

## York County Strategic Plan

### ***York County Vision Statement:***

York County provides an environment where all citizens and businesses can thrive and succeed.  
(A place to be!)

### ***York County Mission Statement:***

York County provides quality public services in an open and responsive manner.

### **Strategic Issues**

**Staffing** – York County employs the appropriate number of quality, responsive, goal-oriented staff with low turnover

Goals:

- Turnover is reduced
- Employees are trained and qualified to fill vacancies in the organization
- Complaints from employee are reduced
- Response time standards are met or exceeded
- Staff understands the goals of their departments and the County

Strategies:

- Support the salary study
- Fund training
- Demonstrate appreciation for employees
- Fund positions where there is a need
- Set clear goals and expectations

<b><i>Staffing: Metrics</i></b>				
York County employees the appropriate number of quality, responsive, goal-oriented Staff with low turnover.				
<b><i>Tasks</i></b>	<b>Plan</b>	<b>Act</b>	<b>Results</b>	<b>Target</b>
<b>Salary study process implemented and completed</b>		x		<b>By 09/30/15</b>
<b>Salary study results approved by Council for implementation</b>	x			<b>By 10/30/15</b>
<b>Provide Orientation and Reoccurring Training for all employees</b>		x		<b>100%</b>
<b>Reduce Employee Complaints from previous year</b>		x		<b>0%</b>
<b>Reduce Voluntary Turnover Rate from previous year (Not counting retirements.)</b>		x		<b>0%</b>

**Comprehensive Plan** – York County has a comprehensive plan that improves the quality of life in the County and provides for balanced growth

Goals:

- The plan is developed, implemented and enforced
- The public has input into the plan
- Municipalities have input into the plan

Strategies:

- Work with other jurisdictions on developing the plan
- Support the plan once it is adopted
- Appoint the right people to boards and commissions
- Train board and commission members

<b>Comprehensive Plan: Metrics</b>				
York County has a comprehensive plan that improves the quality of life in the County and provides for balanced growth.				
<i>Tasks</i>	<b>Plan</b>	<b>Act</b>	<b>Results</b>	<b>Target</b>
<b>Comprehensive Plan study process implemented and completed</b>		X		<b>By 10/12/15</b>
<b>Comprehensive Plan study results approved by Council for implementation</b>	X			<b>By 12/21/15</b>
<b>Update Applicable Ordinances using the Comprehensive Plan as a guide</b>		X		<b>100%</b>

**Roads** – York County is able to build and maintain roads that are safe and alleviate congestion

Goals:

- Traffic accidents are reduced
- Commuter time is reduced

Strategies:

- Determine road funding mechanisms
- Preserve land for future road construction
- Develop a road development and maintenance plan
- Communicate with municipalities on road planning

<b>Roads: Metrics</b>				
York County is able to build and maintain roads that are safe and alleviate congestion.				
<b>Tasks</b>	<b>Plan</b>	<b>Act</b>	<b>Results</b>	<b>Target</b>
<b>Pennies 4 implementation process completed</b>	x			<b>By 10/30/17</b>
<b>FY 2014 - 15 C Fund Budget completed, approved, and implemented</b>		x	Completed	<b>By 04/20/15</b>

**Economic Development** – York County has created an environment which leads to increased tax base and high paying jobs

Goals:

- Average income has increased
- The number of commercial properties have increased
- Growth eventually pays for services

Strategies:

- Develop funding mechanisms for economic growth
- Make land available for speculative sites
- Partner with other jurisdictions on economic development projects and product development efforts
- Partner with schools to ensure we have workers with the needed skill sets

<b>Economic Development: Metrics</b>				
York County has created an environment which leads to increased tax base and high paying jobs.				
<b>Tasks</b>	<b>Plan</b>	<b>Act</b>	<b>Results</b>	<b>Target</b>
<b>Yearly amount of Capital investment by new companies</b>		x		<b>By 12/31/15</b>
<b>Yearly amount of new jobs by new companies</b>		x		<b>By 12/21/15</b>
<b>Number of acres secured for industrial development</b>		x		<b>By 12/31/15</b>
<b>Plan for Creation of a Product Development Fund</b>		x		<b>By 12/31/15</b>
<b>Number of Grants administered</b>		x		<b>By 12/31/15</b>
<b>Number of FILOT agreements administered</b>		x		<b>By 12/31/15</b>

**Capital Needs and Facilities** – York County has modern administrative facilities that are more efficient and enhance customer service

Goals:

- Costs are reduced

- Customer satisfaction is improved

Strategy:

- Identify approved projects
- Have on the November, 2015 Referendum

<b>Capital Needs and Facilities: Metrics</b>				
York County has modern administrative facilities that are more efficient and enhance customer service.				
<b>Tasks</b>	<b>Plan</b>	<b>Act</b>	<b>Results</b>	<b>Target</b>
<b>Facility study results approved by Council for implementation</b>		X		<b>By 06/15/15</b>
<b>Facility study on County Referendum</b>		X		<b>By 11/03/15</b>
<b>Council to determine what facilities will be built using 8% debt capacity.</b>		X		<b>By 11/30/15</b>

**Communications** – York County’s citizens, staff, and elected officials understand County activities and what is occurring in the County

Goal:

- The message that is communicated is consistent from all sources

Strategies:

- Hire a public information officer
- Diversify ways of communicating
- Have more frequent council interactions
- Use committees more effectively (eliminated ones that are not needed)

<b>Communications: Metrics</b>				
York County citizens, staff, and elected officials understand County activities and what is occurring in the County.				
<b>Tasks</b>	<b>Plan</b>	<b>Act</b>	<b>Results</b>	<b>Target</b>
<b>Create a job description and hire a Public Information Officer</b>	X			<b>By 09/30/15</b>
<b>Explore and implement new uses of social media to provide opportunities to educate, engage, and interact with the public</b>		X		<b>By 12/31/15</b>
<b>Explore various mediums for which to advertise boards and commissions’ vacancies in an effort to increase participation by providing opportunities to an increased pool</b>		X		<b>By 11/30/15</b>
<b>Monitor the average vacancy age for boards and commissions’ openings</b>		X		<b>By 11/30/15</b>