



SUBMISSION FORM

All submission forms must include the following information. Separate submission forms must be turned in for each eligible program. **Deadline: July 1, 2025.** Please include this submission form as the first page of your electronic entry. If you do not receive an email confirming receipt of your entry within 3 days of submission, please contact [Gage Harter](#).


PROGRAM INFORMATION

County: Albemarle County
Program Title: Strategic Plan Execution Analysis Report (SPEAR)
Program Category: Organizational Development

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SIGNATURE OF COUNTY ADMINISTRATOR OR DEPUTY/ASSISTANT COUNTY ADMINISTRATOR

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Strategic Plan Execution Analysis Report (SPEAR) - Albemarle County, VA

Executive Summary

In 2024, Albemarle County launched its first-ever Strategic Plan Execution Analysis Report (SPEAR), setting a new standard for tracking performance, improving service delivery, and strengthening accountability across the organization. This data-driven initiative ensures that strategic goals are not only aspirational but measurable while also fostering a culture of continuous improvement and increased public transparency.

SPEAR addresses a common challenge in local government: implementing strategic plans with consistency and clarity. While long-range plans are essential, they are often disconnected from day-to-day decision-making. Albemarle County bridged this gap by creating a unified, organization-wide reporting framework that regularly measures results, identifies areas for improvement, and supports smarter resource allocation.

The result is a comprehensive report that tracks more than 200 performance metrics aligned with six strategic goals. It provides a view of where progress is on track and where additional focus is needed. Released in August 2024 with a printed summary and an interactive online platform, the report was supported by a communications campaign that provided our community with insight to the performance of their local government.

Crucially, SPEAR does not focus solely on accomplishments. It also surfaces opportunities for growth. This balanced approach supports evidence-based action and demonstrates the County's commitment to honest, measurable government. Albemarle County's SPEAR initiative helps the organization stay focused on what matters most: delivering outcomes that make a measurable difference for the people it serves.

Narrative Submission

Like many local governments, Albemarle County faced the classic challenge of executing on its strategic plan with consistency, clarity, and accountability. While strategic plans often reflect bold, community-driven priorities, they may not be paired with a framework for measuring results. Departments track progress in different ways (or not at all), and decision-makers struggle to compare efforts or evaluate impact across services.

To meet this challenge, the County sought to create a standardized performance reporting tool that would align with its adopted FY24–28 Strategic Plan to ensure measurable outcomes across departments and provide both internal and external audiences with a clear understanding of what success looks like.

SPEAR as the Solution

In August 2024, Albemarle County released the first Strategic Plan Execution Analysis Report (SPEAR), a centralized performance reporting tool designed to build a culture of accountability across the organization. SPEAR is not a static report; it is a working tool that tracks key metrics aligned with the County's six strategic goals and offers a transparent view of progress and areas needing additional attention. The launch was made possible by foundational work throughout 2023 and early 2024, when staff across all departments collaborated to share datapoints they already tracked, establish meaningful metrics, define data sources, and build the infrastructure needed for consistent measurement. This early effort ensured the County had a clear and credible baseline to report from when the first analysis was shared publicly in August 2024.

Rather than focus only on “wins,” SPEAR intentionally includes areas where results fell short of the County’s targets. This reflects Albemarle’s commitment to continuous improvement and honest government. By presenting a balanced view of the outcomes, the County ensures that public services evolve based on evidence and community need, not assumptions.

SPEAR is created and managed by the Office of Performance and Strategic Planning, with one data analyst coaching/teaching and coordinating the effort across all County departments. Metrics were selected through an organization-wide process involving department directors, operational leads, and cross-functional staff groups. Finance, Human Resources, Public Safety, Housing, Parks and Recreation, and other departments contributed directly to selecting indicators that reflect both their operational responsibilities and the County’s strategic priorities.

The inaugural report was completed and released publicly in August of 2024 with a 23-page printed report to highlight key points from the six goals and a complementary webpage that dives deeper and displays all metrics. Moving forward, the report will be published annually.

Partnering and Collaboration

SPEAR’s success lies in its collaborative approach. While the Office of Performance and Strategic Planning serves as the hub and program management for data analysis, the effort spans the entire organization. Every department contributed performance data and continues to frequently monitor and update metrics to accurately represent the work of the strategic plan.

