

Hillsborough County Strategic Plan Status Update

Legend:



Caution - May not meet objective








Trend towards meeting objective



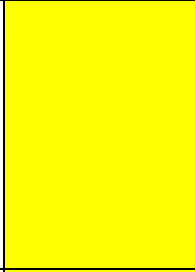
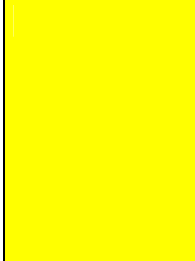




Met objective

Goal 1 - To ensure that Hillsborough County is financially strong enough to influence its destiny by applying efficient and/or effective policies and practices

Objectives	2009 Status	Trend	Comments and Recommend Actions
A. Reduce over-reliance on property taxes as a general revenue by relying more on the non-tax portion of total General Fund revenue from 16% (adopted FY 04 budget) to 18% (adopted FY 11 budget). (Revised by BOCC 3/6/08)	Decreased the percent of non-tax General Fund revenue from 16.8% in FY 08 to 15.36% in FY 09 (adopted budget).		Achieved
B. Improve protection of stabilization reserves in the General Fund by establishing specific criteria by FY 08 that will determine when such reserves may be used and how quickly they would be subsequently replaced.	Objective should be deferred so that criteria are established during a period of stable revenues.		It is recommended that the deadline be extended .
C. To maintain general obligation and sales tax credit ratings of at least "Aa/AA/AA".	The County continues to exceed the objective with respect to one credit rating for general obligation debt, namely, Standard & Poor's which now rates the County "AAA". All other credit ratings meet the minimum standard of "Aa/AA."		Achieved
D. Conduct a self-assessment by FY 08 resulting in a financial management rating of at least "A-" using current Governing Magazine criteria for "Money." (Revised by BOCC 3/6/08)	A self-assessment during FY 08 against criteria used by Governing Magazine to assess States resulted in a rating of between B+ and A-. Subsequent recognition of the County's procurement activities with the award of the Pareto Award of Excellence in Public Procurement in FY 09 should result in an A- since procurement is an area assessed through the "Money" criteria and had not been noted as a strength In the FY 08 assessment		Achieved
Board Initiated Strategy - Resist unfunded mandates	Continued to resist unfunded mandates.		

Goal 2 - To improve the economic well-being of our citizens

Objectives	2009 Status	Trend	Comments and Recommend Actions
<p>A. Support economic development initiatives that promote the creation and retention of quality jobs that result in a local average wage exceeding the State average by at least 5 percent and equal to at least 95% of the national average, by FY 09.</p>	<p>Objective met for 2009 Average wage = 95% of the national wage and exceeded state average by 6.7%.</p> <p>Annual 2008 (latest available annual data) County: \$43,298 State: \$40,568 National: \$45,563</p> <p>Source: Bureau of Labor Statistics, Quarterly Census of Employment and Wages</p>		<p>This objective should be reassessed with particular consideration to the County's ability to materially influence the associated measure.</p>
<p>B. Reduce the percentage of County residents living in poverty to the lowest quartile of counties in the State of Florida based on the 2010 Census.</p>	<p>Objective met for 2008. The US Census Bureau's Small Area Income & Poverty Estimates, 2008 released November 2009, estimates the poverty rate in the county at 13.9%, in the second lowest quartile of Florida counties, and the State at 13.3%.</p>		<p>This objective should be reassessed with particular consideration to the County's ability to materially influence the associated measure.</p>
<p>C. Support economic development initiatives that maintain an annual unemployment rate at least 1 percentage point below the State and National averages.</p>	<p>Objective not met for 2009. County exceeded State and national rates.</p> <p>Preliminary 2009 (Not seasonally adjusted) County: 10.8% State: 10.5% National: 9.3%</p> <p>Source: Florida Agency for Workforce Innovation, Local Area Unemployment Statistics</p>		<p>This objective should be reassessed with particular consideration to the County's ability to materially influence the associated measure.</p>
<p>D. Support economic development initiatives that maintain annual employment growth rates equal to or greater than the State and National averages, by FY 09.</p>	<p>Objective not met for 2008. Hillsborough job growth fell below the State and nation.</p> <p>Annual 2008 (latest available annual data) County: -5.15% State: -3.51% National: -0.41%</p> <p>Source: Bureau of Labor Statistics, Quarterly Census of Employment and Wages</p>		<p>This objective should be reassessed with particular consideration to the County's ability to materially influence the associated measure.</p>

