

REQUEST FOR BOARD ACTION

HENDERSON COUNTY BOARD OF COMMISSIONERS

MEETING DATE: Wednesday, February 16, 2005

SUBJECT: 2005 Strategic Plan & Implementation Plan

ATTACHMENTS: Yes

1. Revised pages of the Strategic Plan
2. Implementation Plan

SUMMARY OF REQUEST:

Attached are the revised pages (2) of the Strategic Plan made by the Board of Commissioners at your February 7th regular meeting. These revisions are highlighted in yellow.

In addition, staff has attached the Strategic Plan Implementation Schedule, which includes responsibility charting, scheduling, and resources necessary to implement the Strategic Plan over the next two years.

COUNTY MANAGER RECOMMENDATION/BOARD ACTION REQUESTED:

The County Manager recommends that the Board approve the Final Draft of the Strategic Plan, including the Implementation Plan, at this meeting. Should the Board approve the Plan, staff will provide a final copy of the approved Plan and Implementation Schedule for inclusion in the previously distributed binders.

Strategy 1.8: Protect Water Quality. [N-02]

Action Steps:

1. Support water quality protection and restoration programs in each of the respective watershed districts in Henderson County. [N-02-C] (Ongoing)
2. Identify and incorporate Sedimentation and Erosion Control standards and requirements into County land development ordinances. [N-02-D]. (FY 05-06)
3. Begin enforcement of Sedimentation and Erosion Control standards within County land development ordinances. (FY 06-07)
4. Identify and incorporate Stormwater Management standards and requirements into County land development ordinances. [N-02-E] (FY 05-06)
5. Begin enforcement of Stormwater Management standards within County land development ordinances. (FY 06-07)

Strategy 1.9: Promote development patterns that respect sensitive mountainous areas. [N-03]

Action Steps:

1. Maintain current protected mountain ridge requirements and improve enforcement. [CCP GMS] (Ongoing)

Strategy 1.10: Identify and implement measures to protect the region's air quality. [N-04]

Action Steps:

1. Implement Early Action Compact plan elements for Henderson County [N-04-A] (Ongoing)

Strategy 1.11: Protect key sites of historical and cultural significance from development. [N-05]

Action Steps:

1. Amend CCP Implementation Schedule to accommodate current cemetery issues. (Mar 05)
2. Conduct an inventory of historic / culturally significant sites / structures, as related to cemetery issue. [N-05-A] (FY 05-06)

Strategy 1.12: Meet recreation needs through 2020. [R-01]

Action Steps:

1. Create a countywide recreation master plan. [R-01-A] (FY 06-07)
2. Utilize "Level of Service" analysis in recreation planning. [R-01-B] (Ongoing)
3. Enhance recreational space requirements within land development ordinances. [R-01-C] (FY 05-06)
4. Integrate public schools and recreation planning. [R-01-D] (Ongoing)

Goal 6: To pursue joint efforts for intergovernmental, public-private, and regional partnerships.

Strategy 6.1: Incorporate the elements of the Water and Sewer Master Plan.

Action Steps:

1. Complete draft of plan. (FY 05-06)
2. Review plan in terms of compliance with county plans. (FY 05-06)
3. Prioritize implementation steps. (FY 05-06)
4. Board adoption. (FY 05-06)
5. Determine monitoring process. (FY 06-07)

Strategy 6.2: Implement the current Solid Waste Management Plan.

Action Steps:

1. Secure proposals for hauling and disposal of municipal solid waste. (July 05)
2. Negotiate long term contracts for municipal solid waste management. (Sept 05)
3. Execute contract. (Oct 05)

Strategy 6.3: Cooperate with other entities to address crisis stabilization for mental health services.

Action Steps:

1. Monitor manner in which the County's Maintenance of Effort (MOE) funds are being expended. (Ongoing)
2. Work through Western Highlands to develop a plan for implementing a crisis stabilization system to address the reduction of beds in state mental institutions. (Jan 05 – Jan 06)

Strategy 6.4: Address the Regional Water Agreement issues.

Action Steps:

1. Review current agreement in terms of dissolution of water authority. (Jan 05)
2. Begin negotiations with City of Asheville, Buncombe County, and the City of Hendersonville regarding agreement. (Feb 05)
3. Reach resolution on issue. (Feb – June 05)
4. Consider working with joint meeting of involved entities on resolution of agreement. (Feb – June 05)
5. Consider working with legislative delegation on resolution of water agreement. (Feb – June 05)
6. Consider establishment of regional water authority. (Feb – June 05)

Strategy 6.5: Address the cable franchise renewal process.

Action Steps:

