

# Strategic Plan

FRANKLIN COUNTY, VIRGINIA



**Franklin County**  
*A Natural Setting for Opportunity*

Date: February 15, 2005

Authored By:  
Franklin County Board of  
Supervisors





## FORWARD

Nestled along the beautiful Roanoke Valley among Virginia's Blue Ridge Mountains lies **Franklin County, Virginia**. Commonly referred to as the "Land Between the Lakes and the Blue Ridge", Franklin County is an area carved from mountainous terrain with breathtaking vistas of the Blue Ridge Mountains. Our County is thickly carpeted with pastures and blessed on either side by the crystal-blue waters of Philpott Lake and the spectacular shoreline of Smith Mountain Lake.

Franklin County was first settled in the mid 1700s as European immigrants joined Native Americans and African Americans to create a unique community, rich in history. From the slopes of the Blue Ridge Mountains to the rolling countryside, our county is home to many century old structures including the boyhood home of Booker T. Washington—the most influential African American of the post Civil War era and the home of Jubal Early—the confederate general and acclaimed historian.

Today, Franklin County's abundance of beauty and natural resources continue to attract residents and visitors from around the globe. Our county is "A Natural Setting For Opportunity" .....as our land of rivers, lakes, forests, farms, and neighborhoods offer a rich combination of rural character, modern amenities, old-world charm and Southern hospitality.

The Franklin County community is governed by a Board of Supervisors, composed of one member from each of the county's seven magisterial districts. The Board of Supervisors is vested with all policy making powers and responsibilities conferred on local governing bodies by the Commonwealth of Virginia. This document is the County's strategic planning tool or guide formulated to assist the Board of Supervisors in carrying out such policy making decisions.

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## Franklin County, Virginia Strategic Plan

### Strategic Planning:

Strategic planning in local government involves a structured, analytical approach that results in the formulation of a framework that can lead to the articulation of goals and associated integrated strategies. Strategic planning extends beyond arbitrary administrative boundaries and traditional thinking. Strategic planning is often defined as "a disciplined effort to produce fundamental decisions and actions that shape and guide what an organization is, what it does and why it does it". This process involves research, development and consideration of strategic alternatives and places an emphasis on the future impacts of current decisions.

### Background:

Franklin County (population approx. 49,000) is one of the fastest growing counties in Western Virginia. Rapid development and growth demands continue to augment various local government policies and decisions. The purpose of developing a strategic plan is to assist the County in establishing and keeping a focus on those policy-making decision items that are critical to the positive growth of the community. Without a strategic focus, the path of the County will run the risk of meandering from issue to issue without consensus on what objectives must be addressed in order for the community to enjoy positive growth and development. In an effort to operate more strategically, the County Board of Supervisors and the County staff participated in a series of work sessions during the Summer and Fall of 2004, thereby developing a strategic plan.

### Process:

The Franklin County Board of Supervisors conducted a priority setting work session at the Phoebe Needles Conference Center on June 22, 2004 that focused on several results, which included:

- Development of a collective leadership picture of the vision and direction that the Board hopes to achieve for the County
- Identification of specific vision targets which included Regional Identity, Land Use, Education, Facilities, Operations and Services, Water Quality, Economic Development and Unity
- Identification of Draft Board Priorities which will be most critical to achieving the vision
- Identification of Operating Guidelines and behaviors which will help the Board operate effectively

The Board of Supervisors took a first step to define a preliminary core vision and vision targets. Further, the Board defined priorities for action and requested staff to bring back more detail on the actions and resources that will be needed for completion. The staff Leadership Team was charged with developing a draft version of a long term strategic plan that provides alignment with the Board's direction. The strategic plan would include not only the Board's priorities but other goals that support the vision targets. This document would enable the Board to gain a fuller picture of the work being performed by the staff in pursuit of its vision.



## Process continued....

Subsequently, the Leadership Team conducted a strategic planning work session on August 30 and 31st at the Phoebe Needles Conference Center that focused on identifying a simple strategic plan, thereby highlighting the Board's priorities as part of the plan. The strategic planning session also included identifying the most important staff priorities, particularly where attention to them is critical to achieving the Board's vision. The Leadership Team completed the following activities at their work session:

- Developed an understanding of the Board's work session process and results; developed an interpretation that was meaningful for the staff in developing a useful strategic plan
- Gained a framework for strategic planning that will be helpful to the staff over the long term in responding to the Board in an effective and efficient way
- Completed an environmental scan that depicts current and future environmental trends affecting staff members and identified the highest priority staff issues that need to be addressed in the strategic plan
- For each of the Board's vision targets and for the highest priority staff issues, staff developed an ideal future state and broad goals that must be accomplished to achieve the ideal state, including and highlighting the Board's priorities within the goals framework
- For each goal, the staff developed:
  - >Action Strategies
  - >Key Champions and support staff that it would take to achieve the goal
  - >Target Dates to achieve goals and strategies

