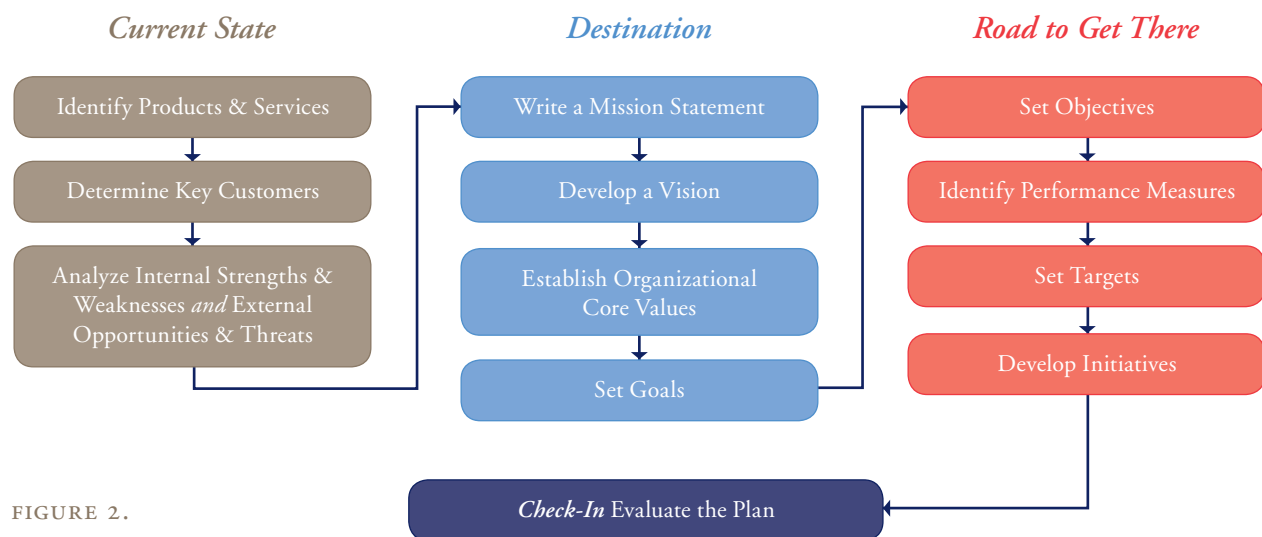


FIGURE 2.

The process for the Plan’s development involved a great deal of fact gathering, data collection, and analysis. The Public Safety Strategic Plan Team completed the development of matrixes to identify each of their departments’ products, services, and related customers. This led to the creation of the Hanover County Public Safety previously mentioned mission, vision, and values, which are the foundation for this document.

The Team completed a “SWOT” analysis to define internal strengths and weaknesses as well as external opportunities and threats. These findings were used to develop the group’s primary issue statements, which in turn became the four Hanover Public Safety Goals. The Goals were used as the base for the development of detailed objectives and initiatives, which align with the organization’s Public Safety mission to “provide a safe and secure environment for our community.”

In addition, it was very important to the Team not only to use its members’ public safety experience and County data, but also to identify the concerns and expectations of the community. During the fall of 2006, the Team conducted over one hundred interviews with County Board members, citizens, officials, volunteers, and business persons to gather perceived community problems. This effort was accomplished through a process called focused conversations.

Special Note It is important to reiterate that the results of the focused conversations do not mean that Hanover County has the identified problem; instead it highlights the perception of a problem.

Using the focused conversation method of data collection each Planning Team member interviewed both internal and external customers and asked them questions that were objective, reflective, interpretive, and decisional. The questions were designed to elicit rational information on what the group needed to know, learn, or decide by the end of the conversation, and experiential in how the interviewer needed to be different or feel differently at the end of the conversation. *See Appendix One for a list of the Focused Conversation Questions.*

The focused conversation results show that most persons interviewed perceived Hanover County’s greatest challenge with regard to public safety to be growth and changing expectations; however, this response was cited by less than 16% of the respondents. The next highest concerns from the interviews centered on traffic and transportation safety (14%), followed by disaster preparedness (10%) and increased response times by public safety providers (9%). Interestingly, these responses mirror the findings of the National Citizen Survey in which the highest proportion of respondents rated too much growth and traffic congestion as “major problems.” In general, the low percentage of responses in each category indicates that even using perceptions gathered through these interviews, Hanover County is doing a great job of protecting its citizens, visitors, and business community. *See Appendix Two for Focused Conversation Results.*

Key Customers

The real key to successful strategic planning is connecting one’s customers to one’s strategic vision. This is accomplished by first determining who the customers are, one’s relationship to them, and then what it is they expect to receive in the way of a product or service.

