

REQUEST FOR BOARD ACTION

HENDERSON COUNTY BOARD OF COMMISSIONERS

MEETING DATE: August 14, 2007

SUBJECT: 2007 Strategic and Capital Improvement Plan Monthly Update

ATTACHMENTS: Monthly Update

SUMMARY OF REQUEST:

Attached is the 2007 Strategic Plan/Capital Improvement Plan Monthly Update for the Board's information and review.

BOARD ACTION REQUESTED:

Staff recommends that the Board review the attached monthly update. Staff will be available for questions and discussion.

SUGGESTED MOTION:

I move that the Board accept this monthly update for information purposes.

**2007 – 2011 STRATEGIC PLAN
MONTHLY IMPLEMENTATION UPDATE
Approved June 4, 2007 in Conjunction with the FY2008 Budget**

Goal 1: To enhance public trust and confidence in County government through sound policy-making and implementation.	
Strategy 1.1: Improve government accountability and fiscal stewardship by increasing cost effectiveness of County government.	
	Status
Objectives: A. Limit operational growth for County-funded departments and agencies to tax growth benchmarks. (FY2008) [Objective Achieved; Ongoing] a. Provide incentives to employees/departments/agencies for implementing cost-savings measures. B. Implement zero-based budgeting. (FY2008) [Objective Achieved; Ongoing] C. Develop a cost recovery policy and implementation plan. (FY2008) D. Develop a funding formula for public school operational needs to include annual growth and schools expansion. (FY2008) E. Develop a funding formula for the community college operational needs. (FY2008) F. Implement an energy conservation policy and plan. (FY2008) G. Implement cost recovery plan. (FY2009)	<ul style="list-style-type: none"> • Staff report on funding formulas was submitted to BOC in July.
Strategy 1.2: Improve citizen participation and understanding.	
Objectives: A. Enhance the County’s public information program by developing and implementing a comprehensive education program. (FY 2008)	<ul style="list-style-type: none"> • Staff continues to develop work plan for improved communications program.
Strategy 1.3: Responsibly plan for the County’s capital needs.	
Objectives: A. Implement Phase I of the 12-Year Capital Improvements Plan. (FY2008)	<ul style="list-style-type: none"> • Implementation underway.
Goal 2: To responsibly manage growth and its impacts.	
Strategy 2.1: Take a leadership role in sewer and water planning. [CCP: PS-01]	
	Status
Objectives: A. Establish and fund a 10-year capital improvement program and capital reserve fund which is adequate to implement planned investments in sewer and water infrastructure. [CCP: SW-01-G] (FY2010) B. Consider forming an inter-local sewer and water agreement. [CCP: SW-01-C] (FY2011)	
Strategy 2.2: To direct growth to areas where essential services and infrastructure are present, and protect sensitive natural areas and	

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key historic / cultural resources from extensive development. [CCP: GMS-01]	
Objectives: A. Develop a Land Development Code. (FY2008) a. Consolidate existing land development ordinances into a single Land Development Code (i.e. Zoning Ordinance Re-write). [CCP: GMS-01-B] (FY2008) B. Adopt and begin enforcing the Land Development Code. [CCP: GMS-01] (FY2008) C. Develop a Cost of Community Services Study. (FY2008)	<ul style="list-style-type: none"> • BOC LDC Workshop scheduled for Aug 2nd.
Strategy 2.3: Begin community planning process [CCP, Section 4, Implementation Steps]	
Objectives: A. Begin two small area plans. (FY2008) B. Amend CCP Implementation Schedule, in addition to other minor/technical revisions, in order to accommodate for the completion of the Land Development Code. (FY2008)	<ul style="list-style-type: none"> • BOC directed staff to begin work on Etowah small area plan at July 18th meeting.
Goal 3: To enhance the quality of life for all citizens through improved access to health care, children’s services, aging and elderly services, human services, public safety, and cultural and recreational resources.	
Strategy 3.1: Meet park needs through 2020. [CCP: R-01]	
	Status
Objectives: A. Develop a countywide parks master plan focusing on long-range facility needs. [CCP: R-01-A] (FY2008)	<ul style="list-style-type: none"> • Organizational meeting with Recreation Advisory Board scheduled for Aug 2nd.
Strategy 3.2: Promote a diverse range of home ownership and rental opportunities. [CCP: H-01]	
Objectives: A. Adopt and enforce a Minimum Housing Code [CCP: H-01-E] (FY2008) B. Begin enforcement of Minimum Housing Code. (FY2009) C. Lead the establishment of an affordable housing trust fund. [CCP: H-01-H] (FY2009)	
Strategy 3.3: Protect the County’s citizens through the provision of quality and responsive emergency services.	
Objectives: A. Develop and take action upon an E911 Improvement Study. (FY2008) B. Identify service levels of EMS and develop and implement an action plan for improvements. (FY2008)	<ul style="list-style-type: none"> • Improvement study underway.

