

REQUEST FOR BOARD ACTION

**HENDERSON COUNTY
BOARD OF COMMISSIONERS**

MEETING DATE: May 20, 2010
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	• <u>Ongoing</u>

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)

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| Objective A. | Develop a Land Development Code.
• 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)

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| Objective A. | Complete one small area plan each fiscal year. | FY 2007
-FY 2011 | <ul style="list-style-type: none"> • Edneyville draft plan workshop for BOC held 5-11-2010. • Creation of Dana Plan underway with committee meeting monthly. The committee may complete a draft plan by the end of 2010. |
| 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 | • 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 | • BOC considers with annual budget process. |
| 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 | FY 2008 | • Complete |

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	action plan for improvements.		
Objective C.	Address Emergency Medical Services (EMS) facility and operational needs.	FY 2010	
Objective D.	Assessment of County’s wireless communications system.	FY 2011	
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.

		<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	• Complete
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	• Draft county regulations under review by BOC. Public Hearing held.
Objective C.	Determine whether we adopt State storm water standards or	April 2009	• Presented draft

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	develop our own standards.			regulations to BOC in February 2010.
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
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		• 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		• 20 Year Vision Approved by Board • Feasibility Study completed • Design of Capital Improvement 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		• Complete; Ongoing

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

		<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	• 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	• BOC has agreed to work with public school system to come up with a formula that ensures

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that maintenance of facilities does not fall behind schedule due to schools' growth.

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	<ul style="list-style-type: none"> • Recent NC Court of Appeals decision may prevent implementation of this mechanism.
Objective B.	Establish site selection criteria for new schools and site design criteria for all schools. (CCP: PS-02-C)	FY 2007 -FY 2010	

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