

REQUEST FOR BOARD ACTION

**HENDERSON COUNTY
BOARD OF COMMISSIONERS**

MEETING DATE: September 2, 2008

SUBJECT: 2007-2011 Strategic Plan - Revision

ATTACHMENTS: Revised Pages

SUMMARY OF REQUEST:

At the August 12, 2008 meeting the Board of Commissioners revised the 2007 – 2011 Strategic Plan and asked that these revisions be brought back for Board approval at this meeting. Attached are the excerpted pages from the Plan containing the revisions in red print.

BOARD ACTION REQUESTED:

Staff requests that the Board of Commissioners approve the revisions as presented.

Suggested Motion:

I move that the Board approve the Strategic Plan revisions as presented.

5. To responsibly plan for the County's educational facility needs.
6. To help create a business climate that promotes a growing and diversified economy.

Goal 1: To enhance public trust and confidence in County government through sound policy-making and implementation, professional management, and active citizen participation.

Strategy 1.1: Improve government accountability and fiscal stewardship by increasing cost effectiveness of County government.

Objectives:

- A. Limit operational growth for County-funded departments and agencies to tax growth benchmarks. (FY 2008)
 - a. Provide incentives to employees/departments/agencies for implementing cost-savings measures. **Complete ✓**
- B. Implement zero-based budgeting. (FY 2008) **Complete ✓**
- C. Implement an energy conservation policy and plan **(FY 2009)**
- D. Develop and implement a cost recovery policy and implementation plan. (FY 2009)
- E. Develop a funding formula for public school operational needs to include annual growth and schools expansion. (FY ~~2008~~ 2009)
- F. Develop a funding formula for the community college operational needs. (FY 2009)

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 2009)

Strategy 1.3: Responsibly plan for the County's capital needs.

Objectives:

- A. Implement a 12-Year Capital Improvements Plan. **(FY 2009)**
 - a. **Determine by year the funds available to fund additional capital projects.**

Goal 2: To responsibly manage growth and its impacts.

Strategy 2.1: Take a leadership role in sewer and water planning. [CCP: SW-01]

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] (CCP Phase II: **FY 2009 – FY 2010**)

- B. Consider forming an inter-local sewer and water agreement. [CCP: SW-01-C] (CCP Phase III 2010 - 2015)

Strategy 2.2: To direct growth to areas where essential services and infrastructure are present, and protect sensitive natural areas and key historic / cultural resources from extensive development. [CCP: GMS-01]

Objectives:

- A. Develop a Land Development Code. **Complete ✓**
 - a. Consolidate existing land development ordinances into a single Land Development Code (i.e. Zoning Ordinance Re-write). [CCP: GMS-01-B] (FY 2008) **Complete ✓**
- B. Adopt and begin enforcing the Land Development Code. [CCP: GMS-01] (FY 2008) **Complete ✓**
- C. Develop a Cost of Community Services Study. (FY 2008) **Complete ✓**

Strategy 2.3: Begin community planning process. [CCP, Section 4, Implementation Steps]

Objectives:

- A. Complete one small area plan each fiscal year. (FY 2007 – FY 2011) **Ongoing**
- B. Amend CCP Implementation Schedule, in addition to other minor/technical revisions, in order to accommodate for the completion of the Land Development Code. (FY 2008) **Complete ✓**

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 parks needs through 2020. [CCP: R-01]

Objectives:

- A. Develop a countywide parks master plan focusing on long-range facility needs. [CCP: R-01-A] (CCP Phase II FY 2007 – FY 2010)

Strategy 3.2: Promote a diverse range of home ownership and rental opportunities. [CCP: H-01]

Objectives:

- A. Adopt a Minimum Housing Code. [CCP: H-01-E] (FY 2009)
- B. Begin enforcement of the Minimum Housing Code. (FY 2010)
- C. Lead the establishment of an affordable housing trust fund. [CCP: H-01-H] (CCP Phase II FY 2007 – FY 2010)

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. (FY 2008) **Complete ✓**
- B. Identify service levels of EMS and develop and implement an action plan for improvements. (FY 2008) **Complete ✓**
- C. Address Emergency Medical Services (EMS) facility and operational needs. (FY 2010)
- D. Assessment of County's wireless communications system. (FY 2011)

Strategy 3.4: Provide professional and quality animal control services.