This Public Safety Strategic Plan Team identified both internal and external customers and determined why they are customers, what the County does for them and what the County wants to do for them in the future. These sectors of the community were organized into the following customer groups: community at large; people requiring specialized services; persons providing volunteer services; at risk population; and government/other partners and entities. *See Appendix Three for a complete table of Key Customers.*

Key Products & Services

In addition to identifying key customers, the Team examined what products and services these customers receive. This critical exercise enabled the Public Safety Strategic Plan Team to see what products and services are routinely provided by their respective departments, and allowed the Team to identify any duplication of effort, to determine if any key customer groups or products/services are missing or underrepresented, and if improved efficiency and coordination could result when multiple departments are involved. This effort also helped the team identify threads that bind departments together regardless of primary function, and helped promote better understanding of core products and services, leaving all of the departments with a greater awareness of their interconnectedness. In this regard, all public safety departments can work toward providing services in the most efficient and effective manner possible.

The five public safety service categories identified by the Team are: Compliance/Enforcement Services; Emergency/Disaster Services; Prevention; Public Assistance; and Information/Education. *See Appendix Four for a complete table of Key Products & Services.*

SWOT Analysis

In November 2006, the Hanover Public Safety Strategic Plan Team completed a strengths, weaknesses, opportunities, and threats (SWOT) analysis of public safety in the County. This exercise helped identify strengths and weaknesses that are issues internal to the organization, while recognizing opportunities and threats that relate to external forces.

The analysis of strengths makes it clear the foundation of Hanover's success in public safety is rooted in strong and effective leadership. The Board of Supervisors, Constitutional Officers, County Administration, School Administration, and Department Heads all provide clear direction to and support for public safety. The Board translates this leadership into a willingness to provide adequate funding to achieve positive public safety results. Additional strengths are the County's dedicated staff and its willingness to collaborate in order to accomplish identified public safety priorities.

Public safety success is in large part dictated by individual employees and their collective experiences; therefore, staff turnover, succession planning, and continuous workforce training are seen as areas in which the County could improve.

Closely related to the above factors is the effect regional competition for public safety providers has on driving up salary costs. The County's ability to react to and stay current with the market is very important in keeping employees with valuable experience. Having employees remain with the County and not leave for other jobs is the most cost efficient manner to provide effective public safety services to the community.

Hanover's ability to maintain adequate infrastructure to support public safety also remains a significant challenge. Safe and up-to-date facilities and equipment are always the goal; however, competing needs sometimes require that scarce dollars be used to fund other priorities.

Hanover County is also a growing community. Growth and the ability to maintain high service levels during upward trends in growth are sometimes very difficult for public safety departments. The County's ability to react and have in place a system that makes available a service prior to that service being required is something that should be focused on in the future.

Because of Hanover's growth it has the ability to access increased funding for public safety challenges. The key to this opportunity is to remain current in projecting future needs through data collection and trend analysis. At this point in Hanover County's evolution, it definitely has the opportunity to plan for smart growth and to anticipate future public safety needs.

In general, because of the long standing superior service citizens receive, the community rewards public safety departments with high citizen survey scores. This correlates in very strong political support for public safety efforts.

Public safety departments also have the opportunity to capitalize on recent advances in technology to provide service to the public. Technology when used appropriately helps create efficient and effective service delivery systems that make the best use of citizens' tax dollars.

Because of Hanover's rapid growth, the road network is seen as a potential threat to the County's ability to provide timely service to the public. The more traffic congestion on County roads the higher the likelihood that public safety personnel will not be able to provide acceptable emergency response times.

Public safety officials are also mindful that criminals can come to Hanover County from surrounding localities, some of which are very close in proximity. As a result, the County needs to maintain an aggressive recognition of encroaching crime and the diligent enforcement of the law.

Once again, a parallel is seen in the SWOT results and information obtained in the National Citizen Survey. Changing community characteristics and growth issues highlight the weaknesses and threats listed here. Fortunately, the stated strengths and opportunities lay the groundwork for continued public safety success.

Goals, Objectives and Initiatives

It became very evident early in the strategic planning process that Hanover County is already very good at protecting its citizens and responding to public safety needs. The challenge for the Team was to recognize this excellence and then build systems and processes that make public safety services even better for the citizens.

The Team recognizes and appreciates the difficulty in making something that is good even better, as it would have been much easier to fix something that is broken. In Hanover's case, the County's public safety system is already progressive and innovative in providing emergency service to the public.

Understanding the system is already healthy and productive, the Team is recommending goals, initiatives, and tasks based on the analysis of data collected during the strategic planning process. In most cases the data suggest the County is doing things very well, with only a few instances where the data indicate it could be doing a little better.

Many of the stated goals and initiatives listed for consideration are already being accomplished in one form or another, and they are identified only because the Team recommends the County continues its efforts in these areas. The specific initiatives also should be considered in their totality, and used by all Hanover County public safety entities to recognize and establish benchmarks for alignment of the County-wide public safety efforts.

The Public Safety Plan Team proposes four goals for Board consideration. These are identified as Goals 1, 2, 3, and 4. Each goal is followed by a number of objectives, (listed for example as 1.1), that are intended as the primary drivers in accomplishing the intended goals. In addition, each objective is followed by a number of specific tasks, (listed for example as 1.1.1) that will help accomplish both the objectives and goals. The Public Safety Plan Team anticipates that when listed tasks are completed the objectives will be accomplished and the stated goal will become a reality. All of these efforts should align public safety activities to achieve the visions for Hanover County and Hanover County's Public Safety. For the purpose of brevity the performance measurement criteria and other progress benchmarks are included in *Appendix Five*.