Since the Leadership Team work session, staff reviewed and refined the goals and action strategies. In addition, staff drafted a County Vision based upon the Board of Supervisors vision targets and the Leadership Team's identification of ideal future states. On October 21st, the Board held a work session and reviewed these items, thereby modifying the ideal future states, revising and adding to the goals and action strategies. Collectively, the Board of Supervisors priorities and the Leadership Team's subsequent action strategies were merged into a draft document— **Franklin County, Virginia Strategic Plan**. Following feedback from the Board of Supervisors and staff, the draft document was published on the County's website for citizen review and comment. The Board officially and unanimously adopted the **Strategic Plan** on February 15, 2005.

## Working Strategically:

A Strategic Plan is only good as long as it is implemented, utilized, reviewed and updated. There are many steps in developing and using a Strategic Plan and the "system" can be built incrementally. A few of these steps are listed as follows:

- Endorse the Strategic Plan
- Base policy and operating decisions on the Strategic Plan
- Link the Strategic Plan to other Planning Documents (i.e. Capital Improvement Plan, Comprehensive Plan, Departmental Work Plans, etc.)
- Incorporate the Strategic Plan into the Budget Process to ensure compliance with the Vision
- Associate the Strategic Plan with Departmental / Staff Performance Reviews
- Integrate performance report of the Strategic Plan into an Annual Report
- Engage Board, Staff, and Citizens in Achieving Action Strategies
- Celebrate and Report Successes
- Review and Update the Strategic Plan at least every two years





## OUR 2025 VISION

Franklin County, Virginia-- appreciating its rural, scenic Blue Ridge landscape and rich cultural and agricultural heritage is a uniquely balanced, highly educated, prosperous, and diverse land of families, businesses, and communities of faith who thrive amongst interconnected neighborhoods where personal responsibility and community interdependence is cherished. Our vision is hereby achieved through the following:

### Unity

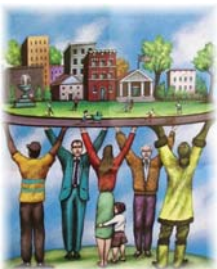
Our local government, educational system and community organizations are committed to promoting and encouraging "One County." Through strong neighborhoods and villages, Franklin County families recognize, respect, and continually strengthen their reliance and interdependence on one another.

### Family

Franklin County is a caring community of secure, healthy, self-sufficient families and individuals who are contributing members of our society.

### Economic Development

Franklin County's workforce is trained for the careers of tomorrow. Its residents possess a strong work ethic, critical thinking skills, and a deep sense of pride in their community. The County facilitates the creation of jobs for all sections of the population with a special emphasis on encouraging the return of our youth after advanced learning. The County has created new employment opportunities by capitalizing on its natural resources to significantly improve the standard of living in the community.



## Vision Continued.....

### Education

Franklin County citizens value and encourage lifelong learning and avail themselves of extensive opportunities for self-improvement. Franklin County creates eager learners through our diverse educational system and has broad educational options to insure economic success and a high quality of life.

### Land Use and Environmental Quality

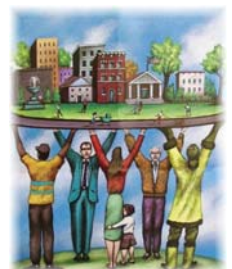
Franklin County is a balanced community consisting of abundant working farms, forests, beautiful mountains, and clean rivers and lakes where families live within connected neighborhoods supported by sustainable transportation and adequate infrastructure. Urban centers and mixed-use village centers provide residents with diverse housing, employment, educational, and recreational opportunities. The County maintains its natural setting with protected view sheds through respected ecological and low impact development strategies. Franklin County is a land of clean water, pristine air and stable soils.

### Community Facilities and Programs

Franklin County is well served by flexible, adaptable, accessible community facilities that encourage and strengthen family, neighborhood, natural environment, and local government functions. Franklin County is viewed as a national leader in the delivery of parks, recreation programs, arts, and cultural events that enrich the quality of life and health for residents and visitors alike.

### County Government Services

Franklin County provides services that are easily accessed and delivered with excellent customer service in a timely and efficient manner by well-trained professionals. The County fully utilizes the collective resources of a vibrant region to enhance its services.



## ACTION PLAN

*focus area:*  
**Unity**

***desired future:***

Our local government, educational system and community organizations are committed to promoting and encouraging “One County.” Through strong neighborhoods and villages, Franklin County families recognize, respect, and continually strengthen their reliance and interdependence on one another.

**GOAL #1 Strategic Decision Making** - Make decisions based on County wide goal and objectives

Action Strategy	Champion	Supporting Staff	Target Date
Institute evaluation processes and methodologies that help the Board consider the results of individual decisions on overall County-wide objectives (i.e. Staff list Strategic Plan Goals and Action Strategies in BOS Executive Summaries)	Board of Supervisors	County Administration, Departments, Commissions	Ongoing
Utilize adopted ordinances, policies, and plans for the basis of decision-making	Board of Supervisors	County Administration, Departments, Commissions	Ongoing
Develop and implement strategies for the Board to become familiar with individual issues within all districts	Board of Supervisors	County Administration, Departments, Commissions	Ongoing

*Board Priority: Work cohesively as a body to insure that the Board is leading and perceived as leading the “Franklin County as one County” effort to include example such as:*

- *Rethinking situations in which we have previously made decisions district by district*
- *Communicating Board goals and strategies, along with the rationale for our decisions to show unity, objectivity, and a County-wide perspective*
- *Developing and implementing a public relations/media strategy that develops unity in the County*
- *Implementing education efforts for broad groups of citizens such as the Citizens Planning Academy*



Unity continued.....

GOAL #2 Public Education Develop a strategy for public outreach and education			
Action Strategy	Champion	Supporting Staff	Target Date
Develop annual report to the citizens	County Administration Board of Supervisors	County Departments, Outside Assistance	Ongoing
Develop and implement citizens academy	County Administration Board of Supervisors	County Departments, Outside Assistance	Ongoing
Conduct district meetings (town hall)	County Administration Board of Supervisors	County Departments	Ongoing
<p><i>Board Priority: Work cohesively as a body to insure that the Board is leading and perceived as leading the "Franklin County as one County" effort to include examples such as:</i></p> <ul style="list-style-type: none"> <li>• <i>Rethinking situations in which we have previously made decisions district by district</i></li> <li>• <i>Communicating Board goals and strategies, along with the rationale for our decisions to show unity, objectivity, and a County-wide perspective</i></li> <li>• <i>Developing and implementing a public relations/media strategy that develops unity in the County</i></li> <li>• <i>Implementing education efforts for broad groups of citizens such as the Citizens Planning Academy</i></li> </ul>			



*focus area:*  
**Family**

*desired future:*  
Franklin County is a caring community of secure, healthy, self-sufficient families and individuals who are contributing members of our society.

GOAL Strategic Family Programs – Enhance families to become self sufficient, thereby reducing the economic and social impact of dysfunctional families on the County.			
Action Strategy	Champion	Supporting Staff	Target Date
Develop a strategy to assess and address gaps in the system	YMCA, CSA Coordinator DSS	Community Policy Management Team, Juvenile and Domestic Relations Court, Social Services, Piedmont Community Services, Virginia Cooperative Extension, Parks & Rec	Dec 05  (Note: Consider Healthy Communities/Healthy Youth as a programs clearinghouse.)
Conduct an assessment of the lack of self-sufficiency in the community and recommend strategies to address shortfalls	YMCA, CSA Coordinator DSS	Community Policy Management Team, Juvenile and Domestic Relations Court, Social Services, Piedmont Community Services, Virginia Cooperative Extension, Parks & Rec	Dec 05
Conduct a study of best management practices found in other communities to address family dysfunction	YMCA, CSA Coordinator DSS	Community Policy Management Team, Juvenile and Domestic Relations Court, Social Services, Piedmont Community Services, Virginia Cooperative Extension, Parks & Rec	June 06



*focus area:*  
**Economic Development**

*desired future:*  
Franklin County's workforce is trained for the careers of tomorrow. Its residents possess a strong work ethic, critical thinking skills, and a deep sense of pride in their community. The County facilitates the creation of jobs for all sections of the population with a special emphasis on encouraging the return of our youth after advanced learning. The County has created new employment opportunities by capitalizing on its natural resources to significantly improve the standard of living in the community.

**GOAL #1 Workforce Development** - Overcome barriers for entrance into workforce programs so that citizens can fully utilize the programs to improve their employment skills and abilities.

Action Strategy	Champion	Supporting Staff	Target Date
Complete expansion of the Workforce Development Training Center to include a reevaluation of programs and delivery mechanisms.	Workforce Development Director	Workforce Development Consortium Partners, County Administration, Directors of General Properties , Finance and Planning	September 06
With local business partners, develop a program of commitment to provide release time for continuing Education.	Workforce Development Director	Consortium Partners, Chamber of Commerce, County Administration	December 06
Increase the percentage of County residents with High School diplomas (i.e. from 72% to 85%) and Post Secondary education / training through improved WFDC programs.	Workforce Development Director	Consortium Partners	Ongoing

*Board Priority: Complete the expanded workforce development CRT facility and program content.*

## Economic Development continued.....

GOAL #2 Economic Development Strategy – Develop and implement a comprehensive economic development strategy that facilitates the creation of jobs for all segments of our population.			
Action Strategy	Champion	Supporting Staff	Target Date
Identify, locate, and develop strategic business and industrial infrastructure	County Administrator, Director of Commerce and Leisure Services, Workforce Development Director	County Administration, Board of Supervisors, RVEDP & PDCs, Business Community	June 06
Develop an incentive package to attract businesses to the community	County Administrator, Director of Commerce and Leisure Services, Workforce Development Director	County Administration, Board of Supervisors, RVEDP & PDCs, Business Community	June 06
Develop and implement business retention and expansion plans	County Administrator, Director of Commerce and Leisure Services, Workforce Development Director	County Administration, Board of Supervisors, RVEDP & PDCs, Business Community	June 06
Identify & Target specific business sectors (i.e. tourism, health care, agribusiness, environmental science, and technology)	County Administrator, Director of Commerce and Leisure Services, Workforce Development Director	County Administration, Board of Supervisors, RVEDP & PDCs, Business Community	Jan. 06
Align Workforce Training with Target Business Sectors	County Administrator, Director of Commerce and Leisure Services, Workforce Development Director	County Administration, Board of Supervisors, RVEDP & PDCs, Business Community	September 05 Plan Creation Ongoing implementation
<p><i>Board Priority: Develop a comprehensive economic development strategy:</i></p> <ul style="list-style-type: none"> <li>• <i>Insures that Franklin County residents have access to higher paying jobs</i></li> <li>• <i>Assesses the need for and appropriate location of industrial parks</i></li> <li>• <i>Spurs small business development</i></li> <li>• <i>Develops and/or promotes agribusiness</i></li> </ul>			



**Economic Development continued.....**

<p>3. <b>GOAL #3 Technology</b> – Create infrastructure for technological growth and development</p>			
Action Strategy	Champion	Supporting Staff	Target Date
Develop a broadband needs assessment for technology needs for the citizens and business	Director of Information Technology, IT Business Partners	Outside Assistance, Regional Technology Council, CIT, PDCs	Jan. 05
Support and improve the existing technology Infrastructure	Director of Information Technology, IT Business Partners	Consortium Partners, Chamber of Commerce, County Administration	Jan 06 in conjunction with the completion of the Mid-Atlantic Broadband Trunk Line installation and ongoing
Explore technology pilot projects to increase awareness (i.e. Wi-Fi Zones, Demand-Plan-Analysis)	Director of Information Technology, IT Business Partners	Outside Assistance, Regional Technology Council, CIT, PDCs, Consortium Partners, Chamber of Commerce, County Administration	Ongoing
<p><i>Board Priority: Develop a comprehensive economic development strategy:</i></p> <ul style="list-style-type: none"> <li>• <i>Insures that Franklin County residents have access to higher paying jobs</i></li> <li>• <i>Assesses the need for and appropriate location of industrial parks</i></li> <li>• <i>Spurs small business development</i></li> <li>• <i>Develops and/or promotes agribusiness</i></li> </ul>			

*focus area:*  
**Education**

*desired future:*

Franklin County citizens value and encourage lifelong learning and avail themselves of extensive opportunities for self-improvement. Franklin County creates eager learners through our diverse educational system and has broad educational options to insure economic success and a high quality of life.

**GOAL #1 Lifelong Learning** - Develop adult programs that provide extensive opportunities for self-improvement

Action Strategy	Champion	Supporting Staff	Target Date
Develop a strategy to improve public awareness of existing programs and facilities (i.e. WDC, County schools, Ferrum College, Library)	Workforce Development Director	Workforce Development Consortium, Program Providers, Business Community, VA Cooperative Extension	June 05

**GOAL #2 Education for Youth** – Enhance opportunities for youth to develop an appreciation for education

Action Strategy	Champion	Supporting Staff	Target Date
Support and encourage existing educational experiences (4-H, Junior Achievement, Job readiness, Workforce Development Youth Programs)	Workforce Development Director	CSA Coordination, School System, Program Providers, VA Cooperative Extension	December 05

*Board Priority: Complete the expanded workforce development CRT facility and program content.*

*focus area:*  
**Land Use and Environmental Quality**

*desired future:*

Franklin County is a balanced community consisting of abundant working farms, forests, beautiful mountains, and clean rivers and lakes where families live within connected neighborhoods supported by sustainable transportation and adequate infrastructure. Urban centers and mixed-use village centers provide residents with diverse housing, employment, educational, and recreational opportunities. The County maintains its natural setting with protected view sheds through respected ecological and low impact development strategies. Franklin County is a land of clean water, pristine air and stable soils.

**GOAL #1 Comprehensive Plan - Update the Comprehensive Plan**

Action Strategy	Champion	Supporting Staff	Target Date
Analyze existing plans.	Planning Director	Department Heads, Agencies, GIS Staff, PDCs	Sept 04
Gather public input	Planning Director	Department Heads, Agencies, GIS Staff, PDCs	March 05
Update background studies with consideration to SM plan and other plans	Planning Director	Department Heads, Agencies, GIS Staff, PDCs	March 05
Pursue legislative process through the Planning Commission and Board	Planning Director	Department Heads, Agencies, GIS Staff, PDCs	September 05

*Board Priority: Update the Comprehensive Plan.*



**Land Use and Environmental Quality continued.....**

**GOAL #2 Zoning Ordinance** - Update a Zoning Ordinance that supports the Comprehensive Plan.

Action Strategy	Champion	Supporting Staff	Target Date
Review new mandate requirements in conjunction with any changes to the Comp. Plan update	Planning Director	Department Heads, State Agencies, Outside Planning Assistance, PDCs	January 06
Review for consistency with other County codes and w/ any changes to the Comp. Plan update	Planning Director	Department Heads, State Agencies, Outside Planning Assistance, PDCs	March 06
Consider zoning district density modifications	Planning Director	Department Heads, State Agencies, Outside Planning Assistance, PDCs	June 06
Consider alternative zoning techniques to broaden development strategies	Planning Director	Department Heads, State Agencies, Outside Planning Assistance, PDCs	June 06
Pursue legislative adoption process	Planning Director	Department Heads, State Agencies, Outside Planning Assistance, PDCs	January 07

**GOAL #3 - County Wide Zoning**— Investigate County wide zoning.

Action Strategy	Champion	Supporting Staff	Target Date
Board of Supervisors Receive Public Input on Pros and Cons.	Citizens, Board of Supervisors, Planning Commission	County Administration, County Attorney, Planning Department	Ongoing

*Board Priority: Update the Zoning Ordinance and implement County-wide zoning*

Land Use and Environmental Quality continued.....

GOAL #4 Water and Sewer Plan - Develop community facility plans for water/sewer that support the Comprehensive Plan			
Action Strategy	Champion	Supporting Staff	Target Date
Scope the components of the facility plans for water and sewer plans.	Assistant County Administrator; Public Works Director; County Engineer	Planning Staff, PDC's, Outside Agencies, GIS, Economic Development Partners, County Administration, Finance Department	February 2005
Provide the Board of Supervisors a report assessing resources and needs in order to conduct the studies.	Assistant County Administrator; Public Works Director; County Engineer	Planning Staff, PDC's, Outside Agencies, GIS, Economic Development Partners, County Administration, Finance Department	March 2005
Develop the plans to reflect current and future growth trends and development patterns as adopted in the Comprehensive Plan and its anticipated update, incorporate and update prior plans and PERs, and investigate alternatives to conventional utilities.	Assistant County Administrator; Public Works Director; County Engineer	Planning Staff, PDC's, Outside Agencies, GIS, Economic Development Partners, County Administration, Finance Department	Water: Oct. 2005 Sewer: March 2006
Mesh Comprehensive Plan and Countywide strategic planning	Assistant County Administrator; Public Works Director; County Engineer	Planning Staff, PDC's, Outside Agencies, GIS, Economic Development Partners, County Administration, Finance Department	July 2007
<i>Board Priority: Continue to run water lines throughout the County in accordance with plans (i.e., CIP, PERs)</i>			



Land Use and Environmental Quality continued.....

GOAL #5 Trail Plan - Adopt County-wide trail plan			
Action Strategy	Champion	Supporting Staff	Target Date
Take public input during legislative process	Director of Commerce & Leisure Services	County Administration, Board of Supervisors, Planning Commission, Planning Department, GIS	September 04
Consider recommended modifications	Director of Commerce & Leisure Services	County Administration, Board of Supervisors, Planning Commission, Planning Department, GIS	October 04
Adopt Trail Plan	Director of Commerce & Leisure Services	County Administration, Board of Supervisors, Planning Commission, Planning Department, GIS	November 04
Adopt as element of Comprehensive Plan	Director of Commerce & Leisure Services	County Administration, Board of Supervisors, Planning Commission, Planning Department, GIS	November 05

*Board Priority: Develop a plan for future parks, recreation facilities, and greenways throughout the County.*

Land Use and Environmental Quality continued.....

GOAL #6 Water Quality Standards - Implement water quality based performance standards.			
Action Strategy	Champion	Supporting Staff	Target Date
Research other jurisdictions' related ordinances	Planning Director	State and federal agencies, Department of Public Works, County Attorney	July 05
Consider County monetary contributions on agricultural best management practices	Planning Director	State and federal agencies, Department of Public Works, County Attorney	June 06
Obtain public input	Planning Director	State and federal agencies, Department of Public Works, County Attorney	Dec 05
Complete Water Resource Inventory	Planning Director	State and federal agencies, Department of Public Works, County Attorney	Dec 05
Pursue adoption through the legislative process	Planning Director	State and federal agencies, Department of Public Works, County Attorney	Sept. 06
<p><i>Board Priority: Develop a well-designed program that provides incentives for open space preservation and water quality protection and include landowners and ag/forest stakeholders in early planning efforts.</i></p> <p><i>Board Priority: Update the Zoning Ordinance and implement County-wide zoning</i></p>			



Land Use and Environmental Quality continued.....

GOAL #7 Hillside Protection – Investigate & Consider a Hillside Protection Ordinance			
Action Strategy	Champion	Supporting Staff	Target Date
Research other jurisdictions' related ordinances	Planning Director, Board of Supervisors	Planning Commission, County Attorney, PDCs	March 06
Obtain public input	Planning Director, Board of Supervisors	Planning Commission, County Attorney, PDCs	Dec 06
Complete Inventory	Planning Director, Board of Supervisors	Planning Commission, County Attorney, PDCs	Sept 06
Pursue adoption through the legislative process	Planning Director, Board of Supervisors	Planning Commission, County Attorney, PDCs	Sept 07
<p><i>Board Priority: Develop a well-designed program that provides incentives for open space preservation and water quality protection and include landowners and ag/forest stakeholders in early planning efforts.</i></p> <p><i>Board Priority: Update the Zoning Ordinance and implement County-wide zoning</i></p>			

Land Use and Environmental Quality continued.....

**GOAL # 8 Open Space Plan** - Develop an Open Space Plan that provides acceptable incentives for open space preservation and water quality protection.

Action Strategy	Champion	Supporting Staff	Target Date
Research existing resources and programs	Planning Director	PDC's, County Attorney, Outside Assistance	One year out from Comprehensive Plan
Consider local application and interest	Planning Director	PDC's, County Attorney, Outside Assistance	One year out from Comprehensive Plan
Develop alternatives for Board consideration	Planning Director	PDC's, County Attorney, Outside Assistance	One year out from Comprehensive Plan

*Board Priority: Develop a well-designed program that provides incentives for open space preservation and water quality protection and include landowners and ag/forest stakeholders in early planning efforts.*

*Board Priority: Update the Comprehensive Plan.*

**GOAL #9 Environmental Quality Education** - Develop an education/public outreach program to inform citizens of the above.

Action Strategy	Champion	Supporting Staff	Target Date
Involve state and federal agencies regarding funding availability	Planning Director	State and Federal Agencies, PDC's, News Media, VA Cooperative Extension, County Schools, Farm Bureau	Dec 05 through Sept 06
Determine the message of public outreach efforts	Planning Director	State and Federal Agencies, PDC's, News Media, VA Cooperative Extension, County Schools, Farm Bureau	Dec 05 through Sept 06
Target riparian property owners	Planning Director	State and Federal Agencies, PDC's, News Media, VA Cooperative Extension, County Schools, Farm Bureau	Dec 05 through Sept 06

*Board Priority: Develop a well-designed program that provides incentives for open space preservation and water quality protection and include landowners and ag/forest stakeholders in early planning efforts.*



Land Use and Environmental Quality continued.....

<b>GOAL #10 Waterways Protection</b> - Lead regional efforts to assure funding for protection of our lakes and waterways.			
Action Strategy	Champion	Supporting Staff	Target Date
Assure sustainability of the TLAC budget for Lake Care issue	County Administrator and Board of Supervisors	Regional Jurisdictions	Ongoing
Research grant and other funding options	County Administrator and Board of Supervisors	Regional Jurisdictions	Ongoing
Create Task Force with affected area counties to investigate the following SML Appalachian Power project issues: revenue sharing, water quality, navigation, recreation, debris, and shoreline management.	County Administrator and Board of Supervisors	Regional Jurisdictions	Ongoing
<i>Board Priority: Expand efforts with the three counties and take a leadership role to permanently fund improvements to Smith Mountain Lake water quality, debris, weed control and other lake related issues</i>			

*focus area:*  
**Community Facilities and Programs**

*desired future:*

Franklin County is well served by flexible, adaptable, accessible community facilities that encourage and strengthen family, neighborhood, natural environment, and local government functions. Franklin County is viewed as a national leader in the delivery of parks, recreation programs, arts, and cultural events that enrich the quality of life and health for residents and visitors alike.

**GOAL #1 Meeting Citizen Needs** – Expand and modify County's Capital Improvements Program based on identified community needs that is effectively followed over the long term by elected and appointed leaders.

Action Strategy	Champion	Supporting Staff	Target Date
Develop a CIP that contains adopted levels of service (LOS) standard to project, plan, and schedule capital facility development.	Director of Finance, Schools Finance Director	Department Heads, PDCs	Pilot Sept 05
Develop and adopt major repair, maintenance, and replacement plans and schedules as a separate planning and budgeting document rather than incorporating as a component of the CIP.	Director of Finance, Schools Finance Director	Department Heads, PDCs	Sept 05
Project LOS demands based on growth trends annually as part of the budget plan to present a more detailed picture of the true cost of government in the CIP.	Director of Finance, Schools Finance Director	Department Heads, PDCs	Pilot April 06
Develop a 20-Year Infrastructure and Public Facilities Plan, including County office space.	Director of Finance, Schools Finance Director	Department Heads, PDCs	Sept 06

*Board Priority: Work cohesively as a body to insure that the Board is leading and perceived as leading the "Franklin County as one County" effort to include example such as:*

- *Rethinking situations in which we have previously made decisions district by district*
- *Communicating Board goals and strategies, along with the rationale for our decisions to show unity, objectivity, and a County-wide perspective*
- *Developing and implementing a public relations/media strategy that develops unity in the County*
- *Implementing education efforts for broad groups of citizens such as the Citizens Planning Academy*



Community Facilities and Programs continued.....

<b>GOAL #2 Public—Private Partnerships</b> - Support public funding to leverage private investment in community facilities and programs.			
Action Strategy	Champion	Supporting Staff	Target Date
Develop Planned Giving Program to expand opportunities for residents to give back to their community	Director of Commerce and Leisure	Recreation Staff, Towns, Colleges, Citizens, Media, Non Profits and Faith Based Communities	May 05
Identify private and faith based partners for collaborative program and facility services	Director of Commerce and Leisure	Recreation Staff, Towns, Colleges, Citizens, Media, Non Profits and Faith Based Communities	July 05
Develop volunteer recruitment, retention, training and reward/ recognition program.	Director of Commerce and Leisure	Recreation Staff, Towns, Colleges, Citizens, Media, Non Profits and Faith Based Communities	April 05
<i>Board Priority: Develop a plan for future parks, recreation facilities, and greenways throughout the County</i>			
<i>Board Priority: Define and develop a concept plan for a County Community Center (or Centers) to include public/private partnerships</i>			

Community Facilities and Programs continued.....

**GOAL #3 Parks, Recreation, and Open Space Planning** - Author and adopt a 20-year Comprehensive Parks, Public Open Space, and Recreation Plan which includes planning for community centers. Partner with community stakeholders to provide recreational programming, art instruction, and special community events.

Action Strategy	Champion	Supporting Staff	Target Date
Develop group studies to include representatives of each area	Director of Commerce and Leisure	Planning Department, Recreation Staff, Recreation Advisory Commission, Outside Assistance	Aug 05
Develop environmental impact studies and public open space preservation strategy.	Director of Commerce and Leisure	Planning Department, Recreation Staff, Recreation Advisory Commission, Outside Assistance	Jan 06
Obtain population growth analysis	Director of Commerce and Leisure	Planning Department, Recreation Staff, Recreation Advisory Commission, Outside Assistance	June 05
Evaluate the feasibility of bond issue to facilitate the timely expansion of the parks system.	Director of Commerce and Leisure	Planning Department, Recreation Staff, Recreation Advisory Commission, Outside Assistance	Jan 05
Adopt level of service standards for park acreage, recreational facilities and trail mileage.	Director of Commerce and Leisure	Planning Department, Recreation Staff, Recreation Advisory Commission, Outside Assistance	Feb 06

*Board Priority: Develop a plan for future parks, recreation facilities, and greenways throughout the County*

*Board Priority: Develop a well-designed program that provides incentives for open space preservation and water quality protection and include landowners and ag/forest stakeholders in early planning efforts.*

*Board Priority: Define and develop a concept plan for a County Community Center (or Centers) to include public/private partnerships.*



*focus area:*  
**County Government Services**

*desired future:*  
Franklin County provides services that are easily accessed and delivered with excellent customer service in a timely and efficient manner by well-trained professionals. The County fully utilizes the collective resources of a vibrant region to enhance its services.

**GOAL #1 Emergency Response** – Provide consistent County-wide emergency & fire services with responses of 8 minutes 90% of the time within the County’s identified village centers and 10 minutes 85% of the time outside the identified village centers.

Action Strategy	Champion	Supporting Staff	Target Date
Increase available Training and volunteer participation	Director of Public Safety	Medical Director, E911 Coordinator, Volunteer Agencies	Ongoing
Increase daytime Staffing of Fire & EMS	Director of Public Safety	Medical Director, E911 Coordinator, Volunteer Agencies	Ongoing
Create “One” System Standard for Agency Training, Operations, Apparatus, and Equipment	Director of Public Safety	Public Safety, Medical Director, Sheriff’s Dept. E911 Coordinator, Volunteer Agencies	Jan. 06

**GOAL #2 Advanced Life Support Response** – Develop tiered EMS response system that provides Advance Life Support 90% of the time when needed.

Action Strategy	Champion	Supporting Staff	Target Date
Add night time ALS and ALS supervision	Director of Public Safety	Medical Director, E911 Coordinator, Volunteer Agencies	June 06
Mandate all EMS Agencies to operate under Medical Director	BOS Director of Public Safety	Medical Director, E911 Coordinator, Volunteer Agencies	July 05
Investigate Emergency Medical Dispatch and Reverse 911 Systems. Install County—Wide Communication System.	Director of Public Safety E911 Coordinator	Public Safety, Medical Director, Sheriff’s Dept. E911 Coordinator, Volunteer Agencies	June 06

*Board Priority: Provide County-wide emergency medical service response, including trained advanced life support, within \_\_\_\_ minutes (standard to be set appropriately.)*

County Government Services continued....

GOAL #3 Customer Service - Develop and implement customer a service strategy that ensures services are easy and convenient and customers are treated well on a consistent basis			
Action Strategy	Champion	Supporting Staff	Target Date
Implement a Pilot customer service training plan to accommodate the different departmental needs (i.e. Phase in Pilot Program - Planning & Community Development, Building Inspections)	County Administration	Department Heads, Constitutional Officers, Outside Assistance	July 05
Develop departmental customer service standards	County Administration	Department Heads, Constitutional Officers, Outside Assistance	July 05
Analyze business processes associated with County services to identify improvement opportunities	County Administration	Department Heads, Constitutional Officers, Outside Assistance	Dec 05 Funding may be needed
Define and implement alternative methods for delivering County services to expand citizen options	County Administration	Department Heads, Constitutional Officers, Outside Assistance	July 06 start date Funding may be needed
<i>Board Priority: Develop and implement a customer service strategy that insures that customers are treated well on a consistent basis (i.e. standards, training, quality improvements.)</i>			



**County Government Services continued....**

**GOAL #4 Responsive Interface with Citizens** - Develop and implement a community education program that reports County initiatives and accomplishments and invites citizen participation.

Action Strategy	Champion	Supporting Staff	Target Date
Develop a communication medium and appropriate time frame	County Administration and Board of Supervisors	Director of Information Technology, Department Heads	June 05
Conduct periodic surveys to obtain citizen feedback on type, delivery, and quality of county services	County Administration and Board of Supervisors	Director of Information Technology, Department Heads	December 05

**GOAL #5 Effective Resource Management** – Develop a strategy to recruit, retain, educate, and motivate quality staff and volunteers while improving utilization.

Action Strategy	Champion	Supporting Staff	Target Date
Develop -Complete Human Resource Capacity Assessment (i.e. Force-Loss Study, Salary-Benefits Analysis)	County Administration and Board of Supervisors	Outside Assistance, Department Heads	TBD
Develop and implement a career development program for all county departments that promotes the motivation, recruitment, and retention of quality professionals	County Administration	Department Heads, Volunteer Agencies, Outside Assistance	Jan. 07
Develop and implement a strategy for effective volunteer management.	County Administration	Department Heads, Volunteer Agencies, Outside Assistance	July 05

*Board Priority: Develop and implement a customer service strategy that insures that customers are treated well on a consistent basis (i.e. standards, training, quality improvements.)*



## Board Priority Items

- Update the Comprehensive Plan.
- Update the Zoning Ordinance and implement County-wide zoning.
- Develop a comprehensive economic development strategy that
  - Insures that Franklin County residents have access to higher paying jobs
  - Assesses the need for and appropriate location of industrial parks
  - Spurs small business development
  - Develops and/or promotes agribusiness
- Develop a plan for future parks, recreation facilities, and greenways throughout the County.
- Continue to run water lines throughout the County in accordance with plans (i.e. CIP, PERS).
- Complete the expanded workforce development CRT (facility and program content.)
- Develop and implement a customer service strategy that insures that customers are treated well on a consistent basis (i.e. standards, training, quality improvements.)
- Work cohesively as a body to insure that the Board is leading and perceived as leading the “Franklin County as one County” effort to include example such as:
  - Rethinking situations in which we have previously made decisions district by district
  - Communicating Board goals and strategies, along with the rationale for our decisions to show unity, objectivity, and a County-wide perspective
  - Developing and implementing a public relations/media strategy that develops unity in the County
  - Implementing education efforts for broad groups of citizens such as the Citizens Planning Academy
- Provide County-wide emergency medical service response, including trained advanced life support, within \_\_\_\_ minutes (standard to be set appropriately.)
- Develop a well-designed program that provides incentives for open space preservation and water quality protection and include landowners and ag/forest stakeholders in early planning efforts.
- Define and develop a concept plan for a County Community Center (or Centers) to include public/private partnerships.
- Expand efforts with the three counties and take a leadership role to permanently fund improvements to Smith Mountain Lake water quality, debris, weed control and other lake related issues.

## CONCLUSION

The Franklin County Board of Supervisors, Administration, and Staff extends appreciation to everyone who assisted in developing the Franklin County, Virginia Strategic Plan.