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<p>C. Address Emergency Medical Services (EMS) facility and operational needs. (FY2010) D. Assessment of County’s wireless communications system. (FY2011)</p>	
Strategy 3.4: Provide professional and quality animal control services.	
<p>Objectives: A. Develop and implement a spay-neuter program to reduce the number of unwanted domestic animals. (FY2008) B. Evaluate volunteer capacity and implement a volunteer program at the animal shelter. (FY2008)</p>	<p>• Revisions have been drafted into the Animal Services Ordinance to address spay-neuter; BOC will be asked to review and discuss in Sept 07.</p>
Strategy 3.5: Address the needs of children within the community.	
<p>Objectives: A. Coordinate children and family services via support for the United Agenda for Children. (FY2008)</p>	
Strategy 3.6: Address the needs of aging and elderly within the community.	
<p>Objectives: A. Continue support of the public transportation program. (FY2008) B. Continue funding non-profit programs that assist the elderly and aging within the community. (FY2008)</p>	<p>• Objectives ongoing</p>
Goal 4: To protect and preserve the County’s historic and natural resources.	
Strategy 4.1: Reduce Farmland Loss. [CCP: A-01]	
	Status
<p>Objectives: A. Consider the costs and practicality of establishing a farmland protection fund for Henderson County. [CCP: A-01-A] (FY2009) B. Review whether County’s current policies regarding farmland preservation are adequate to protect agriculture land. (FY2010)</p>	
Strategy 4.2: Protect Water Quality. [CCP: N-02]	
<p>Objectives: A. Begin enforcement of Sedimentation and Erosion Control standards within County land development ordinances. [CCP: N-02-D] (FY2008) B. Identify and incorporate Storm Water Management standards and requirements into County land</p>	<p>• Sedimentation and Erosion Control enforcement to begin Oct 07.</p>

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<p>development ordinances. [CCP: N-02-E] (FY2008)</p> <p>C. Begin development and enforcement of Storm Water Management standards within County land development ordinances. [CCP: N-02-E] (FY2008)</p> <p>D. Address coordination of watershed programs within the County. (FY 2008)</p>	<ul style="list-style-type: none"> • Staff options on storm water presented at July 18th meeting; BOC asked for additional information including fees, enforcement, etc.
<p>Strategy 4.3: Protect key sites of historical and cultural significance from development. [CCP: N-05]</p>	
<p>Objectives:</p> <p>A. Conduct an inventory of historic / culturally significant sites / structures, as related to cemetery issue. [CCP: N-05-A] (FY2008)</p>	
<p>Strategy 4.4: Address solid waste management issues including recycling and upcoming pertinent solid waste legislation.</p>	
<p>Objectives:</p> <p>A. Develop a comprehensive 20-year Solid Waste Management Plan. (FY2008)</p>	<ul style="list-style-type: none"> • Staff currently developing RFQ for plan.
<p>Strategy 4.5: Promote energy efficiency and the use of sustainable and renewable energy sources within the County.</p>	
<p>Objectives:</p> <p>A. Conduct an energy efficiency study of all County-owned facilities. (FY 2008)</p>	<ul style="list-style-type: none"> • Staff reviewing completed energy assessments and continuing with assessing the Historic Courthouse and Human Services Building.
<p>Goal 5: To responsibly plan for the County's educational facility needs.</p>	
<p>Strategy 5.1: Take a leadership role in school facilities planning. [CCP: PS-01]</p>	
<p>Objectives:</p> <p>A. Implement Phase I of CIP for education (Mills River & Hillandale Schools) through debt service issuance. (FY2008)</p> <p>B. Work with public school system to develop a growth projection model for planning for school facility needs. (FY2008)</p>	<p style="text-align: center;">Status</p> <ul style="list-style-type: none"> • Debt service for school construction included within FY08 budget.

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Strategy 5.2: Promote schools to function as focal points for communities. [CCP: PS-02]	
Objectives: A. Consider incorporating mechanisms that link public school capacity and long-range public schools master plans to the land development permitting process into County land development ordinances. [CCP: PS-02-B] (FY2009) B. Establish site selection criteria for new schools and site design criteria for all schools. [CCP: PS-02-C] (FY2009)	
Goal 6: To help create a business climate that promotes a growing and diversified economy.	
Strategy 6.1: Support the development of the industrial sector of the County's economy.	
	Status
Objectives: A. Support economic development efforts to retain the County's existing businesses. (FY2008) B. Develop an inventory of land suitable for industrial use, meeting the criteria of size, access, utility availability and cost of acquisition. (FY2008) C. Research the feasibility of constructing an industrial park for new industry recruitment. (FY2009)	
Strategy 6.2: Support the County's agriculture industry as an important element of the County's economy.	
Objectives: A. Support economic development efforts to retain the County's existing businesses. (FY2008)	