2005 STRATEGIC PLAN IMPLEMENTATION PLAN

GOALS, STRATEGIES, & ACTION STEPS	RESPONSIBILITY	RESOURCES	TARGET DATE	COMPLETION
Strategy 6.3: Cooperate with other entities to address crisis stabilization for mental health services.				
1. Monitor manner in which MOE funds are being expended.	Assistant County Manager, BOC	Current resources	ongoing	<input type="checkbox"/>
2. Work through Western Highlands to develop a plan for implementing a crisis stabilization system to address the reduction of beds in state mental institutions.	Assistant County Manager, BOC	TBD	Jan 05-Jan 06	<input type="checkbox"/>
Strategy 6.4: Address the Regional Water Agreement issues.				
1. Review current agreement in terms of dissolution of water authority.	BOC, Manager, Legal	Current resources	Jan 05	<input type="checkbox"/>
2. Begin negotiations with City of Asheville, Buncombe County, City of Hendersonville regarding agreement.	BOC, Manager, Other entities	Current resources	Feb 05	<input type="checkbox"/>
3. Reach resolution on issue.	BOC, Manager, Other entities	Current resources	Feb-June 05	<input type="checkbox"/>
4. Consider working with joint meeting of involved entities on resolution of agreement.	BOC, Manager, Other entities	Current resources	Feb-June 05	<input type="checkbox"/>
5. Consider working with legislative delegation on resolution of water agreement.	BOC, Manager, Other entities	Current resources	Feb-June 05	<input type="checkbox"/>
6. Consider establishment of regional water authority.	BOC, Manager, Other entities	TBD	Feb-June 05	<input type="checkbox"/>
Strategy 6.5: Address cable franchise renewal process.				
1. Present charter to the LGCCA.	BOC, Manager	Current resources	Jan 05	<input type="checkbox"/>
2. Present committee charter revisions to Board for approval.	Manager	Current resources	Feb 05	<input type="checkbox"/>
3. Appoint committee members to work with staff and consultant throughout informal negotiation period.	BOC, Manager	Current resources	Mar 05	<input type="checkbox"/>
Strategy 6.6: Address the Airport Authority Board issue.				
1. Enter into negotiations with Airport Authority Board regarding County participation.	BOC, Manager	Current resources	Jan-Feb 05	<input type="checkbox"/>
Strategy 6.7: Begin the process of transitioning into direct sub recipient of transit program.				
1. Negotiate funding agreement with NCDOT for state support of local public transit system.	BOC, Manager, Assistant	Current resources	Jan-Mar 05	<input type="checkbox"/>
2. Review and execute formal contract with federal government.	BOC, Manager, Assistant	TBD	Apr 05	<input type="checkbox"/>
3. Develop the resources necessary to carry out program.	Manager, Assistant	TBD	Apr 05	<input type="checkbox"/>

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GOALS, STRATEGIES, & ACTION STEPS	RESPONSIBILITY	RESOURCES	TARGET DATE	COMPLETION
4. Develop a PARTF grant application for multi-use recreation building.	Recreation, Manager, Staff	Current resources	Nov-Dec 05	<input type="checkbox"/>
Strategy 5.10: Development and implementation of plans for Etowah Library.				
1. Coordinate with community committee to locate possible site for new branch library in Etowah.	Library Board, Manager, Staff	Current resources	FY 05-06	<input type="checkbox"/>
2. Begin planning and design for new branch library.	Architect, Library	CIP	FY 05-06	<input type="checkbox"/>
3. Bid project.	Manager, Staff	CIP	FY 06-07	<input type="checkbox"/>
4. Award contract for project.	BOC	CIP	FY 06-07	<input type="checkbox"/>
5. Begin construction.	Contractor	CIP	FY 06-07	<input type="checkbox"/>
Strategy 5.11: Development and implementation of plans for Tuxedo Library & Park.				
1. Await decision by County Board of Education to declare the current Tuxedo School property as surplus.	BOC, Manager	Current resources	Spring 05	<input type="checkbox"/>
2. Collaborate with the Library Board of Trustees and the Recreation Advisory Board to determine possible uses for the Tuxedo property.	BOC, Manager, Staff	Current resources	FY 05-06	<input type="checkbox"/>
3. Demolition of former school buildings.	Contractor	CIP	FY 05-06	<input type="checkbox"/>
4. Begin planning and design for project.	Architect, Library, Manager	CIP	FY 05-06	<input type="checkbox"/>
5. Bid project.	Manager	CIP	FY 06-07	<input type="checkbox"/>
6. Begin construction.	Contractor	CIP	FY 06-07	<input type="checkbox"/>
Strategy 5.12: Continue collaboration with Public Schools and Community College representatives to finalize and implement facility plans.				
1. Continue to work with the Joint School Facilities Meetings to discuss Public Schools' projects.	BOC, Manager, Staff, HCPS	Current resources	Jan 05	<input type="checkbox"/>
2. Create a Joint Community College Facility Committee.	BOC, BRCC Board of Trustees/Staff	Current resources	Feb 05	<input type="checkbox"/>
3. Work collaboratively with both entities to develop financing packages for facility construction.	BOC, Manager, BRCC, HCPS	Current resources	FY 05-06	<input type="checkbox"/>
Strategy 5.13: Address the need for a fourth courtroom within the new Courthouse facility.				
1. Work with the County's Central Services Department to develop plans to accommodate for a fourth courtroom within the new Courthouse.	Manager, Central Services	Current resources	Jan 05	<input type="checkbox"/>
2. Begin relocation / renovations necessary to accommodate the new courtroom.	Manager, Central Services	Current resources	Spring 05	<input type="checkbox"/>
Goal 6: To pursue joint efforts for intergovernmental, public-private, and regional partnerships				
Strategy 6.1: Incorporate the elements of the Water and Sewer Master Plan.				
1. Complete draft of plan.	Committee	Current resources	FY 05-06	<input type="checkbox"/>
2. Review plan in terms of compliance with county plans.	BOC, Manager, Planning	Current resources	FY 05-06	<input type="checkbox"/>
3. Prioritize implementation steps.	BOC, Manager	Current resources	FY 05-06	<input type="checkbox"/>
4. Board adoption.	BOC	Current resources	FY 05-06	<input type="checkbox"/>
5. Determine monitoring process.	County Engineer	Current resources	FY 06-07	<input type="checkbox"/>
Strategy 6.2: Implement the current Solid Waste Management Plan.				
1. Secure proposals for hauling and disposal of municipal solid waste.	County Engineer	Current resources	July 05	<input type="checkbox"/>
2. Negotiate long term contracts for municipal solid waste management.	BOC, County Engineer	Current resources	Sept 05	<input type="checkbox"/>
3. Execute contract.	BOC, County Engineer	Current resources	Oct 05	<input type="checkbox"/>

