



NKAPC

FY09 Annual Work Program and Budget

Preparing for the second fifty years...

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B Backdrop for the Commission's FY09 direction

Kentucky's General Assembly asserted that coordinated planning would maximize Northern Kentucky's future when it enacted KRS Chapter 147 close to five decades ago. That vision of coordinated local government activities is illustrated throughout the Commonwealth's enabling statutes for area planning.

Members and staff of the Northern Kentucky Area Planning Commission have worked diligently since then to facilitate the coordination and efficiency visualized by state lawmakers. Through challenge after challenge and issue after issue, this organization has illustrated the General Assembly's wisdom in providing a framework through which numerous communities can work toward common goals.

Unfortunately, issues facing those communities have grown: increasing demands for services; decreasing dollars from Frankfort and Washington; growing resistance to new taxes; escalating conflicts between those who advocate for and against change; skyrocketing pension costs; and, a rising tide of unfunded mandates from state and federal governments. The list grows every year.

Fortunately, many of Northern Kentucky's communities benefit from the wisdom shown by the General Assembly. They have an area planning agency—one of only a few of its kind in the nation—to provide expertise to address many issues on this growing list.

Aware of mounting challenges and desirous of change, members of the Area Planning Commission took a number of steps in Fiscal Years 2004, 2005, and 2006 aimed at moving the organization to a new level of performance and effectiveness. They used their vision of a community that could be created through coordinated planning and efficient local government. They developed detailed work plans and budgets that carried out their mission. And, they stressed adherence with the organization's core values each time new programs were discussed and decisions made. (The Commission's Vision / Mission / Core Values Statement follows on the next page.)

The Commission's Fiscal Year 2007 and 2008 work programs expanded on these changes, continuing the steps toward 'realizing the vision,' as the effort to take the organization to the next level became known. They also began a countdown of sorts, preparing the way for the 50th anniversary of the Commission's founding and more importantly the beginning of its second 50 years of operations.

Our Vision, Mission, and Core Values

We envision a Northern Kentucky that's recognized widely as a highly-desirable place to live, work, and play—the envy of communities everywhere. This vision includes the desires and aspirations of today's citizens as well as the necessities and opportunities that'll be required for those who'll become part of our community tomorrow.

We provide foresight and leadership that's necessary to achieve a vision of this scope. Our mission involves identifying and analyzing the issues facing the community and then crafting and implementing plans that will help in realizing its goals.

We understand this vision and mission commit us to an aggressive agenda, one that will require our very best efforts. As a result, we use five core values as a yardstick for everything we do.

Service
People don't care how much we know until they know how much we care.

Perseverance
The difference between success and failure is often the will to persevere.

Innovation
The best way to predict the future is to create it.

Collaboration
Great achievements are born from the cooperation of many minds.

Excellence
Goals and expectations almost always determine the outcome of your efforts.

We're committed to this effort and refuse to leave success to chance; many facets of our vision for Northern Kentucky rest on the efforts we pursue. We're deliberate in our actions and expect the best of ourselves and those with whom we work; our mission demands that we be open and inclusive with our fellow citizens. We're dedicated to the pursuit of our core values; we recognize they represent principles seen too infrequently in today's society. And, we're proud of the role we're playing and the quality of life our efforts are helping to create.



Administration of the FY08 work program provided challenges not experienced by any of its predecessors. Slower than expected growth in the national and regional economies and a severe downturn in the lending market brought on by the sub prime mortgage crisis decreased fee revenue. By late 2007 the Commission's monthly financial statements showed a loss of close to \$160,000 in projected fee-based revenue. That number swelled to a negative \$265,000 by March 2008 and prompted across-the-board budget cuts in all discretionary line items. It also prompted work-week cutbacks for fee-based personnel to preclude forced layoffs.

As this FY09 annual work program and budget are presented for review and action, fee revenue is picking up but is significantly behind projections and levels experienced in past years. The budget cuts and shortened work weeks invoked earlier this calendar year have provided the relief necessary for the Commission to end FY08 in the black without having to dip into reserves. Credit is due to the Commission's staff for facilitating this effort and for doing so in a manner that spread the pain and precluded layoffs.

This financial challenge and its attendant expenditure cuts impacted work that was to be accomplished under the FY08 annual work program. This was true for objectives both short- and long-term in nature. This fact prompts a number of FY08 objectives (and in several circumstances FY07) to be carried forward into FY09.

The FY09 annual work program and budget that follow take these facts into account. They also anticipate a slower-than-normal return to historic revenue levels. Accordingly, they plan for less revenue than was anticipated during FY07 and FY08 and, accordingly, fewer in the number of new initiatives.

The FY09 work program that follows the layout model of its predecessor documents and presents its proposed objectives alphabetically on a department by department basis using the following defined headings.

- **Administrative Tasks, Functions and Responsibilities:** what will the department do internally to keep its house in order? keep it on firm legal ground? meet KRS requirements?
- **Agency Tasks, Functions and Responsibilities:** what will the department do externally on behalf of NKAPC?
- **Department Tasks, Functions and Responsibilities:** what will the department do within NKAPC on its own behalf?
- **Public Assistance Tasks, Functions and Responsibilities:** what will the department do for those individuals seeking or needing its help?
- **Local Government Support Tasks, Functions and Responsibilities:** what will the department do for those local governments seeking or needing its help?

- **Research and Development Tasks, Functions and Responsibilities:** what will the department do to seek out and implement new ideas that speak to the Vision / Mission / Core Values of NKAPC?
- **Outreach and Public Relations Tasks, Functions and Responsibilities:** What will the department do to improve the understanding and functions of its charge?
- **Professional Development Tasks, Functions and Responsibilities:** what will the department do to further the development of its members?

Unlike its predecessor documents, this annual work program groups progress indicators with objectives for the coming year. Where past work programs included individual chapters for accomplishments in past work program years, this year's effort includes all objectives—past and present—in one chapter for easy comparison and less paper usage.

Like those it follows, this annual work program and budget recognizes beginning and ending dates of July 1, 2008 and June 30, 2009 respectively.

F **FY09 Annual Work Program**

Recent annual work programs have been driven largely by discussions pursued during a day-long Commission retreat held in January 2003. From that retreat and its resulting *Realizing the Vision* strategy came many of the successes the Commission realized during Fiscal Years 2004 through 2007.

As 2007 approached and the number of unmet annual work program objectives diminished, Commission members scheduled another retreat during which they could focus their thoughts and challenge their horizons. They met in early March 2007 and, much like they and their predecessors did in 2003, discussed a number of needs being experienced by member local governments and their citizens.

They pursued a similar, and now “annual” retreat in February 2008 and discussed a number of ongoing issues relevant to the Commission’s mission. Financial challenges brought on by a weak economy were dominant topics of discussion.

The annual work program objectives that follow are driven largely by those 2007 and 2008 retreat discussions. They’re also cognizant of the fact that the Commission will have to do more with less during the coming fiscal year.

Administration Team Objectives. The NKAPC administration team provides the following review of its activities during Fiscal Years 2007 and 2008 and commits to pursuing the indicated objectives during Fiscal Year 2009.

Key		Objective not applicable during the noted fiscal year.
		Objective pursued but not completed during the noted fiscal year.
		Objective completed during the noted fiscal year.
		Objective to be pursued during the noted fiscal year

		FY07	FY08	FY09
Administrative tasks, functions, and responsibilities:				
1.100	create and maintain appropriate documentation for all actions taken;			
1.101	maintain and implement the information/technology (IT) procedures manual.			
Agency tasks, functions, and responsibilities:				
1.200	work with the NKAPCommission to define and implement a comprehensive policy framework within which it can fulfill responsibilities assigned to it by KRS 147.680;			
1.201	implement the NKAPCommission's comprehensive policy that fulfills responsibilities assigned to it by KRS 147.680;			
1.202	monitor the work being performed by staff under contracts and interlocal agreements—this will include checking with clients periodically, keeping legal documentation current, pursuing new or amended contracts and/or interlocal agreements when needed, and overseeing all existing commitments;			
1.203	watch costs associated with fee-funded services and report when action is necessary;			
1.204	assure financial accountability in all decisions—this will include monthly financial statements, annual financial reports, as well as provisions for annual audits;			
1.206	conceptualize, formulate, and begin implementing a comprehensive public education strategy designed to: explain the local government planning process; illustrate the benefits planning and analysis bring to public policy debates; highlight the history of KRS Chapter 147 and the role NKAPCommission and NKAPCouncil play; explain the role of KRS Chapter 100 planning commissions; and, facilitate participation by citizens and elected and appointed officials in this process;			
1.207	initiate and grow relationships with those organizations that can assist in furthering the Commission's vision and mission;			
1.208	work to build stronger relationships with Northern Kentucky's local governments;			
1.209	be sensitive, open, and available to those industries and professions that are regulated and/or impacted by responsibilities assigned to NKAPC;			
1.210	rewrite and implement the Commission's financial investments strategy;			
1.211	maintain and update as necessary the <i>NKAPC Personnel, Regulations, Policies, and Procedures Manual</i> ;			
1.212	oversee the operation and maintenance of the NKAPC's physical facilities;			
1.213	provide administrative support to the NKAPCouncil and NKAPCommission;			
1.214	prepare the annual work program and budget prior to the beginning of the new fiscal year and prepare an annual accounting following its closure;			
1.215	work with the executive committees of the NKAPCouncil and NKAPCommission to maintain the 'Wall of Honor' in the NKAPC building;			
1.216	promote and facilitate use of the WebFOCUS reporting/workflow integration software by the area's local governments.			
Department tasks, functions, and responsibilities:				
1.300	maintain and implement the comprehensive human resources/personnel management plan;			
1.301	maintain and implement the comprehensive information/technology (IT) plan;			
1.302	implement and facilitate use of the WebFOCUS reporting/workflow integration software;			
1.303	work with the deputy directors to hire the best professionals available for projected openings and support their training and incorporation into departmental functions as quickly as possible;			

1.304	work with the deputy directors to provide needed safety training for staff whose responsibilities take them out of the office on a regular basis;			
1.305	maintain and implement the IT security manual;			
1.306	conceptualize and contribute to an organizational disaster management plan that will include steps to be taken to prepare for a natural or terrorist disaster and the role NKAPC would be expected to play in area-wide recovery; coordinate the contents of this plan with those pursued already by local, state, and federal governments;			
1.307	support the annual work program objectives of NKAPC's five departments.			
Public assistance tasks, functions, and responsibilities:				
1.400	offer technical assistance to public or public organizations on any substantive area in which the NKAPC staff is involved.			
Local government support tasks, functions, and responsibilities:				
1.500	be on the lookout for opportunities in which staff can provide technical and policy support to local governmental entities in Northern Kentucky.			
Research and development tasks, functions, and responsibilities:				
1.600	be open to opportunities—professional, ideological, technological, and financial—to further the NKAPC vision and mission;			
1.601	work with the current and long-range planning teams on a fiscal impact analysis pilot project with OKI Regional Council of Governments.			
Outreach / public relations tasks, functions, and responsibilities:				
1.700	coordinate, facilitate, and oversee the outreach / public relations efforts of NKAPC's five departments;			
1.701	bring noted experts to Northern Kentucky for presentations that will support the Commission's vision and provide continuing education credits for professional and citizen planners.			
Professional development tasks, functions, and responsibilities:				
1.800	work with the deputy directors to provide staff with training that increases its efficiency and effectiveness;			
1.801	encourage staff to attain the highest professional certifications available;			
1.802	attend conferences that provide venues for learning and telling the NKAPC story.			

Building Codes Administration Team Objectives. The NKAPC building codes administration team provides the following review of its activities during Fiscal Years 2007 and 2008 and commits to pursuing the indicated objectives during Fiscal Year 2009.

Key		Objective not applicable during the noted fiscal year.
		Objective pursued but not completed during the noted fiscal year.
		Objective completed during the noted fiscal year.
		Objective to be pursued during the noted fiscal year

		FY07	FY08	FY09
Administrative tasks, functions, and responsibilities:				
2.100	create and maintain appropriate documentation for all actions taken;			
2.101	administer its fee schedule—this will include implementing new fees and monitoring revenue and expenditures so as to report when the fees are not covering costs;			
2.102	maintain and implement the department’s procedures manual;			
2.103	assure that all letters and correspondence utilized by the department are as clear, free of technical language, and helpful as possible.			
Agency tasks, functions, and responsibilities:				
2.200	administer the Kentucky Building Code with the goal of providing the most professional service possible in the friendliest and most helpful manner;			
2.201	administer the building structure portions of the International Property Maintenance Code in coordination with the current planning team’s efforts outside the building envelope;			
2.202	meet established performance standards for the maximum time permitted to process permit applications, plan reviews, site inspections, and file close outs;			
2.203	work with the current planning team to assess in an ongoing manner the One Stop Shop program, seeking feedback from both client local governments and customers to stay abreast of customer needs and expectations;			
2.204	work with the current planning team to streamline application paperwork for One Stop Shop applicants;			
2.205	work with the IT and current planning teams to continue smooth administration of the One Stop Shop software;			
2.206	work with the IT and current planning teams to continue smooth administration of the One Stop Shop web site;			
2.207	work with the executive director to oversee and maintain the Commission’s physical facilities.			
Department tasks, functions, and responsibilities:				
2.300	work with the IT team to implement the WebFOCUS software aimed at standardization of databases, agency-wide access to those databases, and total work flow integration;			
2.301	populate agency databases with information from administration of One Stop Shop;			
2.302	contribute to the annual work program and budget—this will include recommending actions that will contribute to the Commission’s mission prior to the beginning of the new fiscal year and preparing data and text following its closure;			
2.303	support development of the comprehensive public education strategy for NKAPC;			
2.304	contribute to an organizational disaster management plan that will include steps to be taken to prepare for a natural or terrorist disaster and the role NKAPC would be expected to play in area-wide recovery;			
2.305	work with the HR administrator to provide needed safety training for staff whose responsibilities take them out of the office on a regular basis;			
2.306	work with the executive director to hire the best professionals available for projected openings and to train and incorporate them into departmental functions as quickly as possible;			
2.307	support other NKAPC departments.			

Public assistance tasks, functions, and responsibilities:			
2.400	provide assistance to citizens seeking answers to construction-related questions;		
2.401	provide technical assistance to those whose work the staff reviews and inspects with the goal of precluding problems before they're created;		
2.402	pursue a higher ISO certification for the department so as to provide better insurance rates for citizens in One Stop Shop jurisdictions.		
Local government support tasks, functions, and responsibilities:			
2.500	provide technical assistance to those local governments served by NKAPC staff.		
Research and development tasks, functions, and responsibilities:			
2.600	work with the current planning team to pursue real-time reporting of inspection activities as part of One Stop Shop;		
2.601	build the organization's library of building, construction, and property maintenance resources.		
Outreach / public relations tasks, functions, and responsibilities:			
2.700	coordinate all outreach activities with objectives being developed for NKAPC's comprehensive public education strategy;		
2.701	contribute to the organization's electronic newsletter on a regular basis;		
2.702	work to improve relationships with those whose work the staff reviews and inspects;		
2.703	investigate various means of communicating with those who are part of the building industry as well as those who depend on that industry.		
Professional development tasks, functions, and responsibilities:			
2.800	work with the HR administrator to provide staff with training that increase its efficiency and effectiveness;		
2.801	work to attain the highest professional certifications available;		
2.802	attend conferences that provide venues for learning;		
2.803	seek out conference opportunities to highlight NKAPC's successes.		

Current Planning Team Objectives. The NKAPC current planning team provides the following review of its activities during Fiscal Years 2007 and 2008 and commits to pursuing the indicated objectives during Fiscal Year 2009.

Key		Objective not applicable during the noted fiscal year.
		Objective pursued but not completed during the noted fiscal year.
		Objective completed during the noted fiscal year.
		Objective to be pursued during the noted fiscal year

		FY07	FY08	FY09
Administrative tasks, functions, and responsibilities:				
3.100	create and maintain appropriate documentation for all actions taken;			
3.101	administer its fee schedule—this will include implementing new fees and monitoring revenue and expenditures so as to report when the fees are not covering an acceptable level of costs;			
3.102	maintain and implement the department’s procedures manual;			
3.103	assure that all letters and correspondence utilized by the department are as clear, free of technical language, and helpful as possible.			
Agency tasks, functions, and responsibilities:				
3.200	support the Area Planning Commission in its decision-making process for facilities of area-wide significance;			
3.201	administer the area’s zoning ordinances—this will include pursuing the day-to-day responsibilities of the ordinances, presenting recommendations pursuant to the comprehensive plan, providing zoning administration and enforcement assistance, and representing the various planning commissions before their legislative bodies when text or map amendments have been reviewed;			
3.202	administer the outside-the-building portions of the International Property Maintenance Code in coordination with the building codes administration team’s efforts inside the building;			
3.203	meet established performance standards for the maximum time permitted to process zoning complaints and violations;			
3.204	work with the building codes administration team to assess in an ongoing manner the One Stop Shop program, seeking feedback from both client local governments and customers to stay abreast of customer needs and expectations;			
3.206	work with the building codes administration team to streamline application paperwork for One Stop Shop applicants;			
3.207	facilitate the ongoing operation of the Kenton County Joint Code Enforcement Board—to include providing ongoing continuing education for board members;			
3.208	work with the IT and building codes administration teams to continue smooth administration of the One Stop Shop software;			
3.209	work with the GIS team to determine how best to increase the area’s participation in FEMA’s Community Rating System;			
3.210	work toward full participation in FEMA’s Community Rating System by all One Stop Shop program jurisdictions;			
3.211	administer the database for the HB 55 continuing education program;			
3.212	represent NKAPC in various planning forums—this will include the OKI Regional Council of Governments among others;			
3.213	work with the administration and long-range planning teams to program at least two annual opportunities for earning HB 55 continuing education credits.			
Department tasks, functions, and responsibilities:				
3.300	work with the IT team to implement the WebFOCUS software aimed at standardization of databases, agency-wide access to those databases, and total work flow integration;			
3.301	populate agency databases with details from administration of the various zoning ordinances;			
3.302	contribute to the annual work program and budget—this will include recommending actions that will contribute to the Commission’s mission prior to the beginning of the			

	new fiscal year and preparing data and text following its closure;			
3.303	provide a transportation and traffic congestion management focus to administration of various zoning ordinances;			
3.304	support development of the comprehensive public education strategy for NKAPC;			
3.305	contribute to an organizational disaster management plan that will include steps to be taken to prepare for a natural or terrorist disaster and the role NKAPC would be expected to play in area-wide recovery;			
3.306	work with the HR administrator to provide needed safety training for staff whose responsibilities take them out of the office on a regular basis;			
3.307	work with the executive director to hire the best professionals available for projected openings and to train and incorporate them into departmental functions as quickly as possible;			
3.308	pursue the comprehensive update of the model zoning ordinance and initiate a public information effort to get it adopted by Kenton County's 19 local governments;			
3.309	support other NKAPC departments.			
Public assistance tasks, functions, and responsibilities:				
3.400	provide assistance to citizens seeking answers to zoning-related questions;			
3.401	provide technical assistance to those whose work the staff reviews with the goal of precluding problems before they're created.			
Local government support tasks, functions, and responsibilities:				
3.500	provide technical and policy support to those local governments served by NKAPC staff.			
Research and development tasks, functions, and responsibilities:				
3.600	work with the building codes administration team to pursue real-time reporting of inspection activities as part of One Stop Shop;			
3.601	work with the administration and long-range planning teams on a fiscal impact analysis pilot project with OKI Regional Council of Governments.			
3.602	continue its ongoing research to stay abreast of zoning issues being confronted by communities throughout Northern Kentucky, the Commonwealth, and the nation;			
3.603	build the organization's library of planning-related resources.			
Outreach / public relations tasks, functions, and responsibilities:				
3.700	coordinate all outreach activities with objectives being developed for NKAPC's comprehensive public education strategy;			
3.701	contribute to the organization's electronic newsletter on a regular basis;			
3.702	work to improve relationships with those whose work the staff reviews and inspects;			
3.703	investigate various means of communicating with those who are part of the development industry as well as those who depend on that industry.			
Professional development tasks, functions, and responsibilities:				
3.800	work with the HR administrator to provide staff with training that increase its efficiency and effectiveness;			
3.801	work to attain the highest professional certifications available—this will include the AICP and other appropriate certifications;			
3.802	attend conferences that provide venues for learning;			
3.803	seek out conference opportunities to highlight NKAPC's successes.			

GIS Administration Team Objectives. The NKAPC GIS team provides the following review of its activities during Fiscal Years 2007 and 2008 and commits to pursuing the indicated objectives during Fiscal Year 2009.

Key		Objective not applicable during the noted fiscal year.
		Objective pursued but not completed during the noted fiscal year.
		Objective completed during the noted fiscal year.
		Objective to be pursued during the noted fiscal year

		FY07	FY08	FY09
Administrative tasks, functions, and responsibilities:				
4.100	create and maintain appropriate documentation for all actions taken;			
4.101	administer its fee schedule;			
4.102	maintain and implement the department's procedures manual.			
Agency tasks, functions, and responsibilities:				
4.200	continue implementation of the comprehensive data quality study—this will include achieving the standards of excellence for “highest quality” developed through the study;			
4.201	create and maintain new digital data that meet these standards of excellence;			
4.202	facilitate and support local governments' use of these data—this will include the critical areas of expanding crime and sex offender mapping, buttressing homeland security efforts, and supporting the services that dispatch emergency services personnel;			
4.203	work with the current planning team to determine how best to increase the community's participation in FEMA's Community Rating System;			
4.204	work with the various LINK-GIS partnerships on developing and implementing a strategy for moving forward on conclusions from the recent visioning workshop;			
4.205	work with the public information and IT teams on upgrading and maintaining the LINK-GIS website;			
4.206	pursue a professional services contract for the construction of a new state-of-the-art LINK-GIS website;			
4.207	work with the public information and IT teams on maintaining the NKAPC website;			
4.208	carry out recommendations from the recent ESRI technical audit as they relate to the LINK-GIS/Campbell and Kenton partnerships;			
4.209	support and facilitate the Northern Kentucky/Greater Cincinnati GIS Users Group;			
4.210	continue to build LINK-GIS metadata so as to provide answers to questions asked about the system and its data;			
4.211	continue its focus on Northern Kentucky's formal monumentation program—this will include reconnaissance to assure the integrity of the network, working with the engineering staff to require expansion of the network as new subdivisions are created, and maintaining information about monuments on the GIS web site;			
4.212	work with the IT, building codes administration, and current planning teams to incorporate and use GIS data with the One Stop Shop software and WebFOCUS;			
4.213	work with the IT, building codes administration, and current planning teams to incorporate and use GIS data on the One Stop Shop web site;			
4.214	pursue GPS work as the need arises;			
4.215	pursue an RFP to update aerial photography and vector data;			
4.216	oversee receipt, checking, and incorporation of 2007 orthophotography into LINK-GIS.			
Department tasks, functions, and responsibilities:				
4.300	work with the IT team to implement the WebFOCUS software aimed at standardization of databases, agency-wide access to GIS databases, and total work flow integration;			
4.301	contribute to the annual work program and budget—this will include recommending actions that will contribute to the Commission's mission prior to the beginning of the new fiscal year and preparing data and text following its closure;			
4.302	support development of the comprehensive public education strategy for NKAPC;			
4.303	implement recommendations from the ESRI technical audit;			
4.304	contribute to an organizational disaster management plan that will include steps to be taken to prepare for a natural or terrorist disaster and the role NKAPC would be			

	expected to play in area-wide recovery;			
4.305	work with the HR administrator to provide needed safety training for staff whose responsibilities take them out of the office on a regular basis;			
4.306	work with the executive director to hire the best professionals available for projected openings and to train and incorporate them into departmental functions as quickly as possible;			
4.307	support other NKAPC departments.			
Public assistance tasks, functions, and responsibilities:				
4.400	provide technical assistance regarding GIS maps, spatial analyses, the GIS web site, and other GIS-related matters.			
Local government support tasks, functions, and responsibilities:				
4.500	provide technical assistance to those local governments and allied organizations served by NKAPC staff;			
4.501	work with the infrastructure engineering team to implement a comprehensive pavement management program for local governments that optimizes resources by providing data collection and analysis for all new and existing pavements and coordinates infrastructure repairs with public and private utility agencies.			
Research and development tasks, functions, and responsibilities:				
4.600	pursue in an ongoing manner technical specification for defining “highest quality” GIS data;			
4.601	build the organization’s library of GIS-related resources;			
4.602	work toward a strategy for online map sales via credit card;			
4.603	begin online map sales via credit card.			
Outreach / public relations tasks, functions, and responsibilities:				
4.700	coordinate all outreach activities with objectives being developed for NKAPC’s comprehensive public education strategy;			
4.701	contribute to the organization’s electronic newsletter on an ongoing basis;			
4.702	work to build relationships with those professions whose work could be simplified through use of the GIS.			
Professional development tasks, functions, and responsibilities:				
4.800	work with the HR administrator to provide staff with training that increase its efficiency and effectiveness;			
4.801	work to attain the highest professional certifications available—this will include the GISP and others as they made become available;			
4.802	attend conferences that provide venues for learning;			
4.803	seek out conference opportunities to highlight NKAPC’s GIS successes.			

Infrastructure Engineering Team Objectives. The NKAPC infrastructure engineering team provides the following review of its activities during Fiscal Years 2007 and 2008 and commits to pursuing the indicated objectives during Fiscal Year 2009.

Key		Objective not applicable during the noted fiscal year.
		Objective pursued but not completed during the noted fiscal year.
		Objective completed during the noted fiscal year.
		Objective to be pursued during the noted fiscal year

		FY07	FY08	FY09
Administrative tasks, functions, and responsibilities:				
5.100	create and maintain appropriate documentation for all actions taken;			
5.101	administer its fee schedule—this will include monitoring revenue and expenditures so as to report when the fees are not covering costs;			
5.102	maintain and implement the department’s procedures manual;			
5.103	assure that all letters and correspondence used by the department are as clear, free of technical language, and helpful as possible.			
Agency tasks, functions, and responsibilities:				
5.200	support the Area Planning Commission in its decision-making process for facilities of area-wide significance;			
5.201	administer the Kenton County, Cold Spring, and Pendleton County Subdivision Regulations;			
5.202	pursue the second generation subdivision regulations initiative for the numerous planning jurisdictions in Boone, Campbell, and Kenton Counties and initiate a public information effort to get them adopted by Northern Kentucky’s 11 local planning commissions;			
5.203	pursue the required infrastructure inspections with the goal of providing the most professional service possible in the friendliest and most helpful manner;			
5.204	manage the financial sureties posted with the Kenton County Planning Commission—this will include maintaining a database of the sureties and the timelines to which they apply, researching and recommending improvements to the program, and implementing those improvements.			
Department tasks, functions, and responsibilities:				
5.300	work with the IT team to implement the WebFOCUS software aimed at standardization of databases, agency-wide access to GIS databases, and total work flow integration;			
5.301	populate agency databases with details from administration of the subdivision regulations;			
5.302	provide a transportation and traffic congestion management focus to administration of the subdivision regulations;			
5.303	contribute to the annual work program and budget—this will include recommending actions that will contribute to the Commission’s mission prior to the beginning of the new fiscal year and preparing data and text following its closure;			
5.304	support development of the comprehensive public education strategy for NKAPC;			
5.305	contribute to an organizational disaster management plan that will include steps to be taken to prepare for a natural or terrorist disaster and the role NKAPC would be expected to play in area-wide recovery;			
5.306	work with the HR administrator to provide needed safety training for staff whose responsibilities take them out of the office on a regular basis;			
5.307	work with the executive director to hire the best professionals available for projected openings and to train and incorporate them into departmental functions as quickly as possible;			
5.308	support other NKAPC departments.			
Public assistance tasks, functions, and responsibilities:				
5.400	provide assistance to citizens seeking answers to infrastructure- and traffic-related questions;			

5.401	provide technical assistance to those whose work the staff reviews and inspects with the goal of precluding problems before they're created.			
Local government support tasks, functions, and responsibilities:				
5.500	provide technical and policy support to those local governments served by NKAPC staff;			
5.501	provide local governments with an opportunity for input on the regional subdivision regulations initiative;			
5.502	host ongoing seminars on maintenance issues for jurisdictions in which new streets are built;			
5.503	work with the GIS administration team to implement a comprehensive pavement management program for local governments that optimizes resources by providing data collection and analysis for all new and existing pavements and coordinates infrastructure repairs with public and private utility agencies.			
Research and development tasks, functions, and responsibilities:				
5.600	continue its program of scanning the hard copy subdivision plats and improvement drawings into a data base;			
5.601	maintain a research effort aimed at keeping the subdivision regulations current with problems and current-day thinking on infrastructure-, land-, and transportation-related issues;			
5.602	coordinate with Sanitation District No. 1 to improve stormwater infrastructure construction standards that address issues of tolerance and workmanship;			
5.603	build the organization's library of subdivision, housing, infrastructure, and transportation/traffic management resources;			
5.604	research development of, and assess support for a comprehensive pavement management program for local governments that optimizes resources by providing data collection and analysis for all new and existing pavements and coordinates infrastructure repairs with public and private utility agencies.			
Outreach / public relations tasks, functions, and responsibilities:				
5.700	coordinate all outreach activities with objectives being developed for NKAPC's comprehensive public education strategy;			
5.701	contribute to the organization's electronic newsletter on a regular basis;			
5.702	work to improve relationships with those whose work the staff reviews and inspects;			
5.703	investigate various means of communicating with those who are part of the building industry as well as those who depend on that industry.			
Professional development tasks, functions, and responsibilities:				
5.800	work with the HR administrator to provide staff with training that increase its efficiency and effectiveness;			
5.801	work to attain the highest professional certifications available—this will include the PE, AICP, and appropriate ACI certification levels;			
5.802	attend conferences that provide venues for learning;			
5.803	seek out conference opportunities to highlight NKAPC's successes.			

Long-Range Planning Team Objectives. The NKAPC long-range planning team provides the following review of its activities during Fiscal Years 2007 and 2008 and commits to pursuing the indicated objectives during Fiscal Year 2009.

Key		Objective not applicable during the noted fiscal year.
		Objective pursued but not completed during the noted fiscal year.
		Objective completed during the noted fiscal year.
		Objective to be pursued during the noted fiscal year

		FY07	FY08	FY09
Administrative tasks, functions, and responsibilities:				
6.100	create and maintain appropriate documentation for all actions taken;			
6.101	maintain and implement the department's procedures manual.			
Agency tasks, functions, and responsibilities:				
6.200	support the Area Planning Commission in its decision-making process for facilities of area-wide significance;			
6.201	research and prepare the area-wide comprehensive plan update;			
6.202	pursue comprehensive studies, reports, analyses, and small area plans—this will include working with the Commission's Long-Range Planning Committee to prioritize and discuss options and strategy for these plans;			
6.203	work with the administration and current planning teams to program at least two annual opportunities for earning HB 55 continuing education credits;			
6.204	represent NKAPC in various planning forums—this will include the OKI Regional Council of Governments among others.			
Department tasks, functions, and responsibilities:				
6.300	work with the IT team to implement the WebFOCUS software aimed at standardization of databases, agency-wide access to those databases, and total work flow integration;			
6.301	contribute to the annual work program and budget—this will include recommending actions that will contribute to the Commission's mission prior to the beginning of the new fiscal year and preparing data and text following its closure;			
6.302	provide a transportation and traffic congestion management focus to studies, reports, analyses, and small area plans;			
6.303	support development of the comprehensive public education strategy for NKAPC;			
6.304	contribute to an organizational disaster management plan that will include steps to be taken to prepare for a natural or terrorist disaster and the role NKAPC would be expected to play in area-wide recovery;			
6.305	pursue research and analysis—this will include developing new data bases that will incorporate information already available at NKAPC, being familiar and proficient with US Census data, extending the agency's understanding of the intricacies and relationships between transportation, land use, and development;			
6.306	work with the executive director to hire the best professionals available for projected openings and to train and incorporate them into departmental functions as quickly as possible;			
6.307	support other departments.			
Public assistance tasks, functions, and responsibilities:				
6.400	provide technical assistance—this will include information for citizens and public interest groups seeking answers to planning-related questions.			
Local government support tasks, functions, and responsibilities:				
6.500	provide technical and policy support to those local governments served by NKAPC staff.			
Research and development tasks, functions, and responsibilities:				
6.600	work with the administration and current planning teams on a fiscal impact analysis pilot project with OKI Regional Council of Governments;			

6.601	continue its ongoing research to stay abreast of state-of-the-art and state-of-the-practice development regulations being used by communities throughout the nation;			
6.602	build the organization's library of planning-related resources.			
Outreach / public relations tasks, functions, and responsibilities:				
6.700	coordinate all outreach activities with objectives being developed for NKAPC's comprehensive public education strategy—this will include providing support through proficient use of its Community Viz software;			
6.701	contribute to the organization's electronic newsletter on a regular basis;			
6.702	work to improve relationships with those organizations in the community with differing views about growth and development;			
6.703	pursue various means of communicating and building consensus among those who are part of the development industry as well as those who see development as a threat.			
Professional development tasks, functions, and responsibilities:				
6.800	work with the HR administrator to provide staff with training that increases its efficiency and effectiveness;			
6.801	work to attain the highest professional certifications available—this will include the AICP and other appropriate certifications;			
6.802	attend conferences that provide venues for learning;			
6.803	seek out conference opportunities to highlight NKAPC's successes.			