GOAL I: PROVIDE FOR SAFE AND SECURE COMMUNITIES

- I.1. Provide adequate readiness response capabilities throughout the County in order to respond to routine and emergency calls for service.
 - I.1.1. Review allocations of public safety personnel against appropriate data on a regular basis and reallocate or acquire new resources as necessary in order to meet existing service delivery needs.
 - I.1.2. Review data regularly to determine the need for facilities, vehicles, and equipment in order to acquire, update and maintain the necessary resources to provide a timely response.
- I.2. Ensure the effective enforcement of regulations, codes and laws in order to maintain a safe and secure community.
 - I.2.1. Identify the most critical public safety concerns in order to increase prevention, enforcement, remediation and prosecution efforts.
 - I.2.2. Develop standard operating procedures between/among departments in order to provide uniform response and enforcement.
- I.3. Prevent unsafe situations and criminal activities through community education in order to decrease community reliance on the public safety system.
 - I.3.1. Develop a multi-agency comprehensive community resource guide for internal and external use in order to centralize public safety resource information.
 - I.3.2. Develop a communications/public relations plan that references the targeted public safety issues identified in order to inform, educate and empower the citizens.

GOAL 2: PROVIDE PUBLIC SAFETY SERVICES THAT MEET THE CHANGING NEEDS AND EXPECTATIONS OF THE COMMUNITY

- 2.1. Identify disparities between citizen expectations of public safety services and the County's capabilities in order to address the evolving expectations of the community.
 - 2.1.1. Add specific questions regarding public safety services to the citizen survey in order to identify the public's expectations of public safety services.
 - 2.1.2. Establish a baseline of population demographics to identify relevant population, community, and business indicators in order to better analyze trends and potential impacts on public safety service delivery.
 - 2.1.3. Identify current and future gaps in public safety service delivery in order to better serve and meet the changing needs and expectations of the community.
 - 2.1.4. Assess citizen expectations on a continuous basis in order to provide relevant education regarding public safety.
 - 2.1.5. Prioritize service delivery needs based on identified gaps in order to ensure an effective delivery of public safety services.

GOAL 3: ENSURE EFFECTIVE EMERGENCY SERVICES ARE AVAILABLE IN THE EVENT OF NATURAL OR MANMADE DISASTERS

- 3.1. Ensure continuous emergency operations planning, coordination, and collaboration of all County agencies/departments in order to provide effective emergency services.
 - 3.1.1. Conduct a comprehensive and collaborative review of the Emergency Operations Plan (EOP) in order to ensure all public safety components are coordinated in their emergency response efforts.
 - 3.1.2. Coordinate public and private public safety providers (including volunteers) and resources, in order to be fully prepared for a natural or manmade disaster.
- 3.2. Ensure emergency services can be delivered effectively with a standardized approach in order to provide a consistent and efficient response across all disciplines.
 - 3.2.1. Conduct training that complies with the National Incident Management System (NIMS) and the American Red Cross (ARC) in order to ensure standardized emergency response procedures.
 - 3.2.2. Conduct and evaluate EOP exercises and drills in order to maintain and demonstrate proficiency in emergency response.
 - 3.2.3. Determine priorities and funding sources for resource acquisition in order to meet the requirements of the EOP.
 - 3.2.4. Assure a timely, efficient, and redundant communication alerting system in order to meet the standards of the EOP.

- 3.2.5. Identify and acquire EOP resources in order to meet compliance standards established by Federal, State, and local governments.
- 3.3. Provide pertinent public information in order to enhance emergency awareness, preparedness and individual response.
 - 3.3.1. Coordinate and train County public information officers in order to disseminate a uniform message to the public.
 - 3.3.2. Provide informational resources to residents on individual emergency preparedness in order to empower citizens to develop their individual emergency preparedness and response plan.
 - 3.3.3. Determine the best means of disseminating public safety emergency preparedness information to public in order to reach the widest segment of the affected population.

GOAL 4: ENSURE CONSISTENT AND EFFECTIVE DELIVERY OF PUBLIC SAFETY SERVICES

- 4.1 Provide a coordinated Public Safety response system in order to maximize the ability of all departments to respond to incidents and work effectively together.
 - 4.1.1. Form a Strategic Plan Implementation Team in order to guide, coordinate, and monitor the performance of the Public Safety Strategic Plan.
 - 4.1.2. Develop a uniform reporting system in order to allow for the meaningful analysis of data.
 - 4.1.3. Prioritize initiatives and identify required resources in order to implement the Public Safety Strategic Plan.
 - 4.1.4. Identify and recommend the elimination of duplicative functions in order to streamline public safety services.
 - 4.1.5. Develop internal and external communication processes in order to provide accurate, timely, and consistent information.
- 4.2 Maintain appropriate public safety equipment, facilities, and infrastructure in order to respond to the changing public safety needs of the County.
 - 4.2.1. Inventory existing equipment, facilities, and infrastructure in order to ensure resources are appropriate for the mission.
 - 4.2.2. Identify equipment for potential standardization in order to enhance equipment interoperability and organizational functionality.
 - 4.2.3. Identify opportunities for public safety joint procurement in order to maximize purchasing efficiency.
- 4.3 Ensure a prepared and skilled career and volunteer workforce in order to best respond to current and future public safety needs.