Objectives:

- A. Develop and implement a spay-neuter program to reduce the number of unwanted domestic animals. (FY 2008) **Complete; Ongoing ✓**
- B. Evaluate volunteer capacity and implement a volunteer program at the animal shelter. (FY 2008) **Complete; Ongoing ✓**

Strategy 3.5: Address the needs of children within the community.

Objectives:

- A. Coordinate children and family services via support for the United Agenda for Children. (FY 2008) **Complete ✓**

Strategy 3.6: Address the needs of aging and elderly within the community.

Objectives:

- A. Continue support of the public transportation program. (FY 2008) **Complete ✓**
- B. Continue funding non-profit programs that assist the elderly and aging within the community. (FY 2008) **Complete ✓**

Goal 4: To protect and preserve the County's historic and natural resources.

Strategy 4.1: Reduce Farmland Loss. [CCP: A-01]

Objectives:

- A. Review whether County's current policies regarding farmland preservation are adequate to protect agriculture land. (FY 2009)
- B. Consider the costs and practicality of establishing a farmland protection fund for Henderson County. [CCP: A-01-A] (CCP Phase II FY 2007 – FY 2010)
- C. Develop and implement a farmland preservation plan specific to Henderson County. (FY 2009)
- D. **Adopt** voluntary Ag Districting options to include "Enhanced Ag Districting." **(October 2008)**

Strategy 4.2: Protect Water Quality. [CCP: N-02]

Objectives:

- A. Begin enforcement of Sedimentation and Erosion Control standards within County land development ordinances. [CCP: N-02-D] (FY 2008) **Complete ✓**
- B. Identify and incorporate Storm Water Management standards and requirements into County land development ordinances. [CCP: N-02-E] (FY 2009)
- C. Determine whether we adopt State storm water standards or develop our own standards. (April 2009)**
- D. Begin development and enforcement of Storm Water Management standards within County land development ordinances. [CCP: N-02-E] (FY 2009)
- E. Address coordination of watershed programs within the County. (FY 2008) **Complete ✓**

Strategy 4.3: Protect key sites of historical and cultural significance from development. [CCP: N-05]

Objectives:

- A. Conduct an inventory of historic / culturally significant sites / structures, as related to cemetery issue. [CCP: N-05-A] (FY 2009)

Strategy 4.4: Address solid waste management issues including recycling and upcoming pertinent solid waste legislation.

Objectives:

- A. Develop a comprehensive 20-year Solid Waste Management Plan. (FY 2009)

Strategy 4.5: Promote energy efficiency and the use of sustainable and renewable energy sources within the County.

Objectives:

- A. Conduct an energy efficiency study of County-owned facilities. (FY 2009)

Goal 5: To responsibly plan for the County's educational facility needs.

Strategy 5.1: Take a leadership role in school facilities planning. [CCP: PS-01]

Objectives:

- A. Implement a CIP for education through debt service issuance. (FY2007 – FY 2011)
Complete; Ongoing ✓
- B. Work with public school system to develop a growth projection model for planning for school facility needs. (FY 2007 – FY 2011)

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] (CCP Phase II FY 2007 – FY 2010)
- B. Establish site selection criteria for new schools and site design criteria for all schools. [CCP: PS-02-C] (CCP Phase II FY 2007 – FY 2010) **Complete ✓ for Elementary Schools; Ongoing for Middle and High Schools**

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.

Objectives:

- A. Support economic development efforts to retain the County's existing businesses. (FY 2008) **Ongoing**
- B. Develop an inventory of land suitable for industrial use, meeting the criteria of size, access, utility availability and cost of acquisition. (FY 2008) **Complete ✓**
- C. Research the feasibility of constructing an industrial park for new industry recruitment. (FY 2009)

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. (FY 2008) **Complete; Ongoing ✓**