Objectives	2009 Status	Trend	Comments and Recommend Actions
E. To assist at least 100 families having average housing expense ratios of 35% or less annually. (Revised by BOCC 3/6/08)	Objective met for FY 09. In FY 09, over 100 income eligible residents of Hillsborough County have received assistance through the AHD's First Time Homebuyer, Housing Rehabilitation, and Multi-Single Family Development Programs.		Achieved
F. Maintain a rating at, or above, the median housing affordability index for the 7- County Tampa Bay Regional Partnership area as reported by the Florida Data Clearinghouse, Shimberg Center for Affordable Housing, University of Florida.	Objective met for 2007. Based on the latest data from the Florida Data Clearinghouse from 2007, the County's median affordability index was above the median for the 7 County Tampa Bay Regional Partnership area.		Achieved
G. Diversify economic base by targeting appropriate new industries in order to improve the average wages and reduce unemployment as measured by the objectives above.	Objective met in 10 of 14 sectors for 2008. Based on the Bureau of Labor Statistics, Quarterly Census of Employment for 2008 average wages increased in 10 major sectors and declined in 4. Objective 2C and 2D not met.		This objective should be reassessed with particular consideration to the County's ability to materially influence the associated measure.


Goal 3 - To work with citizens and neighborhoods in order to ensure quality services are delivered in a courteous and responsive manner

Objectives	2009 Status	Trend	Comments and Recommend Actions
A. To become the best county in the U.S. by FY 09, as measured by customer satisfaction surveys, benchmark comparisons with other top counties throughout the U.S., and through assessments by independent experts such as the Governing Magazine survey.	The County continues to actively participate in the Florida Benchmarking Consortium. Customer satisfaction surveys are no longer conducted due to budget constraints. Governing Magazine no longer conducts this assessment.		This objective needs revision due to the ending of associated measurements.
B. Attain by FY10 a customer satisfaction rating of 80% on the value of County services compared to their costs. (Revised by BOCC 3/6/08)	Objective not met for 2009.		Recommend revising objective to extend deadline and recognize budgetary constraints on conducting the survey.
C. Maintain customer satisfaction rating of 90%, as measured by a rating of 4 or 5 on a scale of 1 to 5. (Revised by BOCC 3/6/08)	Objective not met. Collection of point-of-service feedback was suspended in November 2008 per direction from the Board. Goal had been achieved in 2007 status update.		It is recommended that this objective be modified or deleted.



Goal 4 - To build a high performance diverse professional organization



Objectives	2009 Status	Trend	Comments and Recommend Actions
A. By FY 08, maintain diversity in the workforce in all EEO-4 categories of Hillsborough County government, under the County Administrator, representative within a 10% variation when compared to the workforce census of Hillsborough County measured by data from the Human Resource Information System (HRIS).	Objective met in all but one EEO category. The organization maintained the diversity of the employee population in all other EEO-4 categories. The variation above 10% was seen only in the Service Maintenance category in the Female group.		
B. By FY 08, improve employee relations through effective reduction of the number of employee disputes, grievances and lawsuits per 100 employees unresolved at the department level by 20% as compared to the number of outstanding issues as of FY 06 determined by Human Resources and County Attorney records.	In FY 09, Employee Relations used a variety of Alternative Discipline Resolution problem solving approaches to successfully resolve over 3,600 employee complaints and concerns.		
C. Achieve and maintain, by FY 07, a human resources rating of at least an "A-", as determined by the Governing Magazine review of 40 counties.	Objective not met. Governing Magazine no longer performs this review.		It is recommended this goal be deleted from the Strategic Plan because Governing Magazine no longer performs this type of review.
D. Improve efficiencies and effectiveness in County services as measured by internal and external benchmarking by FY 08.	The County continues its active participation in the Florida Benchmarking Consortium.		

Goal 5 - To provide a quality of life to citizens and visitors that emphasizes public safety, arts and entertainment, and sports and recreation, in a visually pleasing and healthy community

Objectives	2009 Status	Trend	Comments and Recommend Actions
A. Achieve a customer satisfaction rating of 90% regarding the deputies serving customers' neighborhoods by the end of FY 08. <i>(Revised by the BOCC in March 2008.)</i>	Objective not met. The most recent satisfaction survey conducted by the Sheriff was for the 2007 year. At that time customer satisfaction with deputies had almost reached the 90% goal. The next satisfaction survey is planned for 2010.		It is recommended that the deadline for this goal be extended to the end of FY 10 to coincide with the Sheriff's schedule.
B. In partnership with local utilities and through facility upgrades, reduce the downtime cause by electrical outages at County water and sewer treatment and pumping facilities by increasing the percentage of mitigation from 14% experienced in FY 04 to 20% by FY 10.	Objective met. In FY09 there were no power outages related to storm events, and for non-storm related events, outages totaling 10.92 hours were mitigated 57% (6.22 hrs) of the time.		Achieved

Objectives	2009 Status	Trend	Comments and Recommend Actions
C. In partnership with local law enforcement agencies, the per capita rate of violent crime in Hillsborough County will be the lowest of any large urban county in the State of Florida by FY 15.	For unincorporated Hillsborough County, the 2008 Crime Index reports from the Florida Department of Law Enforcement indicate that violent crime ranking improved over 2007. In terms of violent crime, Hillsborough County was 6 th lowest of the seven large urban counties in Florida.		
D. In partnership with law enforcement agencies, per capita rate of property crime in Hillsborough County will be the lowest of any large urban county in the State of Florida by FY 15.	For unincorporated Hillsborough County, the 2008 Crime Index reports from the Florida Department of Law Enforcement indicate that property crime ranking improved over 2007. In terms of property crime, Hillsborough County was 6 th lowest of the seven large urban counties in Florida.		
E. In partnership with law enforcement agencies, the per capita crime ranking for Hillsborough County will be the lowest of any large urban county in the State of Florida by FY 15.	For unincorporated Hillsborough County, the 2008 Crime Index reports from the Florida Department of Law Enforcement indicate that the overall crime ranking improved over 2007. In terms of violent crime, Hillsborough County was 6 th lowest of the seven large urban counties in Florida.		
F. By FY 15, improve the response time of Advanced Life Support personnel to arrive within 7 minutes, 86% of the time throughout unincorporated Hillsborough County – incrementally improving the existing performance by an average of 2% per year. (Revised by BOCC 3/6/08)	In FY 09, Advanced Life Support personnel arrived on the scene within 7 minutes, 66% of the time.		
G. By FY 15, improve the response time of Advanced Life Support transport vehicles to arrive within 9 minutes, 86% of the time throughout unincorporated Hillsborough County – incrementally improving the existing performance by an average of 2% per year. (Revised by BOCC 3/6/08)	In FY 09, Advanced Life Support transport units arrived on the scene within 9 minutes, 71% of the time.		
H. By FY 15, improve fire response time in the urban area to be within 6 minutes, 76% of the time throughout unincorporated Hillsborough County – incrementally improving the existing performance by an average of 3.5% per year. (Revised by BOCC 3/6/08)	In FY 09, Fire Rescue units arrived on the scene in the urban areas within 6 minutes, 61% of the time.		


Objectives	2009 Status	Trend	Comments and Recommend Actions
I. By FY 15, improve fire response time in the designated suburban area to be within 7 minutes, 80% of the time throughout unincorporated Hillsborough County – incrementally improving the existing performance by an average of 2% per year. (Added by BOCC 3/6/08)	In FY 09, Fire Rescue units arrived on the scene in the suburban area within 7 minutes, 64 %of the time.		
J. By FY 15, improve fire response time in the rural area to be within 10 minutes, 76% of the time throughout unincorporated Hillsborough County.	FY0 9: Fire Rescue units arrived on the scene in the rural area within 10 minutes, 68% of the time.		
K. Maintain a 90% or higher customer satisfaction level with public library youth programming using point of service surveys in FY08. (Revised by BOCC 3/6/08)	Achieved a 95% customer satisfaction level with public library youth programming using point of service surveys in FY 09.		Achieved
L. By FY 11, increase the return on investment for County-funded Cultural Tourism Events by 5% in dollar terms over the FY 08 baseline as measured by the event survey data collected for Tampa Bay & Company.	This objective should be reassessed with particular consideration to the County’s ability to materially influence the associated measure.		
M. By FY 11, achieve an above average rating from 75% of those answering the County’s countywide customer service satisfaction survey’s question on cultural opportunities in the county. (Added by BOCC 3/6/08)	Objective not met. County customer satisfaction survey has been suspended due to budget constraints.		This objective should be reassessed with particular consideration to the County’s ability to materially influence the associated measure.
N. Improve the physical appearance of the community as measured by compliance with the County’s sign and landscaping codes. That is, by the year 2009, reduce the incidence of variances granted to these codes by 10%. (Revised by BOCC 3/6/08)	Objective met. Full compliance with the landscaping code has been achieved in the site plan review process. No variances were requested in FY 09.		Achieved
O. Prepare and implement community based plans for 22 communities as set forth in the work program developed with the Planning Commission as set forth in the “Team Approach to Community-Based Planning Agreement” by FY 11. (Revised by BOCC 3/6/08)	Fifteen community based plans have been completed to date. Five plans are currently being developed. The remaining 6 plans will be completed by the Planning Commission.		
P. Increase the percentage of code violations resolved within a 6 -month period to attain a 90% resolution rate by FY 10. (Revised by BOCC 3/6/08)	As of December 31, 2009, the percentage of code violations resolved within a 6 month period was 89.74%.		



Objectives	2009 Status	Trend	Comments and Recommend Actions
Q. Reduce the County's reliance on Planned Development zoning by revising the land development code as required by 2010. (Revised by BOCC 3/6/08)	Objective met. A Land Development Code Amendment that will reduce the number of small lot residential Planned Development (PD) zoning requests was adopted in FY 09.		Achieved
R. To increase the Quality of Life for seniors by 15% by the end of FY 2010, as indicated by 5 baseline benchmark measures from the 2007 Aging Master Plan. (Revised by BOCC 3/6/08)	The Aging Services Department is in the process of reviewing the cost feasibility of conducting the three year follow-up of the Planning for an Aging Society survey for Hillsborough County.		
S. For athletic and recreation programs offered by Parks, Recreation and Conservation Department of Hillsborough County, as measured by the department's customer survey, maintain 85% customer satisfaction rating with recreational programs and improve athletic programs to attain 90% customer satisfaction rating by FY 09. (Revised by BOCC 3/6/08)	Objective not met. Surveys were provided to parents and participants in the after-school and summer camp programs. A 2.46 score was achieved on after-school program surveys of a possible 3.0, a satisfaction rate of 82%. Parent's surveys revealed a 94% satisfaction rating in the after-school program.		
T. Increase youth participation in public library activities within the Community Development Block Grant areas by 10% in FY 08 over the FY07 youth participation of 5,741. (Revised by BOCC 3/6/08)	Objective met. Increased youth participation in public library activities within the Community Development Block Grant areas 91% in FY09 (7,408) over youth participation in FY08 (3,878).		Achieved
Board-Initiated Strategies: Discounts for minority and underprivileged to afford programs offered	Discounts for minority and underprivileged children to enroll in the Summer Fun Camp, families had to meet income guidelines, providing a copy of their 1040. Rates based on income were \$50, \$100, \$150, \$250 or \$300 for the 10 week Summer Fun Camp Program, which is all inclusive. We also had a partnership with Health & Social Services under the Community Action Partnership, Adopt a Camper Program where additional assistance was provided to approximately 270 participants, scholarships were paid for these children to attend the program at the rate of \$50. A total of 5100 participants were in the program at 41 recreation sites. For half the summer at Bealsville Recreation we applied for and received a grant through the Network for 25 children, this grant paid \$3750.		

Objectives	2009 Status	Trend	Comments and Recommend Actions
Dance/music programs for disadvantaged children	31 classes were offered quarterly through out Hillsborough County in dance/music programs. 1875 attending these programs in the community block grant areas.		
Improve transportation for underprivileged children to get to the facilities	Transportation has continued to be provided to Nuccio Recreation Center as well as the park having access to the NFL/YET bus. The total number of participants 245, a 10% decrease due to declining enrollment at the recreation center.		
Come up with a better way of providing transportation for the elderly	<p>Aging Services continues to sub-contract with the Sunshine Line to transport clients to Senior Centers and Nutrition Sites. The number of trips exceeded 62,000 in Fiscal Year 2009.</p> <p>Aging Services is partnering with WCFAAA on a New Freedom Grant Proposal for transportation. The New Freedom Riders program will reduce barriers to transportation services and expand the transportation mobility options available to people with disabilities beyond the requirements of the Americans with Disabilities Act (ADA) of 1990.</p>		






Objectives	2009 Status	Trend	Comments and Recommend Actions
Expand senior services by running programs more efficiently	<p>Through the receipt of In-Kind and cash donations Aging Services Senior Centers were able to enhance services through the receipt of in-kind and cash donations valued at \$48,300 within the past year.</p> <p>Through the refinement of the procedures and practices of co-payment collection, co-pay contributions increased from \$174, 514.64 in grant fiscal year 2007-2008 to \$180, 482 in grant fiscal year 2008-2009. In grant fiscal year 2008-2009, approximately 45% of the co-pay collection was in NDP (General Revenue Fund) which went back into services.</p> <p>With a consultant, paid by the Children’s Board, the Department is in the process of developing an earned income (i.e. fee for services) model. The goal is to strategically increase capacity within the department to meet the demands of the older population for the long-term.</p>		


Goal 6 – To improve transportation in Hillsborough County

Objectives	2009 Status	Trend	Comments and Recommend Actions
A. Decrease the rate of preventable intersection crashes per million entering vehicles (MEV) by 5% by FY 10.	Objective met. Data from our upgraded crash management system software shows a decrease in the rate of preventable intersection crashes per MEV from 0.51 in the base year of 2005 to 0.44 in 2008, a 13.7% decrease.		Achieved
B. Increase the number of intersections being upgraded to accommodate growth by 50% by FY 08.	In FY 09, 540 transportation reviews were performed. For those projects causing intersections, the developments were approved with requirements to fix the traffic the problems caused by their traffic. The intersection traffic movements were required to be above the established minimum level of service.		



Objectives	2009 Status	Trend	Comments and Recommend Actions
C. Reduce the preventable pedestrian accident rate per 100,000 population (An in-depth analysis will be conducted to determine the causes of pedestrian accidents and feasible solutions. Upon completion, objectives will be clarified based upon what the analysis reveals.)	Objective met. Data from our upgraded crash management system software shows a decrease in the rate of preventable pedestrian accident rate from 0.07 in the base year of 2005 to 0.06 in 2008 or 14.3% decrease.		Achieved
D. Implement a Countywide "Senior Zone" Program. Conduct project development studies, prepare construction plans and install traffic control devices for at least two "Senior Zones" per year along County roadways that have adjacent assisted living facilities to reduce travel speeds and enhance traffic safety at each location, and expand the program based upon BOCC approved program funding.	Funding for this program was discontinued effective with the FY 09 budget. Future implementation will be through an applicant-funded program.		It is recommended this objective be deleted in recognition of budget constraints.
E. Improve the Level of Service (LOS) for county roads such that by 2017 at least 90% of the regulated county roads assessed for LOS have an LOS of "D" or better. (Added by BOCC 3/6/08)	The County has committed \$977 million in Community Investment Tax funds for use on roads, intersection and transit improvements. The Transportation Task Force and the Tampa Bay Area Regional Transportation Authority are working on a variety of multi-modal programs designed to reduce traffic congestion.		
Board Strategies: Add intersection red light cameras at deadliest intersections (will have to have legislative authority and cooperation from the Florida Department of Transportation)	Objective met. The Board of County Commissioners has delegated the responsibility for addressing this strategy to the Sheriff who has implemented red light cameras at 10 intersections.		Achieved
Set priority for transportation funding from the CIT and ad valorem taxes (policy discussion & development)			
Collector road traffic calming efforts	During FY 09, construction was substantially completed for the previously funded Carrollwood Village, Original Carrollwood, and Countryway Boulevard projects. Funding for this program was discontinued effective with the FY 09 budget. Subsequent implementation is through an applicant-funded program. During FY 09, construction was completed in Twin Branch Acres using the applicant-funded mechanism.		It is recommended this objective be deleted in recognition of budget constraints

Goal 7 - To effectively protect and manage our natural resources, including the conservation of the water supply to create a healthy environment in Hillsborough County

Objectives	2009 Status	Trend	Comments and Recommend Actions
A. Maintain the average per capita per day potable water use at 107 gallons in a wet weather year, 120 gallons in an average rainfall year, and 130 gallons per capital per day in a dry weather year. (Revised by BOCC 3/6/08)	Objective met. Water Conservation efforts in 2009 made Hillsborough County Water Resource Services stand out as leaders among utilities in the Tampa Bay region by reducing the County's gross per capita water use from 101 gallons per person per day (gpcpd) to a new record low of 96 gpcpd. This figure should not be confused with the adjusted per capita of 86 gpcpd that is reported to the State.		Achieved
B. Protect river resources by developing regulatory overlay districts for the Alafia, Little Manatee, Palm and Hillsborough rivers in Hillsborough County by FY 08.	Objective met. The overlay districts have been adopted and Planning and Growth Management Department staff is now enforcing the regulations for		It is recommended that this objective be deleted. Task has been completed.
C. Monitor and support actions taken by the Southwest Florida Water Management District (SWFWMD) and/or Tampa Bay Water to protect natural water resources in the county from adverse impacts due to excessive ground and surface water withdrawals by meeting adopted SWFWMD minimum flow levels by FY 10.	In 2009, Water Resource Team staff was terminated during the County Reduction in Force. Since then Water Resource Service staff and consultants participated in meetings to monitor and comment on Tampa Bay Water's water use. Due to the continuing four year drought Tampa Bay Water exceeded its water use permit and fewer MFLs were met in 2009 than in 2008.		
D. Ensure Tampa Bay Water can deliver to Hillsborough County a water supply capacity that is at least 6% greater than Hillsborough County's demands by FY 08 on a twelve-month average basis. (Revised by BOCC 3/6/08)	Tampa Bay Water successfully met all water supply needs of Hillsborough County Water Resource Services, and customers.		Achieved
E. Provide expanded protection from contamination through the permitting requirements for all the 740 potable water supply wellheads in the County by FY 08.	The expanded well protection regulations have been adopted and PGM is now enforcing these regulations.		Achieved
F. Hillsborough County will pursue the acquisition of environmentally sensitive and significant resources by leveraging ELAPP funding with 40% non-county funding on an average gross annual basis.	Objective met. Staff was able to receive 100% funding for a \$1.2 million purchase for FDOT mitigation. Currently the program has 40.18% from non-county funding.		Achieved.

Objectives	2009 Status	Trend	Comments and Recommend Actions
<p>G. In partnership with the Environmental Protection Commission, increase ambient air quality in the County to meet the Federal Clean Air Standards by FY 08.</p>	<p>Objective not met. The federal lead standard has been lowered from 1.5µ/m³ to 0.15µ/m³. As of December 2009, a small area in Hillsborough County is not meeting the new lead standard. At this time, EPA has yet to finalize Hillsborough County's status, but it will be categorized as something other than attainment. The final ozone standard has been lowered from 0.080 ppm to 0.075 ppm; and an even lower standard is currently being considered by EPA. Though EPA has yet to officially re-classify Hillsborough County, it is a certainty that the County will not meet the new standard and thus be classified as non-attainment. Despite tougher air quality standards for fine dust particles, EPC's monitoring data indicates we are meeting this new standard. We will continue to implement strategies to keep outdoor air in Hillsborough County healthy.</p>		
<p>H. Sustain the reuse of 45% of the reclaimed water supply to offset increased demands for potable water through FY 10.</p>	<p>Objective met. In an effort to increase water conservation and reduce surface water discharges Hillsborough County Water Resource Services increased the use of reclaimed water to an annual record of 62%, in FY09..</p>		<p>Achieved.</p>
<p>I. Prevent stormwater flooding attributable to the inadequate design of new development for which permits are submitted after December 05.</p>	<p>The revised Stormwater Technical Manual, which is administered by the County Engineer of Public Works Department, was released in July 2008. All commercial, residential developments and roadway projects in Hillsborough County must adhere to the criteria contained in the manual. This criteria was refined to further prevent flooding that may result from the design of new developments.</p> <p>In FY 09, 140 projects were reviewed for compliance with the LDC standards including Stormwater Technical Manual by the Planning and Growth Management Department. Those projects with inadequate designs were required to comply with the requirements of the technical manual and sound engineering practices.</p>		

Goal 8 - To make Hillsborough County a desired place to live through managing growth

Objectives	2009 Status	Trend	Comments and Recommend Actions
A. Improve quality of life for County citizens by establishing and monitoring a set of BOCC improvement measures using data from an annual Quality of Life survey, beginning in FY 05.	A Quality of Life Survey was not funded and, therefore, not performed by the Planning Commission in FY 09		It is recommended that this objective be deleted.
B. Prepare and implement community based plans for 22 communities as set forth in the work program developed with the Planning Commission as set forth in the "Team Approach to Community-Based Planning Agreement" by FY 11 (Also in Goal 5). (Revised by BOCC 3/6/08)	Fifteen community based plans have been completed to date. Five plans are currently being developed. The remaining six plans will be completed by the Planning Commission.		
C. Improve the physical appearance of the community as measured by compliance with the County's sign and landscaping codes. That is, by the year 2009, reduce the incidence of variances granted to these codes by 10%. (Revised by BOCC 3/6/08)	Objective met. Full compliance with the landscaping code has been achieved through the site plan review process.		Achieved
D. Ensure projects that are zoned Planned Development (PD), which are submitted for permitting after December 2005, fully comply with the Planned Development (PD) zoning that was approved by the Board of County Commissioners. (Also in Goal 5)	Objective met. Planning and Growth Management Department staff is enforcing conditions to ensure that projects substantially comply with applicable requirements set forth in the PD zoning.		Achieved
Board Initiated Strategies: Need to promote redevelopment strategies, including cities	The Planning and Growth Management Department has been participating in the development of Land Development Code amendments to address redevelopment and infill development.		