



Entry Plan for County Administrator *Dr. Jeremy Raley*



“The best way to find yourself is to lose yourself in the service of others.”

~Mahatma Gandhi

This entry plan is designed to provide for an intentional and purposeful process for the transition to serve as County Administrator for Goochland County. This entry plan document describes the specific approach that will be utilized to gain a greater understanding of the Goochland County community, our staff, and our regional stakeholders. This process is fashioned to ensure that multiple perspectives and voices are heard and to identify ideas for continuing our county’s success, while at the same time seeking opportunities to better serve our community under the auspices of a mindset of continual improvement. In essence, this entry plan will allow for a process to explore what our county is doing well, what we can do better, and how we can all work together as a community to ensure the ongoing success of Goochland County.

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Mission

To provide high quality services in an efficient, effective, and accountable manner.

Vision

A prosperous and vibrant community rich with history and opportunity where the citizens and their rights and freedoms are protected.

Core Values

- Customer Focused
- Stewardship
- Transparency
- Integrity
- Respect
- Courage

Goals and Objectives

Goal 1

Build strong relationships with the Goochland Community

Rationale: Strong and solid relationships with community and regional stakeholders is vital to creating a framework for continuous improvement and ongoing success. Specific emphasis will be placed on working collaboratively with the Goochland County Board of Supervisors to build a proactive Board-County Administrator relationship built on transparency, teamwork, and trust. Much time will be invested in multiple listening and learning conversations with the intent of gaining a greater understanding of the issues impacting the Goochland community.

Actions: During the first 90 days, meet with multiple stakeholder groups including, but not limited to:

- Goochland County Board of Supervisors
- Citizens
- Goochland County School Board
- School Division Superintendent
- Goochland County Economic Development Authority
- Business and industry leaders
- Regional and state partners
- Public safety leadership, including Goochland County Sheriff, Fire & Rescue Chief, and Emergency Management Coordinator
- Elected Constitutional Officers
- Neighboring County Administrators
- County administration staff
- Legislators, both state and federal
- Community and Civic Organizations
- Faith-based organizations
- Media



Key Stakeholders:	Entry Plan Objectives:
Citizens	Engage with citizens through individual meetings, fall town hall, and community meetings to better understand the strengths of our community. Identify areas of concern and identify steps toward potential resolution of any potential issues. Effectively and transparently communicate with the community about the work of county government.
Board of Supervisors	Establish collaborative and transparent working relationship with the Board, both individually and as a governing body. Facilitate open, honest, and transparent two way dialogue. Better understand the goals and preferences of Board members.
School Board and Superintendent	Work in partnership with Superintendent and School Board to better understand the current work and future needs of the school division.
County Economic Development, Economic Development Authority, Business and Industry Representatives	Develop understanding of Goochland County's business and industry needs. Identify opportunities for greater partnerships as well as areas of strength and improvement for County administration.
Public Safety Leadership	Establish strong communication protocol, processes, and operating procedures to ensure the safety of the entire community.
County Constitutional Officers	Establish a positive partnership and collaborative relationship. Develop understanding of procedures, practices, roles, responsibilities, and priorities.
County staff	Establish a collaborative working relationship and trust. Identify areas of strength and areas of improvement and opportunities to develop metrics focused on results. Foster a culture of continuous improvement focused on excellent customer service to our internal teammates, citizens, and business community. Develop a goals-focused mindset where data analysis, metrics, and results are a part of the culture of the organization through the use of Key Performance Indicators. Use data to celebrate successes and drive for continuous improvement through project tracking and progress transparency.
Community and Civic Organizations	Establish collaborative and transparent relationships and build understanding of community and civic interests and support.
Political Leadership and Commonwealth Agencies	Establish open, honest discussions about issues at the state and federal level that impact the community. Establish two way communication on issues impacting Goochland County.
Media	Establish relationships to foster honest, open communication regarding community initiatives, successes, and needs.
Faith-based Organizations	Develop relationships and understanding of faith-based organizations to create an environment of mutual support.
Fellow County Administrators	Build relationships with regional County Administrators to learn more about current partnerships with other localities and Goochland County. Be a part of regional conversations related to Plan RVA, RRTPO, CVTA and other regional collaboratives.

Goal 2

Gain a Greater Understanding of Current Status and Expectations of Goochland County

Rationale: In order to support the Board of Supervisors' vision and mission, it is essential to become familiar with the people, programs, and partnerships that represent the many different aspects of our community as quickly and as fully as possible. Additionally, to gain this understanding, an analysis of critical issues impacting our community that represent both barriers and opportunities associated with the accomplishment of our objectives and key results

Actions:

- Establish ongoing, transparent communication with Board of Supervisor members during the transition period and throughout tenure as County Administrator.
- Meet with administrative staff to review upcoming reports, scheduled presentations, and become familiar with each department's unique experiences and perspectives about the operation of the county.
- Review all planning documents including Strategic Plan, Comprehensive Plan, budget, Major Thoroughfare Plan, Utility Master Plan, Parks, Recreation, and Facilities Master Plan, Fire Rescue Master Plan, Southeastern Infrastructure Study, Courthouse Village Small Area Plan, Emergency Operations Plan, Continuity of Operations Plan, Capital Improvement Plan, Employee Handbook, employee evaluation documents, space studies, etc.
- Visit all county, facilities, and property.
- Visit the current Amazon construction site and tour with building inspector.
- Review current housing development trend data.
- Analyze the FY 2026 budget, adopted financial policies, bond structures, and Capital Improvement Plan. Better understand the county's past financial history to inform future budget processes.
- Discuss any current or past legal matters with county attorney. Identify any potential policy or procedural improvement that may result from this review.
- Analyze organizational capacity and hierarchy from a personnel perspective. Make adjustments as needed to align with vision, mission, and key deliverables. Identify staff strengths and goals for key leadership positions.
- Review safety protocol and existing measures. Make adjustments as needed.
- Analyze current reporting processes for harassment, discrimination, and compliance.
- Take a driving tour of Goochland County neighborhoods and communities.



Goals, priorities, and strategic objectives related to facilities, capital planning, budget, land use, and economic development have been established by the Board of Supervisors. Many of these initiatives were under way and in process prior to the beginning the role of County Administrator on June 9. These priorities are currently in various stages of planning and implementation. In the first 60 days, work will focus on affirming these prior priorities, agreeing on timelines, and ensuring the Board's identified and collective priorities remain on track for implementation and completion.

In addition to the previously identified short term priorities, intermediate and long term goals will be developed in collaboration with the Board to include an action plan, metrics, and deliverables, based on the data and information gleaned through conversations with internal stakeholders, external stakeholders, document review, and data collection as a part of the entry plan. These intermediate and long term goals will be responsive to the County's current successes and strengths and will also include identified opportunities for improvement that are aligned with the Board's vision and mission. Updates and progress reports will be provided to the public on a periodic basis through a variety of communication platforms.



Summary

The framework for this entry plan will serve as a guide during the transition to serving as County Administrator for Goochland County. Transparent, open, and two-way communication is welcome and is critical to our community's ongoing success. Through active engagement with our staff, citizens, community leaders, and business partners, we will all work in collaboration on a journey toward continuous and ongoing improvement. Our community will continue to shine as we all work together, as a community, in the best interest of the citizens of Goochland County.