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GOALS, STRATEGIES, & ACTION STEPS	RESPONSIBILITY	RESOURCES	TARGET DATE	COMPLETION
Strategy 5.3: Complete the renovation of the Historic Courthouse.				
1. Complete planning phase.	Architect, Manager, Staff	CIP	July 05	<input type="checkbox"/>
2. Bid project.	Manager, Staff	CIP	Aug 05	<input type="checkbox"/>
3. Award contract for project.	BOC	CIP	Sept 05	<input type="checkbox"/>
4. Begin construction.	Contractor	CIP	Oct 05	<input type="checkbox"/>
5. Complete construction.	Contractor	CIP	July 06	<input type="checkbox"/>
6. County Administration relocates to the Historic Courthouse.	County Administration	CIP	Aug 06	<input type="checkbox"/>
Strategy 5.4: Complete the construction of the Human Services Building.				
1. Complete planning phase.	Architect, Manager, Staff	CIP	Feb 05	<input type="checkbox"/>
2. Bid project.	Manager, Staff	CIP	Mar 05	<input type="checkbox"/>
3. Award contract for project.	BOC	CIP	Apr 05	<input type="checkbox"/>
4. Begin construction.	Contractor	CIP	May 05	<input type="checkbox"/>
5. Complete construction.	Contractor	CIP	May 06	<input type="checkbox"/>
6. Social Services, Health, and Veterans Services relocate to the new human services building.	DSS, Health, Veterans Services	CIP	June 06	<input type="checkbox"/>
Strategy 5.5: Complete the facility transition planning included within the Capital Improvements Program.				
1. Complete the acquisition process for the former City Water Building.	BOC, Manager	CIP	Feb 05	<input type="checkbox"/>
2. Relocation of County Administration to the former City Water Building.	BOC, Manager	CIP	Mar 05	<input type="checkbox"/>
3. Sheriff's Department to relocate to occupy former Administration Building.	Sheriff's Department	CIP	June 06	<input type="checkbox"/>
4. Land Development Departments relocate to former Health Department building.	Land Development Departments	CIP	Sept 06	<input type="checkbox"/>
Strategy 5.6: Complete the construction of the Solid Waste 2nd Bay of Transfer Station.				
1. Award engineering contract.	BOC	Enterprise Fund CIP	Mar 05	<input type="checkbox"/>
2. Complete designs.	Architect, Manager, Co. Engineer	Enterprise Fund CIP	Oct/Nov 05	<input type="checkbox"/>
3. Bid project.	Manager, Staff	Enterprise Fund CIP	Nov 05	<input type="checkbox"/>
4. Award construction contract.	BOC	Enterprise Fund CIP	Jan 06	<input type="checkbox"/>
5. Complete construction.	Contractor	Enterprise Fund CIP	Jan 07	<input type="checkbox"/>
Strategy 5.7: Complete relocation of the County's EMS main station.				
1. Negotiate with Pardee Hospital for financial assistance for relocation of EMS Main Station.	Manager, EMS	Current resources	FY 05-06	<input type="checkbox"/>
2. Analyze long-term feasibility of utilization of former City Water Department Building as EMS Main Station.	Manager, EMS, Other staff	Current resources	FY 05-06	<input type="checkbox"/>
3. If feasible, develop a plan for utilization of building and construction of ambulance bays.	Manager, EMS, Other staff	Current resources	FY 05-06	<input type="checkbox"/>
Strategy 5.8: Occupancy of the new EMS Southeastern Substation.				
1. Approval of lease contract with Park Ridge Hospital for the facility.	BOC, Manager	Current resources	Jan 05	<input type="checkbox"/>
2. Occupy the facility.	EMS	Current resources	Feb 05	<input type="checkbox"/>
Strategy 5.9: Begin the planning and design for a multi-use recreation building.				
1. Recreation Advisory Board to begin work with architect to design building.	Recreation Advisory Board, Architect	Current resources	Mar 05	<input type="checkbox"/>
2. Development of a public input plan for development of building.	Recreation Advisory Board	Current resources	Mar 05	<input type="checkbox"/>
3. Set aside funds in capital reserve for funding a PARTF grant match.	BOC, Manager, Budget, Finance	50% match for grant: TBD	July 05	<input type="checkbox"/>