The Communications and Public Engagement (CAPE) office played a key role in ensuring the report reached the public in accessible, meaningful ways. Through storytelling, e-newsletters, social media, and media outreach, staff translated over 200 metrics into narratives that resonate with the community and help educate them on behind-the-scenes work. The campaign generated a social media reach of 2,794, five local news stories, and 1,642 views of the SPEAR webpage.

Program Implementation

SPEAR was developed entirely using internal staff capacity, with no dedicated line-item funding. The County leveraged its in-house data analyst and strong cross-departmental collaboration to design the data collection process, analyze results, and produce the final report. The initiative was championed by leadership from the Chief Operating Officer and the Executive team, signaling its strategic importance and embedding it into existing operational workflows.

Each of the County's six strategic goal areas are now supported by key performance indicators, milestone tracking, and summaries of actions taken. This first year of data collection establishes a clear baseline for measuring progress over time. It not only offers a snapshot of current performance, but also provides the foundation for setting targets, identifying trends, and making data-informed decisions in future cycles.

By formalizing how metrics are gathered, interpreted, and reported, SPEAR is equipping both leadership and staff with the tools to manage for results. This positions Albemarle County to use its strategic plan not only as a vision, but as a working framework for continuous improvement.

Program Results

The first SPEAR report created a shift in how staff, leadership, and the public engage with County performance. It brought a new level of clarity to questions such as: How do we know if we're making progress? What outcomes matter most? And what will we do when we fall short? This allows us to now manage results through data.

By combining performance metrics with plain-language summaries and strong public communications, SPEAR created a model for what government accountability can look like.

Section of SPEAR Webpage:



Albemarle County

COMMUNITY

GOVERNMENT

BUSINESS

HOW DO I?

Government » County Executive » Office of Performance and Strategic Planning »

Goal 1: Safety & Well-Being

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In FY24, the County maintained its commitment to enhancing the safety and well-being of its residents. Efforts from the County Police, Fire Rescue, and Health & Human Services departments enabled the County to achieve the majority of its FY24 performance targets for goal one.

For the areas where performance targets were not fully met, the County has allocated resources in the FY25 budget to address and rectify barriers, ensuring continuous improvement and better outcomes for the future.



FIRE RESCUE

HEALTH & HUMAN SERVICES

POLICE

- Fire Rescue conducted 1685 safety code inspections on businesses within the County.
- 95% of calls for service in rural areas were met in under the 21 minute response time goal.
- Fire Rescue met its target goal of installing 250 car seats; 252 total were installed.
- 100% of Albemarle County Local Government departments were set up with continuity of operations plans to ensure that they can continue to perform essential functions during an emergency that impacts regular operations.
- Fire Rescue exceeded its target goal of 800 smoke alarm installations by installing a total of 998.



Goal 2: Resilient, Equitable, & Engaged Community

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

[Learn more](#)

[VIEW THE FULL LIST OF METRICS FOR GOAL 1](#)

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.



GOALS & OBJECTIVES

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.

RESILIENT, EQUITABLE & ENGAGED COMMUNITY IN FY24

In FY24, Albemarle County designed and launched programs that make our community more resilient, equitable, and engaged, ranging from the Community Climate Action Grant program to the Climate Resilience Cohort. The County will continue to prioritize and amplify this work in year two of the Strategic Plan, aided by an Environmental Justice Grant from the Environmental Protection Agency.



2

RESILIENT, EQUITABLE & ENGAGED COMMUNITY

CONTINUOUS IMPROVEMENT & SUCCESS



FY24 Target:

Initiate **68** and complete **18** actions, as outlined in our Climate Action Plan

Result:

We have initiated **76**, and completed **23** actions

FY24 Target:

Host **9** Climate Resilient Together stakeholder engagement events

Result:

We have hosted **26** Resilient Together stakeholder events

FY24 Target:

Clean and assess **40%** of urban drainage infrastructure

Result:

We have cleaned and assessed **29%** of urban drainage infrastructure

FY24 Target:

Achieve **800,000** County website (albemarle.org) visits and **1,620** unique interactions through Let's Talk Albemarle pop-up events

Result:

We had **889,804** website visits and **1,450** unique interactions through Let's Talk Albemarle

FY24 Target:

Reduce greenhouse gas (GHG) emissions from County (local government) owned buildings by **5%** compared to the previous year

Result:

Compared to FY23, we have reduced GHG emissions from County owned buildings by **6.4%**