

MINUTES

**STATE OF NORTH CAROLINA
COUNTY OF HENDERSON**

**BOARD OF COMMISSIONERS
FEBRUARY 2, 2006**

The Henderson County Board of Commissioners met for a special-called meeting on Thursday, February 2, 2006 at 6:00 pm in the Commissioners' Meeting Room of the Henderson County Office Building at 100 North King Street, Hendersonville, NC. The purpose of the special-called meeting was to discuss the 2006 Strategic Plan.

Present were: Chairman Bill Moyer, Vice-Chairman Charlie Messer, Commissioner Larry Young, Commissioner Shannon Baldwin, Commissioner Chuck McGrady, Interim County Manager Justin Hembree, Interim Assistant County Manager Selena Coffey, County Attorney Russ Burrell and Deputy Clerk Amy R. Brantley.

Also present were: Finance Director J. Carey McLelland, Fire Marshal/Emergency Management Director Rocky Hyder, Planning Director Judy Francis and County Engineer Gary Tweed.

WELCOME/CALL TO ORDER

Chairman Moyer called the meeting to order and welcomed those in attendance.

DISCUSSION/ADJUSTMENT OF AGENDA

Commissioner Baldwin made the motion to approve the agenda. All voted in favor and the motion carried.

STRATEGIC PLAN INTRODUCTION

Justin Hembree introduced the 2006 Strategic Plan. He reminded the Board that in 2004, a retreat had been held where priorities for the County were identified, drafted, and placed into a two year strategic plan. The plan was updated in 2005, which added a new year to the plan, with this 2006 draft being the second update. Staff uses the plan as a work document, guiding the major projects the County would undertake over the next two years. Mr. Hembree explained the plan's format, explaining that within the overall goals there were strategies which were essentially the plan of attack. Action steps were listed under the strategies, which were specific steps that would be used to implement the plan.

PROCESS

Selena Coffey explained the process used in development of the Strategic Plan. Staff held three, half-day management team retreats beginning in November. They discussed the thoughts the Board had presented throughout the year, and came up with some action plans to guide the County in the direction they felt the Board would like to go. Ms. Coffey suggested that the Board go through the draft plan, with staff providing a synopsis of each strategy. She requested that if the Board had questions or wished to add anything, they discuss those along the way. She stated that there were a few issues Staff expected the Board to add to the plan: an adequate facilities plan, a nuisance ordinance, and ridge top development regulations.

PRESENTATION AND DISCUSSION OF STRATEGIES AND ACTION PLANS

Judy Francis presented and discussed the following strategies, and their specific action steps found under 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.
- Strategy 1.2: Support the development of the commercial sector.
- Strategy 1.3: Promote appropriate, compatible tourism.
- Strategy 1.4: Pursue innovative approaches to regional economic development initiatives.
- Strategy 1.5: Reduce Farmland Loss.
- Strategy 1.6: Expand access for agricultural enterprises to economic development and tourism promotion programs and support services.
- Strategy 1.7: Minimize the potential for damage to personal property, infrastructure, and life due to flooding.

DATE APPROVED: _____

- Strategy 1.8: Protect Water Quality.
- Strategy 1.9: Promote development patterns that respect sensitive mountainous areas.
- Strategy 1.10: Identify and implement measures to protect the region's air quality.
- Strategy 1.11: Protect key sites of historical and cultural significance from development.
- Strategy 1.12: Meet recreation needs through 2020.
- Strategy 1.13: Form a community and regional greenway network.
- Strategy 1.14: Identify and act upon practical options for inter-local cooperation and consolidation in recreation planning, funding, and management.
- Strategy 1.15: Promote a diverse range of home ownership and rental opportunities.
- Strategy 1.16: Develop and maintain a high-quality transportation network, and continue to provide leadership at every level in transportation planning.
- 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.
- Strategy 1.18: Maintain existing policies and programs, and explore further measures, to protect and enhance the quality of public drinking water sources.
- Strategy 1.19: Take a leadership role in school facilities planning.
- Strategy 1.20: Promote schools to function as focal points for communities.
- Strategy 1.21: To direct growth to areas where essential services and infrastructure are present, and protect sensitive natural areas and key historic/cultural resources from extensive development.
- Strategy 1.22: Coordinate planning with the county's municipalities and other governments within the region.
- Strategy 1.23: Begin community planning process.
- Strategy 1.24: Conduct an annual review of the 2020 County Comprehensive Plan (CCP).

Chairman Moyer stated that the action steps in Strategy 1.19 and 1.20 were actually talking about adequate public facilities, specifically action step #1 in Strategy 1.20. Ms. Francis stated 1.22 related to adequate public facilities as well. Chairman Moyer requested that Staff remove action step #1 from Strategy 1.20, and place it more appropriately. Selena Coffey stated that would not be a problem, and that since these strategies were taken directly from the CCP, the Board would at some point be provided a list of amendments to the CCP based on that change.

Commissioner McGrady raised the issue of sedimentation and erosion control, found in Strategy 1.8, action step 2. Ms. Francis stated the current action step referenced what is being done now. Commissioner Baldwin stated that he was advocating for a local program the County would create and implement, rather than just supporting the State's program. *Commissioner Baldwin made the motion to amend the schedule to include the insertion of language that will allow the Board to create and implement a local soil erosion sedimentation and erosion control program for Henderson County for adoption in '06-'07. All voted in favor and the motion carried.*

There was discussion about fund balance, and whether the Board's goal of 12% should remain in the Strategic Plan, and how capital improvement plans are funded. Commissioner McGrady stated that he was interested in establishing and funding a capital reserve fund.