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GOALS, STRATEGIES, & ACTION STEPS	RESPONSIBILITY	RESOURCES	TARGET DATE	COMPLETION
3. Implement strategies to improve service delivery to this population.	Legal, Effected departments	Contractual services: TBD	Oct 05	<input type="checkbox"/>
Strategy 4.3: Develop a plan to address service delivery needs for the County's aging population.				
1. Review regional plan in light of local levels of "aging" population.	DSS, Planning for Older Adults Committee (PFOA), Land of Sky Aging (LOS)	Current resources	Oct 05	<input type="checkbox"/>
2. Establish local responsibilities for planning and providing advice to Board of Commissioners and Social Services Board on aging issues.	DSS, PFOA, LOS	Current resources	Dec 05	<input type="checkbox"/>
3. Assess local service needs for aging populace.	DSS, PFOA, LOS	Current resources	Sept-Oct 05	<input type="checkbox"/>
4. Create a plan for meeting service needs.	DSS, PFOA, LOS	Additional staff resources: TBD	FY 06-07	<input type="checkbox"/>
Strategy 4.4: Develop a Central Enforcement & Permitting Plan.				
1. Develop goals and objectives for plan.	Enforcement, Manager, Assistant	Current resources	Jan 05	<input type="checkbox"/>
2. Develop plan for centralized enforcement and permitting process to include cross-training of functions.	Enforcement, Manager, Assistant	Current resources	July 05	<input type="checkbox"/>
3. Incorporate central enforcement and permitting process into facility transition plans.	Enforcement, Manager, Assistant	TBD	Jan 05-Sept 06	<input type="checkbox"/>
4. Fully implement centralized enforcement and permitting process.	Enforcement, Manager, Assistant	TBD	Sept 06	<input type="checkbox"/>
Strategy 4.5: Perform a general countywide ordinance review.				
1. Develop staff focus groups to review assigned ordinances.	Manager, Enforcement, Legal	Current resources	July 05	<input type="checkbox"/>
2. Develop possible revisions to ordinances.	Enforcement, Focus Groups, Manager, Legal	Current resources	July 05-June 06	<input type="checkbox"/>
a. Develop programs to promote responsible animal ownership (i.e. promoting the spay/neuter program, animal identification issues, restraint of animals, etc.)	Animal Control, Manager, Legal	Current resources	July 05-June 06	
3. Present revisions to Board for review and adoption.	Animal Control, Manager, Legal	Current resources	Aug 05-July 06	<input type="checkbox"/>
Goal 5: To implement the projects within the Capital Improvements Program.				
Strategy 5.1: Complete the Jail Demolition Project.				
1. Complete planning phase.	Architect, Manager, Staff	CIP	Feb 05	<input type="checkbox"/>
2. Bid project.	Manager, Staff	CIP	Mar 05	<input type="checkbox"/>
3. Award contract for project.	BOC, Manager	CIP	Apr 05	<input type="checkbox"/>
4. Construction completion.	Contractor	CIP	Sept 05	<input type="checkbox"/>
Strategy 5.2: Complete the construction of a new Animal Shelter.				
1. Complete planning phase.	Architect, Manager, Staff	CIP	Feb 05	<input type="checkbox"/>
2. Bid project.	Manager, Staff	CIP	Mar 05	<input type="checkbox"/>
3. Award contract for project.	BOC, Manager	CIP	Apr 05	<input type="checkbox"/>
4. Begin construction.	Contractor	CIP	May 05	<input type="checkbox"/>
5. Complete construction.	Contractor	CIP	Feb 06	<input type="checkbox"/>
6. Occupy new shelter.	Animal Control	CIP	Mar 06	<input type="checkbox"/>

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GOALS, STRATEGIES, & ACTION STEPS	RESPONSIBILITY	RESOURCES	TARGET DATE	COMPLETION
Strategy 2.2: Update the County's Strategic Information Technology Plan (SITP) to enhance services to the County's citizens.				
1. Research options for technology enhancements such as County extranet ¹ and intranet ² .	IT	Current resources	July 05	<input type="checkbox"/>
2. Present SITP for review.	IT	Current resources	Dec 05	<input type="checkbox"/>
3. Budget for technology enhancements.	BOC, Manager, Budget	TBD	June 06	<input type="checkbox"/>
4. Implement technology enhancements.	IT	TBD	July 06-June 07	<input type="checkbox"/>
Strategy 2.3: Address the needs of the County's Board of Elections with regard to facilities and technology.				
1. Research the State's guidelines for electronic voting equipment.	Elections	Current resources	Spring 05	<input type="checkbox"/>
2. Work with the Board of Elections & Elections Supervisor in addressing facility needs.	BOC, Manager, Elections	Current resources	Spring 05	<input type="checkbox"/>
3. Develop a funding plan for the purchase of the necessary equipment.	BOC, Manager, Budget, Finance	Current resources	Mar – May 05	<input type="checkbox"/>
4. Include funding for voting equipment within the FY 05-06 Budget.	BOC, Manager, Budget, Finance	TBD	May 05	<input type="checkbox"/>
5. Address facility needs for one-stop voting via funding within the FY 05-06 Budget.	BOC, Manager, Budget, Finance	TBD	May 05	<input type="checkbox"/>
Goal 3: To improve the County's financial position				
Strategy 3.1: Increase the amount of undesignated fund balance to a minimum of 12%.				
1. Research examples of fund balance policy statements.	Finance	Current resources	Feb 05	<input type="checkbox"/>
2. Determine practical methods for improving fund balance reserves.	BOC, Manager, Finance, Budget	Current resources	Feb 05	<input type="checkbox"/>
3. Draft fund balance policy statement.	Finance	Current resources	Mar 05	<input type="checkbox"/>
4. Adopt/implement policy statement.	BOC	Current resources	Apr 05	<input type="checkbox"/>
Strategy 3.2: Develop a debt issuance policy.				
1. Research other entities' policy examples.	Finance	Current resources	Feb 05	<input type="checkbox"/>
2. Draft policy statement.	Finance	Current resources	Mar 05	<input type="checkbox"/>
3. Board Review and approval.	BOC	Current resources	Mar 05	<input type="checkbox"/>
4. Monitor for compliance annually during budget process and development of CIP.	Finance, Budget	Current resources	Ongoing	<input type="checkbox"/>
Goal 4: To evaluate County programs in context of the mission statement and service delivery expectations.				
Strategy 4.1: Implement the Compensation & Classification Study.				
1. Review draft of study including implementation plan.	Project Team, BOC	Current resources	Mar 05	<input type="checkbox"/>
2. Evaluate implementation plan in terms of budgetary implications.	Manager, Budget, Finance	Current resources	Apr 05	<input type="checkbox"/>
3. Incorporate Project Team recommendations in FY 05-06 Manager's Recommended Budget.	Manager, Budget, Finance	Current resources	Apr 05	<input type="checkbox"/>
4. Board of Commissioners' review of recommendation during budget process.	BOC	Current resources	May-June 05	<input type="checkbox"/>
5. Implementation of study.	BOC, Manager	Funding to implement study TBD; FY 05-06 Budget	July 05	<input type="checkbox"/>
Strategy 4.2: Develop a plan to address service delivery needs for the non-English speaking population.				
1. Assess departmental interactions with non-English speaking population to determine level of language barriers.	Legal	Current resources	July-Sept 05	<input type="checkbox"/>
2. Research options to improve service delivery to this population.	Legal, Manager	Current resources	Sept-Oct 05	<input type="checkbox"/>

¹ Advanced online services for citizens; Enables the County to increase the availability of services such as online business personal property listings for taxes and construction permitting.

