



FREDERICK COUNTY GOVERNMENT STRATEGIC PLAN FY 2007 – FY 2011

MISSION STATEMENT

*To preserve and enhance the quality of life
for all citizens by ensuring optimum
services, open government, and creative
use of community resources.*

GOAL #1: CITIZEN SERVICES

Frederick County provides critical services to vulnerable citizens and their families with dignity.

Objectives:

1. Future region plans and comprehensive plans will include a human service component.
2. Beginning in July 2007, and completed by July 2009, in partnership with other community organizations, take action to address the needs identified in the community health profile.
3. By July 2010, conduct a comprehensive needs assessment of the growing aging population.
4. By October 2007, identify a dedicated revenue source to fund affordable workforce housing initiatives.

GOAL #2: EMERGENCY PREPAREDNESS

Frederick County's fire and emergency medical services (EMS), law enforcement, emergency preparedness, public health and homeland security operations position the county to effectively respond to any public safety need.

Objectives:

1. Beginning in July 2007, and completed by July 2009, develop a master Fire/EMS System Plan to include the needs in staffing, facilities, apparatus, recruitment, retention, training, and service delivery.
2. By July 2008, finalize the countywide strategic Emergency Operations Plan (EOP), integrating the plans of all agencies.
3. By July 2008, develop and implement a public awareness plan for emergency preparedness.
4. By July 2008, develop a continuity of Operations Plan (COOP) for all county operations.
5. By July 2009, develop an implementation plan for the county's EOP to include funding, staffing, areas of responsibility, training, communications, interoperability, and exercises.

GOAL #3: FISCAL MANAGEMENT

Frederick County's fiscal policy is responsible and equitable, providing county services while enhancing the county bond rating and delivering value to the citizens.

Objectives:

1. By July 2007, develop, approve, and implement comprehensive plan to account for and finance Other Post Employment Benefits (OPEB).
2. By July 2008, identify new funding sources or enhancements to renovate, maintain and construct the needed infrastructure to support the county's comprehensive plan.
3. By September 2007, develop a budget process that recognizes inflationary effects, population growth and service demands with the intent to have the same budget process for the county, Frederick County Board of Education, and Frederick Community College.
4. By July 2009, develop an ongoing fiscal plan that provides a mechanism for addressing new major operating and capital needs (e.g., solid waste collection and disposal, homeland security, environmental regulations, state and federal unfunded mandates, and collective bargaining).

GOAL #4: INFRASTRUCTURE

Frederick County will plan, fund, and build adequate infrastructure to meet current and future needs of its citizens as identified in the comprehensive plan.

Objectives:

1. By January 2008, assess the Base Realignment Area Closures (BRAC), homeland security, and Fort Detrick impacts to the county's infrastructure.
2. By January 2009, develop a long-term (20- to 30-year) infrastructure needs assessment.
3. By January 2009, adopt a comprehensive energy plan for Frederick County government, which establishes annual definitive goals to reduce the county's use of non-renewable energy over a 15-year period in its office buildings, facilities, and vehicle fleet by 50% or more.
4. By August 2007, complete review of waste-to-energy technologies and select best technology available, and initiate necessary environmental permits and financial requirements.
5. By 2013, countywide capacity for schools will be at 90%.
6. By July 2009, develop a program to provide for greater private partnership in road development.

GOAL #5: LAND USE

Frederick County's land use policies and preservation programs ensure orderly, responsible growth while preserving healthy communities, our cultural heritage and natural environment.

Objectives:

1. Beginning February 2007, examine the zoning ordinance, determine priorities for changes, and initiate a phased approach for zoning text amendments. By July 2008, evaluate the incorporation of Leading Edge Environmental Design standards into the county's zoning ordinance.
2. By January 2008, institute changes to the Adequate Public Facilities Ordinance (AFPO) roads standards to address segment adequacy, evaluate the addition of public safety, examine school adequacy provisions, and consider other provisions.
3. By July 2008, evaluate and expand tools for achieving the established county goal of preserving 100,000 acres of farmland.
4. Beginning June 2007, and completed by October 2009, work collaboratively with municipal governments and the state of Maryland to prepare the amendments to county/municipal comprehensive plans required by state law. These include the following four elements:
 - a. The Water Resources Plan Element, which is required of all local governments (county and municipal) that exercise planning and zoning authority (must be completed by October 2009).
 - b. The Municipal Growth Element, which is required in municipal comprehensive plans only.
 - c. The Priority Preservation Area Element, enabled by the Agricultural Stewardship Act of 2006 (HB 2), will be required as of July 1, 2008, for county agricultural land preservation programs to remain certified under Maryland's Agricultural Certification Program. This element will be optional for counties without certified preservation programs.
 - d. The Workforce Housing Element, which is required for certain grant program eligibility.
5. Beginning July 2007, and completed by January 2009, evaluate the existing policies and programs contained in the 2005 Recreation, Parks and Preservation Plan relating to parkland preservation, and identify additional tools to address identified parkland acreage deficiencies.
6. By July 2008, enhance protection of the environment by developing plans and, where appropriate, adopting ordinances to extend provisions of the county's Forest Resource Ordinance (FRO), to codify environment goals expressed in the comprehensive plan, and to implement green infrastructure.

GOAL #6: LEADERSHIP AND MANAGEMENT

Frederick County empowers and supports management and staff to maximize the delivery of efficient and effective county services.

Objectives:

1. By March 2007, the county manager proposes expanded consent agenda items.
2. By June 2007, the county manager and directors submit proposal for additional authority within their respective departments.
3. By November 2007, the Human Resources Division provides training to supervisors to promote employee development and career path advancement.
4. By October 2007, the directors submit a succession plan to the county manager for department head level and above.
5. By December 2008, provide mandatory customer-service training for employees; through the website, gather feedback from citizens on county service, and tie customer service outcomes to the county's Pay for Performance System.
6. By December 2008, evaluate creative and evolving non-traditional employment structures, i.e., telecommuting, shared jobs, flexible time, etc., on an ongoing basis.
7. By December 2008, the Human Resources Division analyzes exit interview data and job offer rejections.

GOAL #7: OPEN GOVERNMENT AND CITIZEN PARTICIPATION

Frederick County has open, ethical, and transparent government and encourages citizen participation.

Objectives:

1. By January 2008, research and evaluate feasibility of establishing a people's counsel office independent of the county commissioners.
2. By July 2007, adopt lobbying reform legislation, including an educational component and registration forms.
3. By December 2007, adopt a comprehensive marketing and public relations plan including the possibility of a weekly or monthly discussion show, infomercials on hot topics, and an annual "state of the county" report.
4. By July 2007, adopt a voluntary, non-binding ethics resolution, agreeing not to solicit or accept campaign contributions from those with pending business before the county.
5. By January 2008, institute a coordinated constituent service system to assure timely response to questions, concerns, and complaints.

GOAL #8: TECHNOLOGY AND COMMUNICATION

Frederick County responsibly manages and utilizes evolving information technologies to optimize services.

Objectives:

1. By June 2007, implement a public meeting information portal for video streaming and documentation of the county's public meetings.
2. By October 2007, develop a technology strategic plan for county government that is updated periodically and establishes a review process for major technology investment decisions.
3. By July 2008, develop a multi-agency, citizen/business-focused initiative to support technology development, access, education, and job growth in Frederick County through public library, economic development, and other county agency resources.
4. By June 2009, develop a comprehensive technology training program for county employees with appropriate classroom, staff, and content resources to enhance staff productivity through the use of available technology.