- 4.3.1. Focus on continuous employee development and innovation in order to ensure staff is prepared to provide effective public safety services.
- 4.3.2. Ensure reward and recognition systems that reinforce the County's public safety mission, vision and values in order to attract and retain quality public safety personnel.
- 4.3.3. Develop volunteer and career public safety employee recruitment strategies in order to ensure a skilled and competent workforce is available.

Conclusion

Hanover County, a community where 33% of its residents have lived for more than 20 years, is a great place to live, raise a family, work, and also play. Challenges to public safety strategic planning are largely defined by demographic growth and the changing needs and expectations of citizens.

In the citizen survey, Hanoverians articulated by a very large percentage that they feel safe in the County. This is not an accident and occurs only because the Board of Supervisors, Constitutional Officers, School Administration, County Leadership, and Public Safety Department Heads demonstrate a commitment to plan for and fund current and future public safety needs.

It should also be celebrated that Hanover County's independent agencies, such as Schools, Sheriff's Office, Commonwealth Attorney's Office, Regional Jail, Health Department, and other constitutional officers remain leaders in demonstrating a willingness to partner with all public safety departments to ensure the community continues to be safe. The commitment by these agencies and leaders remains strong, as evidenced by their participation in the development of this strategic plan, and in large part is why the Hanover County public safety system is so well respected.

It should be repeated that the public safety system in Hanover County is already performing very well. This plan simply represents an alignment of broad goals in order to provide a strategic pathway to future success. It also represents an acknowledgement of current excellence with a concentration on remaining innovative, refining current systems and building processes that will make public safety services even better for the citizens.

The Hanover County Board of Supervisors committed to a Board initiative that would "Establish a public safety strategic plan that advances the concept of a safe community" in order to maintain not only the safety of its citizens, but also the citizens' belief in their safety. The process to collect data, analyze current reality, determine gaps in service, develop options, and write the plan to accomplish this initiative began on May 3, 2006. Since that time 22 members of various Hanover County traditional and non-traditional public safety departments have committed hundreds of hours to produce this Public Safety Strategic Plan.

The Public Safety Strategic Plan aligns the County's public safety efforts with a vision for public safety that extends beyond the boundaries of individual departments. All of the departments involved in every aspect of public safety now clearly can see that they share stakeholder customers. Products and services also have been quantified in order to identify duplication of effort and to determine if any key customer groups or products/services are missing or underrepresented. This process will help improve efficiency and coordination when multiple public safety departments are engaged in responding to a community issue.

The Focused Conversation interview results confirmed that Hanover is a healthy community with respect to public safety. Over one hundred internal and external stakeholder interviews were conducted to gain perspective from all segments of the community. The results were analyzed and broken down into sub-categories for the Team to evaluate as either perceived problems or current reality.

The strengths, weaknesses, opportunities, and threats (SWOT) analysis of public safety in the County identified strengths and weaknesses that are internal to the organization and also opportunities and threats that relate to external forces. Comparing the results of the SWOT analysis and the Focused Conversations alerted the Team to issues that need attention.

These critical issues ultimately drove the development of goals, initiatives, and tasks, many of which already are underway. These goals should remain a top priority, while refining alignment of our public safety efforts. The Public Safety Plan Team proposes four goals for Advisory Group and Board consideration. These goals are identified as:

1. Provide for safe and secure communities;
2. Provide public safety services that meet the changing needs and expectations of the community;
3. Ensure effective emergency services are available in the event of natural or manmade disasters;
4. Ensure consistent and effective delivery of public safety services.

In addition there are many objectives and tasks integral to each of the goals.

The Working Group recommends that a Public Safety Strategic Plan Implementation Team be established to decide on the plan's implementation strategies and also to monitor performance benchmarks. It is also proposed the Public Safety Implementation Team provide the Board with yearly updates on the Plan's progress. In addition it is recommended the Plan be updated every five years.

In conclusion, all of the Plan Team members would like to thank the Board and County Administration for this opportunity. In addition to the positive results the Team believes will be gained by the plan's implementation, the Team fully appreciates that public safety is a total effort on behalf of large numbers of traditional and non-traditional stakeholders, who are committed to making Hanover County a place where "the community will be safe and feel safe in its homes, schools, businesses and at play."

Appendix One

FOCUSED CONVERSATION QUESTIONS

Objective

- >> As you reflect on the safety of Hanover County residents what kinds of things come to mind?
- >> What current public safety efforts affect your view of safety in Hanover County?
- >> How do you think your customers/constituents feel about their general safety when living and/or working in Hanover County?
- >> What kinds of conversations do you have with your customers/constituents about community safety?
- >> What facts do you have from your constituents and/or County Administration regarding general safety when living and/or working in Hanover?