² Development of an internal website geared toward county employees. High-speed Internet access enables us to distribute a variety of information and services to our employees.

2005 STRATEGIC PLAN IMPLEMENTATION PLAN

GOALS, STRATEGIES, & ACTION STEPS	RESPONSIBILITY	RESOURCES	TARGET DATE	COMPLETION
b. Incorporate principles from the Growth Management Strategy into a new Land Development Code(i.e. quality of life standards, such as programs reducing the numbers of junked or abandoned manufactured homes and vehicles; see page 139, CCP). [GMS-01-C]	BOC, Manager, Planning, Consultant	See above	FY 05-06	<input type="checkbox"/>
c. Revise County ordinances to allow the private sector to develop a broad range of housing choices. [H-01-A]	BOC, Manager, Planning, Consultant	See above	FY 05-06	<input type="checkbox"/>
d. Maintain an adequate supply of land zoned to allow the placement of manufactured housing in appropriate areas, and improve the appearance, quality, design, and maintenance of manufactured homes and the lots and manufactured home parks in which they are located.	BOC, Manager, Planning, Consultant	See above	FY 05-06	<input type="checkbox"/>
3. Adopt and begin enforcing the Land Development Code. [GMS-01]	BOC, Manager, Enforcement	Additional 2 enforcement positions, equipment, & vehicles: \$140,000	FY 06-07	<input type="checkbox"/>
Strategy 1.22: Coordinate planning with the County's municipalities and other governments within the region. [GMS-02]				
1. Present the Henderson County 2020 Comprehensive Plan to the county's municipalities, and obtain their support and suggestions for improvement. [GMS-02-D]	BOC, Manager, Municipalities, LGCCA	Current resources	FY 05 thru FY 06	<input type="checkbox"/>
2. Develop a Joint Land Use Planning Program with the municipalities, administered through the LGCCA. [GMS-02-E]	BOC, Manager, Municipalities, LGCCA	TBD	FY 05-06	<input type="checkbox"/>
3. Study the use and application of impact fees and other alternative revenue sources in order to support service provision and to reduce the impacts of growth upon the property tax rate. [GMS-02-F]	BOC, Manager, Legal, Planning, Finance	Current resources; Plus possible resources necessary dependent on legislative action.	FY 04-05	<input type="checkbox"/>
Strategy 1.23: Begin the community planning process. [CCP, Section 4, Implementation Steps]				
1. Amend the CCP Implementation Schedule in order to accommodate for the completion of the Land Development Code.	BOC	Current resources	Mar 05	<input type="checkbox"/>
2. Begin the NC 191 South/Mills River East small area plan.	Planning, Other departments	Current resources plus additional funding for completion: \$10,000	FY 05-06	<input type="checkbox"/>
3. Begin the Etowah / Horseshoe / Mills River South small area plan.	Planning, Other departments	Current resources plus additional funding for completion: \$10,000	FY 05-06	<input type="checkbox"/>
4. Begin the East Flat Rock / Upward Road small area plan.	Planning, Other departments	Current resources plus additional funding for completion: \$10,000	FY 06-07	<input type="checkbox"/>
5. Begin the Howard Gap Road small area plan.	Planning, Other departments	Current resources plus additional funding for completion: \$10,000	FY 06-07	<input type="checkbox"/>
Goal 2: To improve service delivery to the County's citizens via technology enhancements.				
Strategy 2.1: Develop a funding plan to upgrade the current wireless emergency communications system.				
1. Research options for upgrading the current wireless communications system.	Emergency Management	Current resources	Jan 05-July 06	<input type="checkbox"/>
2. Determine the resources necessary to upgrade the current communications system.	Emergency Management	Current resources	Aug 06-Aug 07	<input type="checkbox"/>
3. Begin building reserves for the system.	BOC, Manager, Finance, Budget	TBD	Begin July 05	<input type="checkbox"/>
4. Develop a timeline for implementation.	Manager, Emergency Management	TBD	Begin Aug 07	<input type="checkbox"/>

