

REQUEST FOR BOARD ACTION

**HENDERSON COUNTY
BOARD OF COMMISSIONERS**

MEETING DATE: September 16, 2009

SUBJECT: 2007-2011 Strategic Plan – Quarterly Update

ATTACHMENTS: Quarterly Update

SUMMARY OF REQUEST:

Attached you will find the 2007 – 2011 Strategic Plan Quarterly Update for your review and discussion if necessary.

BOARD ACTION REQUESTED:

Staff requests that the Board of Commissioners approve the quarterly update as presented.

Suggested Motion:

I move that the Board approve the Strategic Plan Quarterly Update as presented.

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

		<i>Target Date</i>	<i>Status</i>
Strategy 1.1	Improve government accountability and fiscal stewardship by increasing cost effectiveness of County government.		
Objective A.	Limit operational growth for County-funded departments and agencies to tax growth benchmarks. <ul style="list-style-type: none"> • Provide incentives to employees / departments / agencies for implementing cost-savings measures. 	FY 2008	• Complete
Objective B.	Implement zero-based budgeting.	FY 2008	• Complete
Objective C.	Implement an energy conservation policy and plan.	FY 2009	• Implementing Plan
Objective D.	Develop and implement a cost recovery policy and implementation plan.	FY 2009	
Objective E.	Develop a funding formula for public school operational needs to include annual growth and schools expansion.	FY 2009	
Objective F.	Develop a funding formula for the community college operational needs.	FY 2009	
Strategy 1.2	Improve citizen participation and understanding.		
Objective A.	Enhance the County’s public information program by developing and implementing a comprehensive education program.	FY 2009	• Ongoing
Strategy 1.3	Responsibly plan for the County’s capital needs.		
Objective A.	Implement a 12-year Capital Improvements Plan. <ul style="list-style-type: none"> • Determine by year the funds available to fund additional capital projects. 	FY 2009	• Ongoing

Goal 2 To responsibly manage growth and its impacts.

		<i>Target Date</i>	<i>Status</i>
Strategy 2.1	Take a leadership role in sewer and water planning. (CCP:SW-01)		
Objective A.	Establish and fund a 10-year capital improvement program and capital reserve fund that is adequate to implement planned investments in sewer and water infrastructure. (CCP:SW-01-G)	FY 2009- FY 2010	• Ongoing
Objective B.	Consider forming an inter-local sewer and water agreement. (CCP: SW-01-C)	FY 2010 -FY 2015	
Strategy 2.2	To direct growth to areas where essential services and		

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infrastructure are present and protect sensitive natural areas and key historic / cultural resources from extensive development. (CCP: GMS-01)

Objective A.	Develop a Land Development Code. <ul style="list-style-type: none"> Consolidate existing land development ordinances into a single Land Development Code. (CCP: GMS-01-B) 	FY 2008	• Complete
Objective B.	Adopt and begin enforcing the Land Development Code. (CCP: GMS-01)	FY 2008	• Complete
Objective C.	Develop a Cost of Community Services Study.	FY 2008	• Complete

Strategy 2.3 Begin community planning process. (CCP Section 4)

Objective A.	Complete one small area plan each fiscal year.	FY 2007 -FY 2011	<ul style="list-style-type: none"> Etowah-HorseShoe plan currently under review by BOC. Edneyville plan draft expected in near future.
Objective B.	Amend the CCP Implementation Schedule, in addition to other minor/technical revisions, in order to accommodate for the completion of the Land Development Code.	FY 2008	<ul style="list-style-type: none"> Initially revised. County to review schedule annually.

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.

		<i>Target Date</i>	<i>Status</i>
Strategy 3.1	Meet park needs through 2020. (CCP: R-01)		
Objective A	Develop a Countywide parks master plan focusing on long-range facility needs. (CCP: R-01-A)	FY 2007 -FY 2010	• Initial needs assessment complete.
Strategy 3.2	Promote a diverse range of home ownership and rental opportunities. (CCP: H-01)		
Objective A.	Adopt a Minimum Housing Code. (CCP: H-01-E)	FY 2009	• Complete
Objective B.	Begin enforcement of the Minimum Housing Code.	FY 2010	• Enforcement ongoing.
Objective C.	Lead the establishment of an affordable housing trust fund. (CCP: H-01-H)	FY 2007 -FY 2010	
Strategy 3.3	Protect the County’s citizens through the provision of quality and responsive emergency services.		
Objective A.	Develop and take action upon an E911 Improvement Study.	FY 2008	• Complete
Objective B.	Identify service levels of EMS and develop and implement an action plan for improvements.	FY 2008	• Complete
Objective C.	Address Emergency Medical Services (EMS) facility and operational needs.	FY 2010	
Objective D.	Assessment of County’s wireless communications system.	FY 2011	