Reflective

- >> What aspects of public safety are you most excited about and why?
- >> What makes you anxious or uneasy about Hanover County public safety?
- >> Where do you experience the most difficulty with your customers/constituents and public safety?
- >> Where have you been most surprised about past public safety efforts?
- >> Where have you been personally frustrated concerning public safety?
- >> What responses have you heard from customers/constituents that worried you about public safety?
- >> How have your feelings about public safety changed over the last few years?

Interpretive

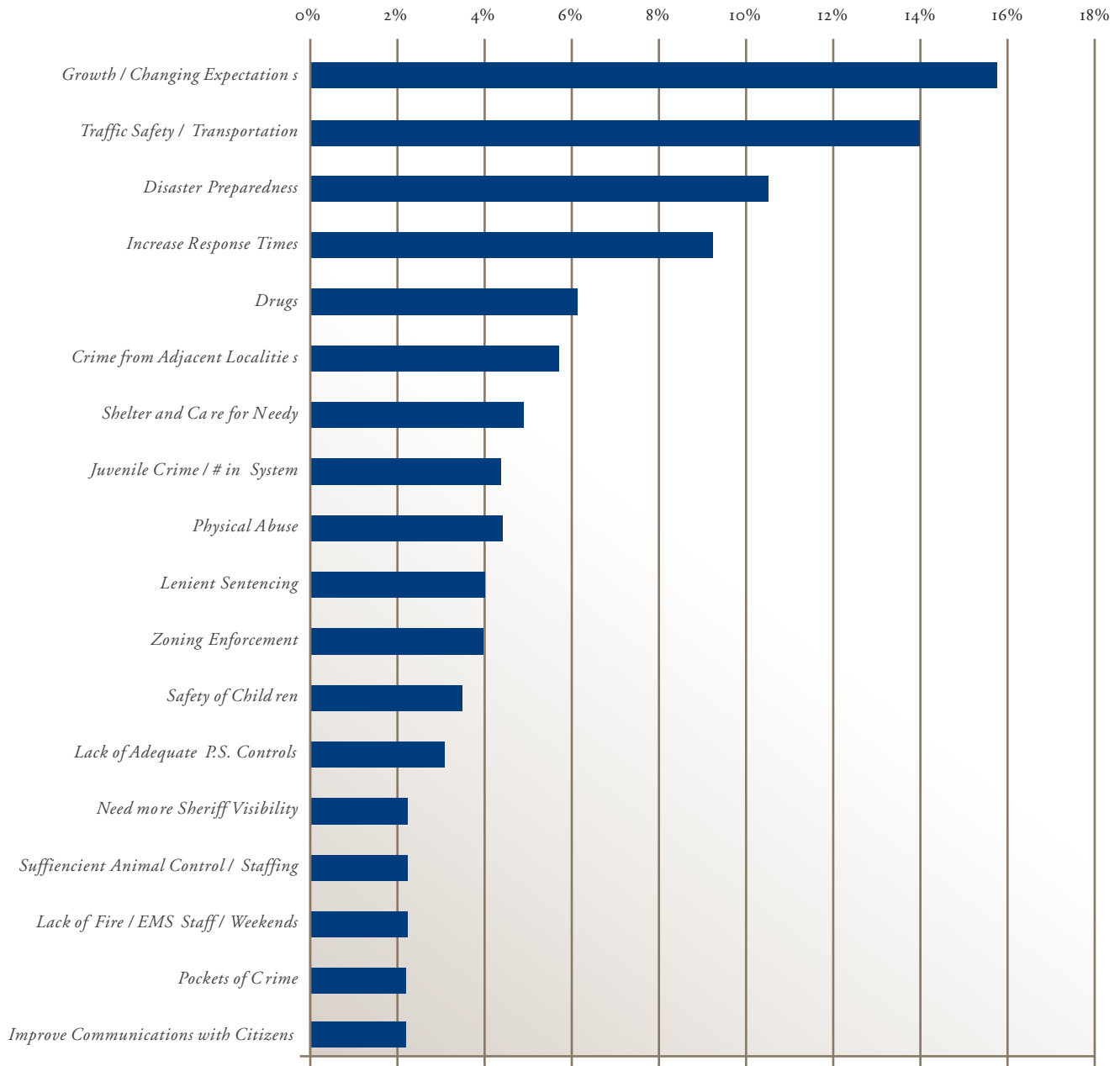
- >> What new roles do you think might be required in Hanover County to maintain a safe community?
- >> What advantages do you see for Hanover County staying a safe community?
- >> What opportunities do you think being a safe community provides our citizens and businesses?

Decisional

- >> What are the main areas you want to see more work done with regard to public safety?
- >> What do you recommend staff do regarding these areas?
- >> What advice would you give your peers concerning these efforts?
- >> In addition to the monthly HOT SHEET is there any other way you think the key stakeholders should be informed of your progress?

Appendix Two

FOCUSED CONVERSATION RESULTS



Appendix Three

KEY CUSTOMERS

Community at Large

- >> Citizens
- >> Business
- >> Civic organization
- >> Students
- >> Shoppers/visitors
- >> Motorists

Persons Providing Volunteer Assistance

- >>Resource parents
- >> All willing to serve
- >> Collaborating Partners - other organizations
- >> Medical Reserve Corps

Government/Other Partners and Entities

- >>School System
- >> County Departments
- >> Board
- >> County Administration
- >> State & Federal agencies
- >> Regional resources
- >> Magistrates
- >> Local, State, and Federal Courts

People Requiring Specialized Services

- >> Evacuees
- >> Persons allegedly abused/ neglected
- >> Foster children
- >> Citizens requiring vaccination/ prophylaxis
(e.g. flu, anthrax, meningitis)
- >> Inmates

At Risk Population

- >>Families with reported abuse/neglect
- >> VA initiative for employment not welfare
- >> Long term care customers
- >> Elderly
- >> Low income and those with disability
- >> At risk youth and their families

Appendix Four

KEY PRODUCTS AND SERVICES

Emergency / Disaster Services

- >> Shelters
- >> Fire suppression
- >> EMS - ALS and BLS
- >> Disaster prepared and response
- >> Hazardous Materials Response and mitigation
- >> Homeland security preparedness and response
- >> Health Emergency plans
- >> Dispatching service
- >> Provide NCIC/VCIN Services
- >> Provide Paging services
- >> Disaster Volunteer Mobilization

Prevention

- >> Safety plans
- >> Fire prevention
- >> Transportation for students
- >> Extracurricular activities
- >> Neighborhood & Business Watch
- >> Citizen courtesy patrol
- >> Immunizations
- >> Lab testing
- >> Infectious disease case management
- >> Control of stray animals
- >> Control of Health related issues such as rabies, West Nile & bird flu
- >> Adoption of available animals
- >> Medical treatment at the Jail

Public Assistance

- >> Social Services referrals
- >> Services specific to families
- >> Mental health/ substance abuse referrals
- >> Companion services
- >> Nursing home placement
- >> Winterization
- >> Home Repairs

Information / Education

- >> Social Services Information
- >> Safety education
- >> Safe learning environment-normal school day
- >> Educated community
- >> Value centered classes
- >> Volunteer Opportunities information
- >> Community meetings
- >> Public Hearings
- >> Consultation pre-application meetings
- >> Draft legislation and advocacy
- >> Health Education materials
- >> Health recommendations and advice
- >> 911 Training Services
- >> Education to the public on proper and responsible animal care

Compliance / Enforcement Services

- >> Investigations of abuse and neglect
- >> Family assessments/ Case management
- >> Crime data information and reports
- >> Investigative resources
- >> Traffic check points
- >> Visibility resource deployment
- >> Violation notices/summons
- >> Complaint resolution
- >> Inspections
- >> Legal representation
- >> Health Permits
- >> Health Data
- >> Maintain Criminal Warrants
- >> Assistance for court involvement
- >> Enforce Animal related laws
- >> Inmate custody
- >> Investigative resources

Appendix Five

GOALS, OBJECTIVES, INITIATIVES — SUCCESS INDICATORS AND MEASURES

GOAL I	<p>1. Provide for safe and secure communities</p> <p><i>Outcome Measures:</i></p> <ol style="list-style-type: none"> 1. Targeted public safety indicators, including: crime rates, property damages, lives saved, motor vehicle accident rates, response times, blight
OBJECTIVES	<p>1.1. Provide adequate readiness response capabilities throughout the County in order to respond to routine and emergency calls for service</p> <p><i>Intermediate Measures:</i></p> <ol style="list-style-type: none"> 1. Percent of agencies meeting response criteria 2. Percent of emergency calls for service responded to by target time <hr/> <p>1.2. Ensure the effective enforcement of regulations, codes and laws in order to maintain a safe and secure community</p> <p><i>Intermediate Measures:</i></p> <ol style="list-style-type: none"> 1. Benchmark compliance data established (needs to be researched & determined) <hr/> <p>1.3. Prevent unsafe situations and criminal activities through community education in order to decrease crime</p> <p><i>Intermediate Measures:</i></p> <ol style="list-style-type: none"> 1. Percent of identified departmental activities implemented 2. Percent change in results related to targeted behaviors/ activities where educational materials were distributed 3. Percent of reduction in unsafe situations and criminal activities
INITIATIVES AND TASKS	<p>1.1.1. Review allocations of public safety personnel against appropriate data on a regular basis and reallocate or acquire new resources as necessary in order to meet existing service delivery needs</p> <p><i>Initiative Measures:</i></p> <ol style="list-style-type: none"> 1. Number of understaffed positions 2. Number of critical positions not filled 3. Number of positions funded versus number actually required <hr/> <p>1.1.2. Review data regularly to determine the need for facilities, vehicles, and equipment in order to acquire, update and maintain the necessary resources to provide a timely response</p> <p><i>Initiative Measures:</i></p> <ol style="list-style-type: none"> 1. Number or percent of reallocations or acquisitions <hr/> <p>1.2.1. Identify the most critical public safety issues in order to increase prevention, enforcement, remediation and prosecution efforts</p> <p><i>Initiative Measures:</i></p> <ol style="list-style-type: none"> 1. Number or percent of reallocations or acquisitions 2. Percent change in public safety issues <hr/> <p>1.2.2. Develop standard operating procedures between/among departments in order to provide uniform response and enforcement</p> <p><i>Initiative Measures:</i></p> <ol style="list-style-type: none"> 1. Number of interdepartmental SOPs updated or created <hr/> <p>1.3.1. Develop a multi-agency comprehensive community resource guide for internal and external use in order to centralize public safety resource information</p> <p><i>Initiative Measures:</i></p> <ol style="list-style-type: none"> 1. Resource guide developed 2. Number of materials distributed to or electronically viewed by the public <hr/> <p>1.3.2. Develop a communications/public relations plan that references the targeted public safety issues identified in order to inform, educate and empower the citizens</p> <p><i>Initiative Measures:</i></p> <ol style="list-style-type: none"> 1. Number of methods used to communicate the plan

GOAL 2	<p>2. Provide public safety services that meet the changing needs and expectations of the community</p> <p><i>Outcome Measures:</i></p> <ol style="list-style-type: none"> 1. Percent of customers reporting that the County is meeting their expectations in the areas of Public Safety 2. Targeted populations satisfied with services/response
OBJECTIVES	<p>2.1. Identify disparities between citizen expectations of public safety services and the County's capabilities in order to address the evolving expectations of the community</p> <p><i>Intermediate Measures:</i></p> <ol style="list-style-type: none"> 1. Percent of disparities for which the County has capacity to improve 2. Percent of identified services changed as a result of identified needs and expectations 3. Number of new or improved services the County can provide after gap analysis 4. Percent of implementation plans on schedule for completion
INITIATIVES AND TASKS	<p>2.1.1. Add specific questions regarding public safety services to the citizen survey to identify the public's expectations of public safety.</p> <p><i>Initiative Measures:</i></p> <ol style="list-style-type: none"> 1. Questions added to survey <hr/> <p>2.1.2. Identify and monitor relevant community and business demographics in order to analyze trends and impacts</p> <p><i>Initiative Measures:</i></p> <ol style="list-style-type: none"> 1. Baseline demographics established <hr/> <p>2.1.3. Identify current and future gaps in public safety service delivery in order to better serve and meet the changing needs and expectations of the community</p> <p><i>Initiative Measures:</i></p> <ol style="list-style-type: none"> 1. Number of areas and services needing attention that have been identified and detailed <hr/> <p>2.1.4. Assess citizen expectations on a continuous basis in order to provide relevant education regarding public safety</p> <p><i>Initiative Measures:</i></p> <ol style="list-style-type: none"> 1. Number of input sessions/methods conducted <hr/> <p>2.1.5. Prioritize service delivery needs based on identified gaps in order to ensure an effective delivery of public safety services</p> <p><i>Initiative Measures:</i></p> <ol style="list-style-type: none"> 1. Number of targeted service gaps identified 2. Percent of identified gaps addressed

GOAL 3

3. Ensure effective emergency services are available in the event of natural or manmade disasters

- Outcome Measures:*
1. Percent of citizens responding to public safety survey after a disaster that were satisfied with the County’s response
 2. Percent of emergency response standards met in Hanover County
 3. Percent of citizens who are prepared for future disasters – survey

OBJECTIVES

3.1. Ensure continuous emergency operations planning, coordination, and collaboration of all county agencies/departments in order to provide effective emergency services

- Intermediate Measures:*
1. Percent of required departments completing comprehensive review of the EOP
 2. Percent of EOP standards met

3.2. Ensure emergency services can be delivered effectively with a standardized approach in order to provide a consistent and efficient response across all disciplines

- Intermediate Measures:*
1. Percent of public safety functions with standardized approaches to providing emergency services
 2. Percent of needed essential resources identified and available during a disaster
 3. Percent of priorities funded

3.3. Provide pertinent public information in order to enhance emergency awareness, preparedness and individual response

- Intermediate Measures:*
1. Public safety related citizen survey results

INITIATIVES AND TASKS

3.1.1. Conduct a comprehensive and collaborative review of the Emergency Operations Plan (EOP) in order to ensure all public safety components are coordinated in their emergency response efforts

- Initiative Measures:*
1. Completion of review prior to deadline
 2. Percent compliance with federal and VA standards

3.1.2. Coordinate public and private public safety providers (including volunteers) and resources, in order to be fully prepared for a natural or manmade disaster

- Initiative Measures:*
1. Percent of resources/people available to meet estimated needs
 2. Percent of essential priorities funded

3.2.1. Conduct training that complies with the National Incident Management System (NIMS) and the American Red Cross (ARC) in order to ensure standardized emergency response procedures

- Initiative Measures:*
1. Number of classes and percent of required employees participating
 2. Percent of required training available to staff & resources

3.2.2. Conduct and evaluate EOP exercises and drills in order to maintain and demonstrate proficiency in emergency response

- Initiative Measures:*
1. Percent of emergency scenarios holding scheduled drills
 2. Evaluation scores of all emergency drills

3.2.3. Determine priorities and funding sources for resource acquisition in order to meet the requirements of the EOP

- Initiative Measures:*
1. Priorities set and funding sources identified

3.2.4. Assure a timely, efficient, and redundant communication alerting system in order to meet the standards of the EOP

- Initiative Measures:*
1. Percent of all functions in EOP with adequate communications capacity
 2. Percent of EOP communications standards met

3.2.5. Identify and acquire EOP resources in order to meet compliance standards established by Federal, State, and local governments

- Initiative Measures:*
1. Percent of required standards receiving adequate funding
 2. Percent of minimum equipment on-hand and operational

3.3.1. Coordinate and train County public information officers in order to disseminate a uniform message to the public

- Initiative Measures:*
1. Percent of officers receiving training
 2. Number of public announcements coordinated

3.3.2. Provide informational resources to residents on individual emergency preparedness in order to empower citizens to develop their individual emergency preparedness and response plan

- Initiative Measures:*
1. Number of informational resources distributed to or electronically viewed by the public
 2. Percent county households receiving information

3.3.3. Determine the best means of disseminating public safety emergency preparedness information to public in order to reach the widest segment of the affected population

- Initiative Measures:*
1. Number of methods used for distribution

GOAL 4

4. Ensure consistent and effective delivery of public safety services

- Outcome Measures:*
1. Percent of outcome measures under uniform reporting system meeting standards and/or career development goals or as defined by department heads

OBJECTIVES

4.1. Provide a coordinated public safety response system in order to maximize the ability of all departments to respond to incidents and work effectively together

- Intermediate Measures:*
1. Percent of interdepartmental issues identified and implemented into a coordinated system
 2. Results of Public Safety organizational survey

4.2. Maintain appropriate public safety equipment, facilities and infrastructure in order to respond to the changing public safety needs of the County

- Intermediate Measures:*
1. Percent of inventory standardized throughout public safety functions
 2. Percent of assets exceeding useful life

4.3. Ensure a prepared and skilled career and volunteer workforce in order to best respond to current and future public safety needs

- Intermediate Measures:*
1. Percent of staff who say they have the training, skills and equipment they need to perform their job
 2. Percent of employees who have completed target amount of job specific training
 3. Results of employee survey
 4. Attrition rate—actual and projected

INITIATIVES AND TASKS

4.1.1. Form a Strategic Plan Implementation Team in order to guide, coordinate and monitor the performance of the Public Safety Strategic Plan

- Initiative Measures:*
1. Number of issues identified
 2. Number of issues identified for coordinated response
 3. Number of interdepartmental issues addressed

4.1.2. Develop a uniform reporting system in order to allow for the meaningful analysis of data

- Initiative Measures:*
1. Number of applicable data sets identified
 2. Percent of applicable data sets input into the uniform system

4.1.3. Prioritize initiatives and identify required resources in order to implement the Public Safety Strategic Plan

- Initiative Measures:*
1. Number of initiatives adequately resourced

4.1.4. Identify and recommend the elimination of duplicative functions in order to streamline public safety issues

- Initiative Measures:*
1. Number of processes eliminated/combined
 2. Productivity improvements resulting from process improvements

4.1.5. Develop internal and external communication processes in order to provide accurate, timely and consistent information

- Initiative Measures:*
1. Percent of identified customers receiving communications
 2. Number of communication methods used

4.2.1. Inventory existing equipment, facilities and infrastructure in order to ensure resources are appropriate for the mission

- Initiative Measures:*
1. Percent of existing assets that are appropriate for mission
 2. Percent of existing assets defined as not currently appropriate but funded for replacement

4.2.2. Identify equipment for potential standardization in order to enhance equipment for interoperability and organizational functionality

- Initiative Measures:*
1. Number of interoperability initiatives identified
 2. Number of integrated public safety systems and related upgrades
 3. Number of automated systems being utilized and shared

4.2.3. Identify opportunities for joint procurement to maximize purchasing efficiency

- Initiative Measures:*
1. Number of opportunities identified and related cost savings

4.3.1. Focus on continuous employee development and innovation in order to ensure staff is prepared to provide effective public safety issues

- Initiative Measures:*
1. Number of classes offered and percent of employees participating
 2. Percent of required training available to staff and adequate resources available to attend

4.3.2. Ensure reward and recognition systems reinforce public safety mission, vision and values in order to increase individual ownership in public safety awareness

- Initiative Measures:*
1. Percent of employees receiving reward and recognition benefits
 2. Percent of above employees where rewarded work is linked to mission

4.3.3. Develop volunteer and career public safety recruitment and retention strategies in order to ensure a skilled and competent workforce is available

- Initiative Measures:*
1. Turnover rate of high performing employees
 2. Percentage of employees that chose Hanover County as their first choice