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5. Lead the establishment of an affordable housing trust fund. [H-01-H]	BOC, Manager, Planning	Current resources	FY 05-06	<input type="checkbox"/>
Strategy 1.16: Develop and maintain a high-quality transportation network, and continue to provide leadership at every level in transportation planning. [T-01]				
1. Adopt and implement a multi-modal transportation plan. [T-01-A]	MPO, NCDOT, TAC	Current resources	FY 05-06	<input type="checkbox"/>
2. Identify and incorporate access management standards and requirements into County land development ordinances. [T-01-B]	Planning, NCDOT, Consultant	Consultant fees: \$15,000	FY 04-05	<input type="checkbox"/>
3. Continue to support public transportation in Henderson County. [T-01-C]	BOC, Manager, MPO, NCDOT	Current resources plus possible grant-funded position expenses: \$45,000	Ongoing	<input type="checkbox"/>
4. Integrate recreation and transportation planning. [T-01-D]	Recreation, TAC, MPO, NCDOT, Planning	Current resources	Ongoing	<input type="checkbox"/>
5. Continue active leadership of, and participation in, the French Broad River Metropolitan Planning Organization (FBRMPO). [T-01-E]	BOC, Manager, TAC	Current resources	Ongoing	<input type="checkbox"/>
Strategy 1.17: Take a leadership role in sewer and water planning and work towards the regionalization of water and sewer policy-making and operations. [SW-01]				
1. Support the development of a countywide sewer and water master plan. [SW-01-A]	BOC, Manager, LGCCA, Co. Engineer, Planning	Current resources	FY 04-05	<input type="checkbox"/>
2. Formalize and solidify the role of the LGCCA Joint Sewer & Water Advisory Council. [SW-01-B]	BOC, Manager, LGCCA	Current resources	FY 05-06	<input type="checkbox"/>
3. Integrate schools and sewer / water planning. [SW-01-E]	Engineer, HCPS, Planning	Current resources	Ongoing	<input type="checkbox"/>
4. Prioritize extensions to economic development sites. [SW-01-F]	Partnership, Co. Engineer	Current resources	FY 05-06	<input type="checkbox"/>
Strategy 1.18: Maintain existing policies and programs, and explore further measures, to protect and enhance the quality of public drinking water sources. [SW-02]				
1. Continue to identify areas of septic failure and addressing these through existing remediation programs and through the countywide sewer and water master plan. [SW-02-H]	Environmental Health, Co. Engineer, DENR	Current resources	Ongoing	<input type="checkbox"/>
Strategy 1.19: Take a leadership role in school facilities planning. [PS-01]				
1. Continue to participate in the Joint Schools Facilities Committee.	BOC, Manager, HCPS, Planning	Current resources	Ongoing	<input type="checkbox"/>
Strategy 1.20: Promote schools to function as focal points for communities. [PS-02]				
1. Develop a long-range public school facilities master plan. [PS-02-A]	BOC, Manager, HCPS, Planning, Consultant	County match for consultant fees: \$10,000	FY 06-07	<input type="checkbox"/>
2. Consider incorporating mechanisms that link public school capacity and long-range public schools master plans to the land development permitting process into County land development ordinances. [PS-02-B]	BOC, Manager, Planning, HCPS	Current resources	FY 06-07	<input type="checkbox"/>
3. Establish site selection criteria for new schools and site design criteria for all schools. [PS-02-C]	BOC, Manager, HCPS, Planning	County match for consultant fees: \$10,000	FY 05-06	<input type="checkbox"/>
Strategy 1.21: Direct growth to areas where essential services and infrastructure are present, and protect sensitive natural areas and key historic / cultural resources from extensive development. [GMS-01]				
1. Manage land uses according to the Growth Management Strategy and the Future Land Use Map. [GMS-01-A]	BOC, Manager, Planning	Current resources	Ongoing	<input type="checkbox"/>
2. Develop a Land Use Development Code (i.e. Zoning Ordinance Rewrite).	BOC, Manager, Planning, Consultant	Current resources plus carry-over from FY 05 Planning budget for consultant fees: \$20,000	FY 05-06	<input type="checkbox"/>
a. Consolidate existing land development ordinances into a single Land Development Code. [GMS-01-B]	BOC, Manager, Planning, Consultant	See above	FY 05-06	<input type="checkbox"/>

2005 STRATEGIC PLAN IMPLEMENTATION PLAN

GOALS, STRATEGIES, & ACTION STEPS	RESPONSIBILITY	RESOURCES	TARGET DATE	COMPLETION
Strategy 1.9: Promote development patterns that respect sensitive mountainous areas. [N-03]				
1. Maintain current protected mountain ridge requirements and improved enforcement. [CCP GMS]	Enforcement	Current resources	Ongoing	<input type="checkbox"/>
Strategy 1.10: Identify and implement measures to protect the region's air quality. [N-04]				
1. Implement Early Action Compact plan elements for Henderson County. [N-04-A]	Environmental Advisory Committee	Current resources plus possible funding for certain projects within the Early Action Compact: TBD	Ongoing	<input type="checkbox"/>
Strategy 1.11: Protect key sites of historical and cultural significance from development. [N-05]				
1. Amend CCP Implementation Schedule to accommodate current cemetery issues.	BOC, Manager	Current resources	Mar 05	<input type="checkbox"/>
2. Conduct an inventory of historic/culturally significant sites/structures, as related to the cemetery issue. [N-05-A]	Manager, Cemetery Committee, GIS Staff, Other County Staff	Current resources plus funding for GPS technology: \$25,000	FY 05-06	<input type="checkbox"/>
Strategy 1.12: Meet recreation needs through 2020. [R-01]				
1. Create a countywide recreation master plan. [R-01-A]	Recreation, Planning, NC Div. Parks & Recreation, Other Federal & State Agencies, Consultant	Consultant fees: \$15,000	FY 06-07	<input type="checkbox"/>
2. Utilize "Level of Service" analysis in recreation planning. [R-01-B]	Recreation	See above	Ongoing	<input type="checkbox"/>
3. Enhance recreational space requirements within land development ordinances. [R-01-C]	Planning, Recreation	Current resources	FY 05-06	<input type="checkbox"/>
4. Integrate public schools and recreation planning. [R-01-D]	Recreation, Public Schools, Planning	Current resources	Ongoing	<input type="checkbox"/>
Strategy 1.13: Form a community and regional greenway network. [R-02]				
1. Integrate recreation and transportation planning. [R-02-E]	Recreation, TAC, MPO, NCDOT, Planning, Apple Country Greenways	Current resources	Ongoing	<input type="checkbox"/>
2. Develop a strategy for the reuse of rail lines in Henderson County. [R-02-F]	TAC, MPO, Apple Country Greenways, Consultant, Planning	Consultant fees: \$10,000	FY 05-06	<input type="checkbox"/>
Strategy 1.14: Identify and act upon practical options for inter-local cooperation and consolidation in recreation planning, funding, and management. [R-03]				
1. Identify staff responsible for grant acquisition. [R-03-G]	Manager, Recreation	Additional resources: TBD	FY 05-06	<input type="checkbox"/>
2. Promote the county's recreation infrastructure as an economic asset. [R-03-H]	Travel & Tourism, Partnership, Recreation	Current resources	Ongoing	<input type="checkbox"/>
Strategy 1.15: Promote a diverse range of home ownership and rental opportunities. [H-01]				
1. Participate in the development of a countywide affordable housing plan. [H-01-C]	Asheville Regional Housing Consortium, Planning	Current resources	FY 05-06	<input type="checkbox"/>
2. Develop a formal fair housing complaint procedure. [H-01-D]	Manager, Planning, Legal, BOC	Current resources	FY 04-05	<input type="checkbox"/>
3. Continue participation in the scattered site rehabilitation program and other similar federally and state-funded programs. [H-01-F]	BOC, Manager, Planning	Current resources plus additional grant funding for ongoing activities	Ongoing	<input type="checkbox"/>
4. Develop a, or support an existing, housing information center. [H-01-G]	BOC, Manager, Planning, Housing Organizations	Current resources plus funding for additional assistance: \$5,000	FY 06-07	<input type="checkbox"/>