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Strategy 3.4	Provide professional and quality animal control services.		
Objective A.	Develop and implement a spay-neuter program to reduce the number of unwanted domestic animals.	FY 2008	• Complete
Objective B.	Evaluate volunteer capacity and implement a volunteer program at the animal shelter.	FY 2008	• Complete
Strategy 3.5	Address the needs of children within the community.		
Objective 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.		
Objective A.	Continue support of the public transportation program.	FY 2008	• Complete
Objective 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.
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		<i>Target Date</i>	<i>Status</i>
Strategy 4.1	Reduce farmland loss. (CCP: A-01)		
Objective A.	Review whether the County’s current policies regarding farmland preservation are adequate to protect agriculture land.	FY 2009	• Ongoing
Objective B.	Consider the costs and practicality of establishing a farmland protection fund for Henderson County. (CCP: A-01-A)	FY 2007 -FY 2010	• Ongoing
Objective C.	Develop and implement a farmland preservation plan specific to Henderson County.	FY 2009	• Draft plan expected in coming weeks.
Objective D.	Adopt voluntary Ag Districting options to include Enhanced Ag Districting.	Oct 2008	• Complete
Strategy 4.2	Protect water quality. (CCP: N-02)		
Objective A.	Begin enforcement of Sedimentation and Erosion Control standards within County land development ordinances. (CCP: N-02-D)	FY 2008	• Complete
Objective B.	Identify and incorporate Storm Water Management standards and requirements into County land development ordinances. (CCP: N-02-E)	FY 2009	• Stormwater Master Plan underway
Objective C.	Determine whether we adopt State storm water standards or develop our own standards.	April 2009	• Delayed until further along with Master Plan
Objective C.	Begin development and enforcement of Storm Water Management standards within County land development ordinances. (CCP: N-02-E)	FY 2009	• Begin after completion of above
Objective D.	Address coordination of watershed programs within the County.	FY 2008	• Complete

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Strategy 4.3	Protect key sites of historical and cultural significance from development. (CCP: N-05)		
Objective A.	Conduct an inventory of historic / culturally significant sites / structures, as related to the cemetery issue. (CCP: N-05-A)	FY 2009	<ul style="list-style-type: none"> • Planning Staff is working with Historic Resources Commission to conduct inventory. • Volunteers being solicited to assist with this task.
Strategy 4.4	Address solid waste management issues including recycling and upcoming pertinent solid waste legislation.		
Objective A.	Develop a comprehensive 20-year Solid Waste Management Plan.	FY 2009	<ul style="list-style-type: none"> • 20 Year Vision Approved by Board • Feasibility Study underway
Strategy 4.5	Promote energy efficiency and the use of sustainable and renewable energy sources within the County.		
Objective A.	Conduct an energy efficiency study of County-owned facilities.	FY 2009	<ul style="list-style-type: none"> • Complete; Ongoing

Goal 5	To responsibly plan for the County’s educational facility needs.
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		<i>Target Date</i>	<i>Status</i>
Strategy 5.1	Take a leadership role in school facilities planning. (CCP: PS-01)		
Objective A.	Implement a CIP for education through debt service issuance.	FY 2007 -FY 2011	<ul style="list-style-type: none"> • Complete; Ongoing
Objective 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)		
Objective 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)	FY 2007 -FY 2010	
Objective B.	Establish site selection criteria for new schools and site design criteria for all schools. (CCP: PS-02-C)	FY 2007 -FY 2010	

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Goal 6 To help create a business climate that promotes a growing and diversified economy.

		<i>Target Date</i>	<i>Status</i>
Strategy 6.1	Support the development of the industrial sector of the County's economy.		
Objective A.	Support economic development efforts to retain the County's existing businesses.	FY 2008	• Ongoing
Objective 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
Objective C.	Research the feasibility of constructing an industrial park for new industry recruitment.	FY 2009	• Ongoing
Strategy 6.2	Support the County's agriculture industry as an important element of the County's economy.		
Objective A.	Support economic development efforts to retain the County's existing businesses.	FY 2008	• Ongoing