With reference to Strategy 1.2, *Chairman Moyer made the motion to set a specific strategy called 1.25, which pulls 1.20.2 out and makes an adequate facilities ordinance using this language or modified a specific strategy under the Comprehensive Plan. All voted in favor and the motion carried.*

Staff then reviewed the strategies and action steps for Goals 2 through 6, and answered question from the Board. Those Goals were:

Goal 2: To improve service delivery to County customers

Goal 3: To improve the County's financial position

Goal 4: To evaluate County programs in context of the mission statement and service delivery expectations

Goal 5: To implement the projects within the Capital Improvements Program

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

The following Staff members discussed and answered questions regarding specific Strategies:

Rocky Hyder

- Strategy 2.1: Develop a funding plan to upgrade the current wireless emergency communications system.
- Strategy 5.1: Complete the construction of a new Animal Shelter
- Strategy 5.6: Address facilities issues for the County's EMS main station

Selena Coffey

- Strategy 2.2: Update the County's Strategic Information Technology Plan (SITP) to enhance services to the County's citizens.
- Strategy 4.1: Revisit the implementation of the Compensation and Classification Study.

Carey McLelland

- Strategy 2.3: Address the needs of the County's Board of Elections with regard to facilities and technology.
- Strategy 3.1: Review all County billing procedures and internal controls.
- Strategy 3.2: Develop a debt issuance policy.

Justin Hembree

- Strategy 2.4: Improve customer service within County departments.
- Strategy 2.5: Examine the roles of County advisory boards and committees.
- Strategy 4.4: Continue the development of the Central Enforcement and Permitting Plan.
- Strategy 5.2: Complete the renovation of the Historic Courthouse
- Strategy 5.3: Complete the construction of the Human Services Building
- Strategy 5.4: Complete the facility transition planning included within the Capital Improvements Program
- Strategy 5.7: Development and implementation of plans for Etowah Library
- Strategy 5.8: Development and implementation of plans for Tuxedo Park
- Strategy 5.9: Development and implementation of plans for Tuxedo Library
- Strategy 5.10: Continue collaboration with Public Schools and Community College representatives to finalize and implement facility plans.

Russ Burrell

- Strategy 2.6: Address public records policy.
- Strategy 4.2: Review and update of the County's Personnel Resolution.
- Strategy 4.3: Address service delivery needs for the County's aging population.
- Strategy 4.5: Perform a general countywide ordinance review.

Gary Tweed

- Strategy 4.6: Address recycling and waste management within County facilities
- Strategy 5.5: Complete the construction of the Solid Waste 2nd Bay of Transfer Station
- Strategy 5.11: Complete Phase I on the Mud Creek Sanitary Sewer Interceptor Project.
- Strategy 6.1: Implement the Solid Waste Management Plan

There were no issues with the following:

Strategy 6.2: Cooperate with other entities to address crisis stabilization for mental health services

Strategy 6.3: Address cable franchise renewal process.

Strategy 6.4: Transition to a direct sub-recipient of federal transit funds

With respect to Strategy 2.5, *Commissioner Baldwin made the motion to add an additional action step to look at the overall policy for Boards and Committees, including issues such as sunset dates for committees and attendance policies. All voted in favor and the motion carried.*

With respect to Goal 3, *Commissioner McGrady made the motion to add back, as a strategy under Goal 3, the increase to, or maintenance of, fund balance at 12%. All voted in favor and the motion carried.*

Ms. Coffey spoke to Strategy 4.1. She outlined a proposal to study 1/3 of all departments on an annual basis, probably beginning with those departments that have the most market influence. Such annual review would smooth out the process, helping to prevent the “sticker shock” that comes from a study of all departments every several years. It was the consensus of the Board to support moving forward with this strategy.

Mr. Hembree discussed Strategy 4.4, specifically with respect to whether the Board wished to add an action step to bring a nuisance ordinance forward as a recommendation, and go through the adoption process. *Chairman Moyer made the motion to add that action step under Strategy 4.4. All voted in favor and the motion carried.*

With respect to Strategy 5.6, Rocky Hyder stated that the Board might wish to discuss EMS’s east station as part of a capital improvement project. About 14% of calls would go to the EMS station 3 area, whereas the east station now responds to about 20% of the calls and the northwest station does about 24%. Chairman Moyer stated that response times in Dana, Edneyville and Gerton/Bat Cave were bad, and attention was needed in the east. *Chairman Moyer made the motion to specifically add an east station to the schedule for study. All voted in favor and the motion carried.*

Commissioner McGrady questioned what the concept was for the block containing the courthouse, including the old water department building. Justin Hembree stated that no specific plans had been decided, but his impression was that space would be used for future expansion of the courthouse, or courthouse needs. *Commissioner McGrady made the motion to add an action step under the appropriate strategy to evaluate the entire block. All voted in favor and the motion carried.*

Commissioner McGrady stated that the last strategic plan contained a reference to the Edneyville Community Multi-Use Recreation Building Project, and the County had recently taken action with respect to securing grants. *Commissioner McGrady made the motion to add back the reference to the Edneyville project already committed to by the County. All voted in favor and the motion carried.*

It was the consensus of the Board to direct Staff to bring a revised draft back to the Board at the February 6, 2006 meeting for adoption.

CLOSED SESSION

Chairman Moyer made the motion that the Board go into closed session pursuant to North Carolina General Statutes Section 143-318.11(a)(5)(ii) with respect to negotiating position on employment contracts, and 143-318.11(a)(1) to prevent disclosure of confidential information. All voted in favor and the motion carried.

ADJOURN

The meeting was adjourned following Closed Session.

Attest:

Amy R. Brantley, Deputy Clerk to the Board

William L. Moyer, Chairman