



**ALBEMARLE COUNTY, VIRGINIA
STRATEGIC PLAN FY24-28**

WEAVING PLANNING, ENGAGEMENT,
AND ACTION TO BUILD OUR FUTURE

Adopted October 2022

CONTENTS

| | |
|---|---|
| WHY STRATEGIC PLANNING | 2 |
| HOW THIS PLAN WAS DEVELOPED | 2 |
| MISSION, VISION, VALUES | 3 |
| STRATEGIC GOALS: AN OVERVIEW | 5 |
| HOW WE WILL GET THERE: GOALS & OBJECTIVES | 7 |
| HOW WE WORK | 9 |

WHY STRATEGIC PLANNING

Strategic planning is used to set priorities and focus energy and resources to move organizations towards their vision. Albemarle County has used strategic planning for many years to inform policy development and financial decision-making and to achieve the community desires and values articulated in the County's Comprehensive Plan.

The Performance and Strategic Planning division of the County Executive office developed an aligned approach connecting the County's work on long range financial planning, comprehensive planning, to build priorities for this community. Our vision and goals will remain broad and narrow focus on objectives. This big picture thinking allows our services to remain adaptable as our community and environment changes. Specifics about how we will execute the goals and objectives will develop through the annual budget process with dedicated resources and projects aligning across the many functions and services.

HOW THIS PLAN WAS DEVELOPED

Through the summer of 2022 the staff prepared potential goals and objectives based on our current community challenges and opportunities. In August of 2022, the Board of Supervisors provided input and direction around six draft strategic plan goals and connecting objectives. The discussions were upon current services and how we might approach challenges and opportunities differently so that the County government can improve and deliver excellent customer service. Board and community input was gathered again in September and October of 2022 and provided small changes to the draft plan.

The adopted final goals and objectives were adopted by the Board of Supervisors on October 19, 2022. Moving forward, the staff will provide clarity on projects and initiatives that align with these objectives and propose work plans to act upon to deliver progress on these goals.

MISSION, VISION, VALUES

The mission, vision, and values are the cultural DNA of our organization. The mission is our purpose, what we seek to do. Our vision is what we hope to achieve. Our values are the core principles and compass for decision making.

The strategic plan is how our organization will work to advance the mission, achieve the vision, and be guided by the values, over the next five years.

OUR MISSION

To enhance the well-being and quality of life for all community members through the provision of the highest level of public service consistent with the prudent use of public funds.

OUR VISION

Albemarle County envisions a community with the following:

ABUNDANT NATURAL, RURAL, HISTORIC, AND SCENIC RESOURCES

HEALTHY ECOSYSTEMS

ACTIVE AND VIBRANT DEVELOPMENT AREAS

A PHYSICAL ENVIRONMENT THAT SUPPORTS HEALTHY LIFESTYLES

A THRIVING ECONOMY

EXCEPTIONAL EDUCATIONAL OPPORTUNITIES

for present and future generations.

OUR CORE VALUES

Our core values are Community, Integrity, Innovation, Stewardship, and Learning.

We expect diversity, equity, and inclusion to be integrated into how we live our mission. We value our customers and co-workers by always providing honest and fair treatment. We embrace creativity and positive change. We honor our role as stewards of the public trust by managing our natural, human, and financial resources respectfully and responsibly. We encourage and support lifelong learning and personal and professional growth.

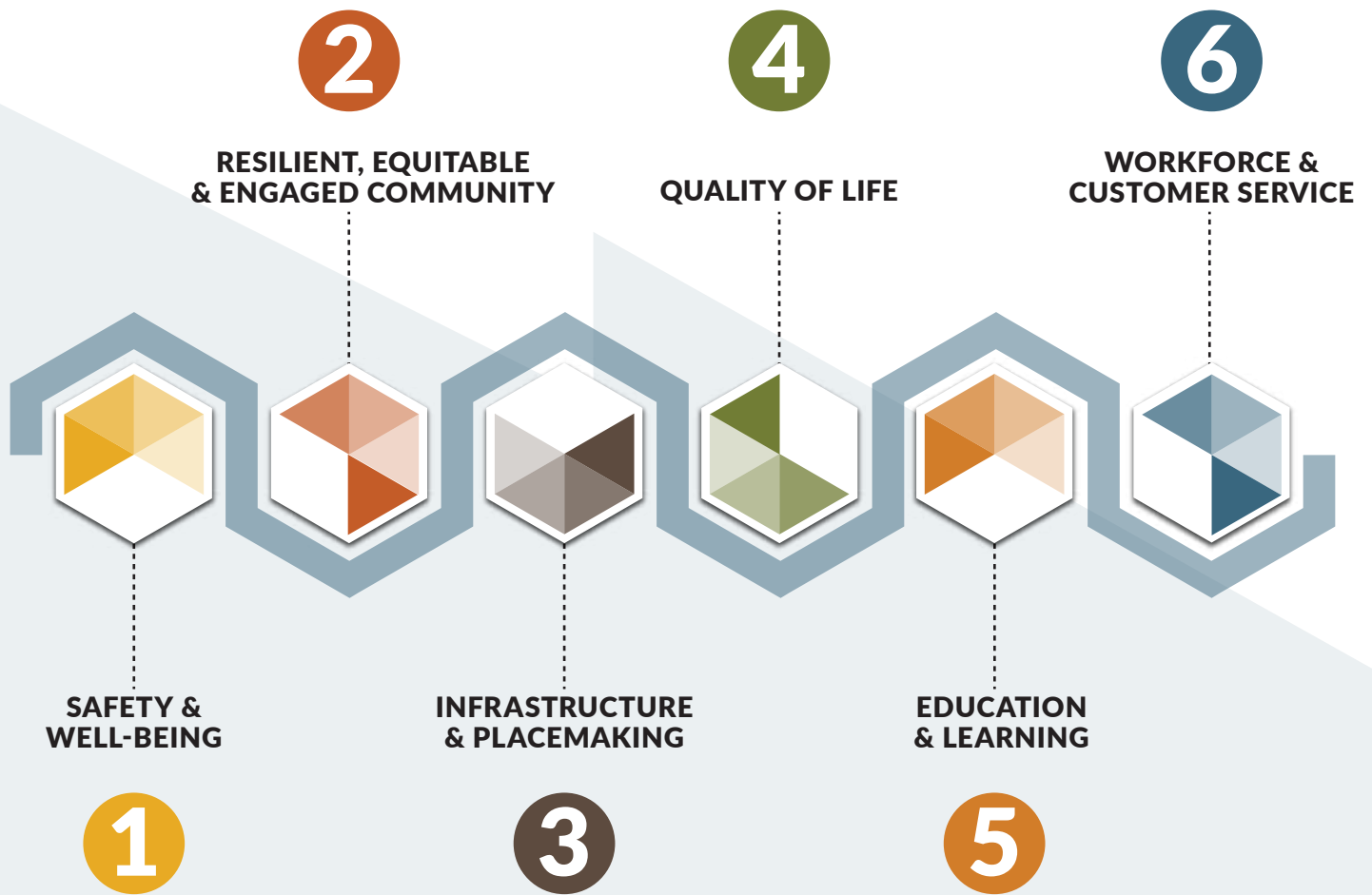


ALBEMARLE COUNTY'S FISCAL YEAR 24-28 STRATEGIC GOALS

The Board of Supervisors sets the policy direction for the future and local government staff implement it through their public service. These efforts are maximized through Board-staff collaboration, guided by the Board of Supervisors' Operating Guidelines for High Quality Governance (page 10) and the Pillars of High Performance (page 9). The following goals have been prioritized to realize the County's vision and to achieve the mission – to enhance the well-being and quality of life for all community members.

The six strategic goals encompass where Albemarle County Government will focus resources to achieve progress in service to our community. The largest expenditure in any local government is in people - our staff - who work daily to provide programs and services aligned to the first five goals.

In the graphic to the right, the blue color that represents workforce and customer service weaves around our goals because investing in our people will have valuable impacts in all of these areas.



HOW WE WILL GET THERE: GOALS & OBJECTIVES

1

SAFETY & WELL-BEING

Nurture a safe and healthy community.

- 1.1 Support community safety through highly responsive services.
- 1.2 Enhance and develop human services initiatives to assist community in accessing existing resources.
- 1.3 Develop County wide public safety long range plan to include emergency preparedness and response.



2

RESILIENT, EQUITABLE & ENGAGED COMMUNITY

Design programs and services that promote an equitable, engaged and climate-resilient community.

- 2.1 Develop tools for integrating climate action and equity into programs and services.
- 2.2 Implement the Climate Action Plan and the Biodiversity Action Plan.
- 2.3 Foster community partnerships and engagement around county priorities.
- 2.4 Implement stream health initiatives.
- 2.5 Identify and mitigate community risk while building, sustaining, and validating the community's capability to respond to and recover from disasters and other natural threats.



3

INFRASTRUCTURE & PLACEMAKING

Invest in infrastructure and amenities that create connection, opportunity, and well-being.

- 3.1 Deploy county-wide communications through broadband programming.
- 3.2 Ensure that long range water and wastewater plans are in alignment with our development goals by partnering with Rivanna Water Sewer Authority and the Albemarle County Service Authority.
- 3.3 Determine the level and extent of services necessary to create a public works department for enhanced maintenance of public rights of way and other infrastructure of public use.
- 3.4 Implement long-range plans to embrace multimodal connectivity.



4

QUALITY OF LIFE

Encourage a vibrant community with economic and recreational opportunities that serve all community members.

- 4.1 Develop AC44 Comprehensive Plan updates and Zoning modernization.
- 4.2 Update Project Enable to include County's role in Economic Development.
- 4.3 Implement Housing Albemarle.
- 4.4 Integrate parks planning with multi-modal transportation planning across the County.
- 4.5 Enhance overall access to parks and recreational opportunities with an emphasis on urban neighborhoods.



5

EDUCATION & LEARNING

Support exceptional educational opportunities.

- 5.1 Collaborate and provide support for the Albemarle County Public Schools Strategic Plan.
- 5.2 Foster partnerships with CATEC, PVCC and UVA to advance our workforce pipeline, economic development, and affordable housing goals.



6

WORKFORCE & CUSTOMER SERVICE

Recruit & retain engaged public servants who provide quality government services to advance our mission.

- 6.1 Implement a total compensation structure that makes us highly competitive compared to other employers.
- 6.2 Implement a comprehensive staff development and wellness program to retain highly qualified staff.
- 6.3 Modernize business processes and technology to transform customer service demands.
- 6.4 Implement office space planning and strategies with a focus on improved customer service, efficiency, and employee wellness.



HOW WE WORK

ALBEMARLE COUNTY'S ORGANIZATIONAL PILLARS OF HIGH PERFORMANCE

We are ONE Organization, Committed to Excellence. We are all stakeholders who share leadership, ownership, and responsibility for the County's vision, mission, core values, and strategic goals. This requires leadership at all levels.

OUR PUBLIC SERVICE COVENANT

We will provide every customer with an experience that is professional, empathetic, and responsive.

OUR LEADERSHIP PHILOSOPHY

We believe that...

people have a desire to engage in meaningful work and want to be valued contributors.

people can and should be trusted.

knowledge should be widely shared to ensure inclusion and learning, and to enable effective problem solving and decision-making.

engaging everyone's creativity, knowledge, and experience will help us take advantage of opportunities and overcome challenges.

those who are closest to the work know best how to direct and improve it and recognize that ideas can come from any person or place.

public service is a worthy calling. It is larger than any single individual and requires a network of committed and talented individuals working together to achieve excellence.

BUSINESS OPERATING PRINCIPLES

Use common practices across the organization.

Organizational needs take precedent over department and individual preference.

Design with the customer need in mind.

Maximize integration and alignment.

Consider life cycle resource needs for new business systems.

Designate clear ownership and accountability.

Provide training, tools, communication, and support.

Collect and evaluate performance measures.

ALBEMARLE COUNTY BOARD OF SUPERVISORS OPERATING GUIDELINES FOR HIGH QUALITY GOVERNANCE

The Board commits to using the following guidelines to ensure high quality governance:

1. The County's strategic priorities will guide the work of the Board and staff and will be supported by a thoughtful priority setting process and cycle.
2. We will honor the expressed will of the majority and respect the concerns of the minority.
3. We ensure that policy decisions and directions to the County Executive are communicated by the entire Board.

Where this is unclear, the County Executive will seek clarification from the Board.

No single member of the Board can provide direction on policy implementation to the County Executive.

4. Board Members do not want their interactions with and requests to staff members to negatively impact staff productivity.

Staff members should use judgment and explain the resources that would be required to respond to Board requests.

If a policy issue is going to affect workload or a policy decision, it should come through the County Executive's office.

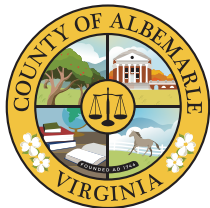
5. When a Board Member sends a communication to a staff member, it should be copied to the department director and the appropriate member of the County Executive's Office. Urgent matters will be clearly labeled in the subject line.
6. To assure maximum productivity, the Board should focus on policy-making work and the staff should focus on day- to day operational work and provide progress reports.
7. We are responsible for our districts, the entire County, and the region; therefore, we should give our best efforts to work for the benefit of all.
8. When a Board Member has a concern regarding staff performance, we go directly to the County Executive in a timely manner so that it can be addressed.

Just as the Strategic Plan will provide guidance to Albemarle County's elected leaders and administration, the initiatives within the plan will also validate the work of other community plans, studies, and future updates to Albemarle County's Comprehensive Plan.

The goals and objectives in this Strategic Plan set the direction for our county's future, while helping to create and improve the amenities, educational opportunities, and services that are vital to enhancing our community's vibrancy and quality of life, for everyone.

We thank the Board of Supervisors, our community, and our staff who took part in the development of this plan, and for openly sharing their concerns, ideas, and individual goals for a better community.





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