2005 STRATEGIC PLAN IMPLEMENTATION PLAN

GOALS, STRATEGIES, & ACTION STEPS	RESPONSIBILITY	RESOURCES	TARGET DATE	COMPLETION
Strategy 1.5: Reduce Farmland Loss. [A-01]				
1. Promote and expand voluntary agricultural districts to minimize land use conflicts and to protect farmers' right to farm. [A-01-B]	Agricultural Advisory Committee, Soil & Water, Planning	TBD	Ongoing	<input type="checkbox"/>
2. Ensure that County-funded economic development programs and projects support farmland protection. [A-01-C]	BOC, Partnership	Current resources	Ongoing	<input type="checkbox"/>
Strategy 1.6: Expand access for agricultural enterprises to economic development and tourism promotion programs and support services. [A-02]				
1. Explore ways to make County economic development incentives more readily available to agriculture-related businesses. [A-02-D]	BOC, Manager, Partnership	TBD	FY 05-06	<input type="checkbox"/>
2. Provide maximum benefits under Present Use Valuation Taxation program. [A-02-E]	BOC, Assessor's Office	Current resources	FY 07-08	<input type="checkbox"/>
3. Provide ongoing training and technical assistance to farmers. [A-02-F]	Cooperative Extension	TBD	Ongoing	<input type="checkbox"/>
4. Promote agricultural products that are produced in Henderson County. [A-02-G]	BOC, Manager, Partnership, Travel & Tourism, Cooperative Extension	TBD	Ongoing	<input type="checkbox"/>
5. Identify an agricultural proponent or facilitator. [A-02-H]	BOC, Manager	TBD	FY 05-06	<input type="checkbox"/>
Strategy 1.7: Minimize the potential for damage to personal property, infrastructure, and life due to flooding. [N-01]				
1. Adopt a Flood Hazard Prevention Ordinance. [N-01-A]	BOC, Manager, Planning, NC Emergency Management, FEMA, Consultant	Current resources; Possible carry-over of funding from current fiscal year within Planning budget	FY 04-05	<input type="checkbox"/>
2. Enforce the Flood Hazard Prevention Ordinance.	BOC, Manager, Enforcement	Add Enforcement position, equipment, & vehicle \$70,000	FY 05-06	<input type="checkbox"/>
3. Investigate measures to maintain the open and free flow of all perennial streams in the county. [N-01-B]	NCDOT, Planning, DENR, US Army Corps Engineers	Current resources	Ongoing	<input type="checkbox"/>
4. Consider participation in the National Flood Insurance Program.	BOC	Current resources	FY 05-06	<input type="checkbox"/>
Strategy 1.8: Protect Water Quality. [N-02]				
1. Support water quality protection and restoration programs in each of the respective watershed districts in Henderson County. [N-02-C]	Soil & Water, Cooperative Extension, DENR, Planning	Current resources plus possible grant funding for ongoing activities	Ongoing	<input type="checkbox"/>
2. Identify and incorporate Sedimentation and Erosion Control standards and requirements into County land development ordinances. [N-02-D]	BOC, Manager, Co. Engineer, Planning	Consultant fees: \$10,000	FY 05-06	<input type="checkbox"/>
3. Begin enforcement of Sedimentation and Erosion Control standards within County land development ordinances.	BOC, Manager, Enforcement	Add 2 Enforcement positions, equipment, & vehicles: \$140,000	FY 06-07	<input type="checkbox"/>
4. Identify and incorporate Stormwater Management standards and requirements into County land development ordinances. [N-02-E]	BOC, Manager, Co. Engineer, Planning	Consultant fees: \$15,000	FY 05-06	<input type="checkbox"/>
5. Begin enforcement of Stormwater Management standards within County land development ordinances.	BOC, Manager, Enforcement	Add Enforcement position, equipment, & vehicle: \$70,000	FY 06-07	<input type="checkbox"/>

2005 STRATEGIC PLAN IMPLEMENTATION PLAN

GOALS, STRATEGIES, & ACTION STEPS	RESPONSIBILITY	RESOURCES	TARGET DATE	COMPLETION
Goal 1: To implement Phase I of the 2020 County Comprehensive Plan.				
Strategy 1.1: Support the development of the industrial sector of the economy by implementing the recommendations of the Lockwood Greene Study. [E-01]				
1. Work with the Partnership for Economic Development and other entities to implement elements of the Lockwood Greene Study. [E-01-A]	BOC, Manager, Partnership for Economic Development (Partnership)	None identified	Ongoing	<input type="checkbox"/>
a. Increase the supply of prepared industrial sites and buildings, and make them available on a cost competitive basis.	BOC, Manager, Partnership	TBD	Ongoing	<input type="checkbox"/>
2. Identify appropriate land to preserve for future industrial development. [E-01-B]	Planning, Consultant, Partnership	Current resources	FY 04-05	<input type="checkbox"/>
a. Work with the Partnership for Economic Development to establish criteria to be used in identifying parcels appropriate for industrial development.	Planning, Consultant, Partnership	Current resources	Feb 05	<input type="checkbox"/>
b. Gather GIS data representing each of the criteria.	Planning, Consultant, Partnership	Current resources	Mar 05	<input type="checkbox"/>
c. Develop GIS model to do county-wide, parcel-based analysis to locate parcels meeting all the criteria.	Planning, Consultant, Partnership	Current resources	Mar 05	<input type="checkbox"/>
d. Compare parcels identified through modeling with the "Committee of 100 Recommended Industrial Zones Map" (Map 8 in the CCP) and revise as necessary.	Planning, Consultant, Partnership	Current resources	Apr 06	<input type="checkbox"/>
e. Initiate processes to amend the CCP and the Official Zoning Map of Henderson County as needed to protect sites for industrial development.	Planning, Consultant, Partnership	Current resources	May 05	<input type="checkbox"/>
f. Incorporate land regulation tools in the new Land Development Code to further protect identified parcels.	Planning, Consultant, Partnership	Current resources	Dec 05	<input type="checkbox"/>
Strategy 1.2: Support the development of the commercial sector. [E-02]				
1. Explore ways to support & expand programs & policies that promote local businesses & locally produced products. [E-02-C]	BOC, Manager, Partnership, Travel & Tourism, Cooperative Extension	TBD	Ongoing	<input type="checkbox"/>
Strategy 1.3: Promote appropriate, compatible tourism. [E-03]				
1. Participate in the development of a Heritage Tourism Plan. [E-03-D]	Travel & Tourism	Current resources	FY 04-05	<input type="checkbox"/>
a. Explore the options associated with the development of a regional excursion train.	Travel & Tourism	TBD		<input type="checkbox"/>
2. Research the benefits of being designated as a national heritage area.	Travel & Tourism	Current resources	FY 05 thru FY 06	<input type="checkbox"/>
Strategy 1.4: Pursue innovative approaches to regional economic development initiatives. [E-04]				
1. Identify and act upon opportunities for joint economic development projects with municipalities, neighboring jurisdictions, and area economic development entities. [E-04-E]	BOC, Manager, Partnership	Ongoing funding of economic development activities via annual budget	Ongoing	<input type="checkbox"/>
2. Take a leadership role in developing the Asheville Regional Airport and its vicinity as a regional center of economic activity. [E-04-F]	BOC, Manager, Partnership	Ongoing funding of economic development activities via annual budget	FY 04-05	<input type="checkbox"/>
3. Identify any economically distressed areas of the county and explore revitalization measures. [E-04-G]	Planning	Current resources	Ongoing	<input type="checkbox"/>
4. Pursue legislation and solicit regional and statewide support to further economic development initiatives. [E-04-H]	BOC, Manager, Partnership	Current resources	Ongoing	<input type="checkbox"/>
5. Continue to budget funds annually for economic development initiatives. [E-04-I]	BOC, Manager	Ongoing funding of economic development activities via budget	Ongoing	<input type="checkbox"/>

Goal 6: To pursue joint efforts for intergovernmental, public-private, and regional partnerships.

Strategy 6.1: Incorporate the elements of the Water and Sewer Master Plan.

Action Steps:

1. Complete draft of plan. (FY 05-06)
2. Review plan in terms of compliance with county plans. (FY 05-06)
3. Prioritize implementation steps. (FY 05-06)
4. Board adoption. (FY 05-06)
5. Determine monitoring process. (FY 06-07)

Strategy 6.2: Implement the current Solid Waste Management Plan.

Action Steps:

1. Secure proposals for hauling and disposal of municipal solid waste. (July 05)
2. Negotiate long term contracts for municipal solid waste management. (Sept 05)
3. Execute contract. (Oct 05)

Strategy 6.3: Cooperate with other entities to address crisis stabilization for mental health services.

Action Steps:

1. Monitor manner in which the County's Maintenance of Effort (MOE) funds are being expended. (Ongoing)
2. Work through Western Highlands to develop a plan for implementing a crisis stabilization system to address the reduction of beds in state mental institutions. (Jan 05 – Jan 06)

Strategy 6.4: Address the Regional Water Agreement issues.

Action Steps:

1. Review current agreement in terms of dissolution of water authority. (Jan 05)
2. Begin negotiations with City of Asheville, Buncombe County, and the City of Hendersonville regarding agreement. (Feb 05)
3. Reach resolution on issue. (Feb – June 05)
4. Consider working with joint meeting of involved entities on resolution of agreement. (Feb – June 05)
5. Consider working with legislative delegation on resolution of water agreement. (Feb – June 05)
6. Consider establishment of regional water authority. (Feb – June 05)

Strategy 6.5: Address the cable franchise renewal process.

Action Steps: