

**REQUEST FOR BOARD ACTION**

**HENDERSON COUNTY  
BOARD OF COMMISSIONERS**

**MEETING DATE:** Wednesday, April 19, 2006

**SUBJECT:** Strategic Plan Monthly Report

**ATTACHMENTS:** Yes

**SUMMARY OF REQUEST:**

Attached is the Strategic Plan Monthly Report. The purpose of this monthly report is to examine the extent to which the issues within the Strategic Plan have been addressed and the goals have been achieved.

**COUNTY MANAGER RECOMMENDATION / BOARD ACTION REQUESTED:**

No action is required on this item.

# Henderson County 2006 Strategic Plan Monthly Update

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## April 2006



Henderson County Government  
100 North King Street  
Hendersonville, NC 28792  
[www.hendersoncountync.org](http://www.hendersoncountync.org)



# Strategic Plan Updates

GOALS, STRATEGIES, & ACTION STEPS	STATUS <small>(Includes current status, recent activity, significant changes, etc.)</small>	TARGET DATE	COMPLETION
<b>Goal 1: To implement Phase I of the 2020 County Comprehensive Plan.</b>			
<b>Strategy 1.1: Support the development of the industrial sector of the economy by implementing the recommendations of the Lockwood Greene Study. [E-01]</b>			
1. Work with the Partnership for Economic Development and other entities to implement elements of the Lockwood Greene Study. [E-01-A]	• Complete	Ongoing	<input checked="" type="checkbox"/>
a. Increase the supply of prepared industrial sites and buildings, and make them available on a cost competitive basis.	• Complete	Ongoing	<input checked="" type="checkbox"/>
2. Identify appropriate land to preserve for future industrial development. [E-01-B]	• Complete	Ongoing	<input checked="" type="checkbox"/>
a. Work with the Partnership for Economic Development to establish criteria to be used in identifying parcels appropriate for industrial development.	• Complete	Feb 05	<input checked="" type="checkbox"/>
b. Gather GIS data representing each of the criteria.	• Complete	Mar 05	<input checked="" type="checkbox"/>
c. Develop GIS model to do county-wide, parcel-based analysis to locate parcels meeting all the criteria.	• Complete	Mar 05	<input checked="" 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.	• Complete	Apr 06	<input checked="" 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.	• Part of LDC.	July 06	<input type="checkbox"/>
f. Incorporate land regulation tools in the new Land Development Code to further protect identified parcels.	•	Dec 06	<input type="checkbox"/>
<b>Strategy 1.2: Support the development of the commercial sector. [E-02]</b>			
1. Explore ways to support & expand programs & policies that promote local businesses & locally produced products. [E-02-C]	•	Ongoing	<input type="checkbox"/>
<b>Strategy 1.3: Promote appropriate, compatible tourism. [E-03]</b>			
1. Participate in the development of a Heritage Tourism Plan. [E-03-D]	• Complete	Ongoing	<input checked="" type="checkbox"/>
a. Explore the options associated with the development of a regional excursion train.	•	Ongoing	<input type="checkbox"/>
2. Research the benefits of being designated as a national heritage area.	•	FY 05 thru FY 06	<input type="checkbox"/>
<b>Strategy 1.4: Pursue innovative approaches to regional economic development initiatives. [E-04]</b>			
1. Identify and act upon opportunities for joint economic development projects with municipalities, neighboring jurisdictions, and area economic development entities. [E-04-E]	•	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]	•	Ongoing	<input type="checkbox"/>
3. Identify any economically distressed areas of the county and explore revitalization measures. [E-04-G]	• During small area plan process	Ongoing	<input type="checkbox"/>
4. Pursue legislation and solicit regional and statewide support to further economic development initiatives. [E-04-H]	•	Ongoing	<input type="checkbox"/>
5. Continue to budget funds annually for economic development initiatives. [E-04-I]	•	Ongoing	<input type="checkbox"/>



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<b>Strategy 1.5: Reduce Farmland Loss. [A-01]</b>			
1. Consider the costs and practicality of establishing a farmland protection fund for Henderson County.	•	FY 2007-2010	<input type="checkbox"/>
2. Promote and expand voluntary agricultural districts to minimize land use conflicts and to protect farmers' right to farm. [A-01-B]	•	Ongoing	<input type="checkbox"/>
3. Ensure that County-funded economic development programs and projects support farmland protection. [A-01-C]	•	Ongoing	<input type="checkbox"/>
<b>Strategy 1.6: Expand access for agricultural enterprises to economic development and tourism promotion programs and support services. [A-02]</b>			
1. Explore ways to make County economic development incentives more readily available to agriculture-related businesses. [A-02-D]	•	FY 05-06	<input type="checkbox"/>
2. Provide maximum benefits under Present Use Valuation Taxation program. [A-02-E]	•	FY 07-08	<input type="checkbox"/>
3. Provide ongoing training and technical assistance to farmers. [A-02-F]	•	Ongoing	<input type="checkbox"/>
4. Promote agricultural products that are produced in Henderson County. [A-02-G]	•	Ongoing	<input type="checkbox"/>
5. Identify an agricultural proponent or facilitator. [A-02-H]	•	FY 05-06	<input type="checkbox"/>
<b>Strategy 1.7: Minimize the potential for damage to personal property, infrastructure, and life due to flooding. [N-01]</b>			
1. Adopt a Flood Hazard Prevention Ordinance. [N-01-A]	• Complete	FY 04-05	<input checked="" type="checkbox"/>
2. Enforce the Flood Hazard Prevention Ordinance.	•	Ongoing	<input type="checkbox"/>
3. Investigate measures to maintain the open and free flow of all perennial streams in the county. [N-01-B]	•	Ongoing	<input type="checkbox"/>
4. Consider participation in the National Flood Insurance Program.	• Began 2/06	FY 05-06	<input checked="" type="checkbox"/>
<b>Strategy 1.8: Protect Water Quality. [N-02]</b>			
1. Support water quality protection and restoration programs in each of the respective watershed districts in Henderson County. [N-02-C]	•	Ongoing	<input type="checkbox"/>
2. Identify and incorporate Sedimentation and Erosion Control standards and requirements into County land development ordinances. [N-02-D]	• Staff currently gathering info from other jurisdictions in the region	FY 06-07	<input type="checkbox"/>
3. Amend CCP schedule to implement a local Sedimentation and Erosion Control Program in FY 06-07	•	FY 06-07	<input type="checkbox"/>
3. Begin enforcement of Sedimentation and Erosion Control standards within County land development ordinances.	•	FY 07-08	<input type="checkbox"/>
4. Identify and incorporate Stormwater Management standards and requirements into County land development ordinances. [N-02-E]	• Some voluntary provisions in draft LDC	FY 06-07	<input type="checkbox"/>
5. Begin enforcement of Stormwater Management standards within County land development ordinances.	•	FY 07-08	<input type="checkbox"/>
<b>Strategy 1.9: Promote development patterns that respect sensitive mountainous areas. [N-03]</b>			
1. Maintain current protected mountain ridge requirements and improved enforcement. [CCP GMS]	• In draft LDC	Ongoing	<input type="checkbox"/>



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<b>Strategy 1.10: Identify and implement measures to protect the region's air quality. [N-04]</b>			
1. Implement Early Action Compact plan elements for Henderson County. [N-04-A]	•	Ongoing	<input type="checkbox"/>
<b>Strategy 1.11: Protect key sites of historical and cultural significance from development. [N-05]</b>			
1. Conduct an inventory of historic/culturally significant sites/structures, as related to the cemetery issue. [N-05-A]	• Map to be included in CCP update	FY 06-07	<input type="checkbox"/>
<b>Strategy 1.12: Meet recreation needs through 2020. [R-01]</b>			
1. Create a countywide recreation master plan. [R-01-A]	•	FY 06-07	<input type="checkbox"/>
2. Utilize "Level of Service" analysis in recreation planning. [R-01-B]	•	Ongoing	<input type="checkbox"/>
3. Enhance recreational space requirements within land development ordinances. [R-01-C]	•	FY 05-06	<input type="checkbox"/>
4. Integrate public schools and recreation planning. [R-01-D]	•	Ongoing	<input type="checkbox"/>
<b>Strategy 1.13: Form a community and regional greenway network. [R-02]</b>			
1. Integrate recreation and transportation planning. [R-02-E]	•	Ongoing	<input type="checkbox"/>
2. Develop a strategy for the reuse of rail lines in Henderson County. [R-02-F]	•	FY 06-07	<input type="checkbox"/>
<b>Strategy 1.14: Identify and act upon practical options for inter-local cooperation and consolidation in recreation planning, funding, and management. [R-03]</b>			
1. Identify staff responsible for grant acquisition. [R-03-G]	•	FY 05-06	<input type="checkbox"/>
2. Promote the county's recreation infrastructure as an economic asset. [R-03-H]	•	Ongoing	<input type="checkbox"/>
<b>Strategy 1.15: Promote a diverse range of home ownership and rental opportunities. [H-01]</b>			
1. Participate in the development of a countywide affordable housing plan. [H-01-C]	• Completed market assessment	FY 05-06	<input checked="" type="checkbox"/>
2. Develop a formal fair housing complaint procedure. [H-01-D]	• Complete	FY 06-07	<input checked="" type="checkbox"/>
3. Adopt and implement a Minimum Housing Code. [H-01-E]	• Draft currently under staff / legal review	FY 06-07	<input type="checkbox"/>
4. Begin enforcement of the Minimum Housing Code [H-01-E]	•	FY 06-07	<input type="checkbox"/>
5. Continue participation in the scattered site rehabilitation program and other similar federally and state-funded programs. [H-01-F]	•	Ongoing	<input type="checkbox"/>
6. Develop a, or support an existing, housing information center. [H-01-G]	•	FY 06-07	<input type="checkbox"/>
7. Support local organizations in the establishment of an affordable housing trust fund. [H-01-H]	•	Ongoing	<input type="checkbox"/>
<b>Strategy 1.16: Develop and maintain a high-quality transportation network, and continue to provide leadership at every level in transportation planning. [T-01]</b>			
1. Adopt and implement a multi-modal transportation plan. [T-01-A]	•	FY 06-07	<input type="checkbox"/>
2. Identify and incorporate access management standards and requirements into County land development ordinances. [T-01-B]	• Included in draft LDC	FY 06-07	<input type="checkbox"/>



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3. Continue to support public transportation in Henderson County. [T-01-C]	•	Ongoing	<input type="checkbox"/>
4. Integrate recreation and transportation planning. [T-01-D]	•	Ongoing	<input type="checkbox"/>
5. Continue active leadership of, and participation in, the French Broad River Metropolitan Planning Organization (FBRMPO). [T-01-E]	•	Ongoing	<input type="checkbox"/>
<b>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]</b>			
1. Formalize and solidify the role of the LGCCA Joint Sewer & Water Advisory Council. [SW-01-B]	•	FY 05-06	<input type="checkbox"/>
2. Integrate schools and sewer / water planning. [SW-01-E]	•	Ongoing	<input type="checkbox"/>
3. Prioritize extensions to economic development sites. [SW-01-F]	•	FY 05-06	<input type="checkbox"/>
4. Establish and fund a 10-year capital improvements program and capital reserve fund that adequate to implement planned investments in sewer and water infrastructure. [SW-01-G]	•	FY 2007-FY 2010	<input type="checkbox"/>
<b>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]</b>			
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]	•	Ongoing	<input type="checkbox"/>
<b>Strategy 1.19: Take a leadership role in school facilities planning. [PS-01]</b>			
1. Continue to participate in the Joint Schools Facilities Committee.	•	Ongoing	<input type="checkbox"/>
<b>Strategy 1.20: Promote schools to function as focal points for communities. [PS-02]</b>			
1.. Establish site selection criteria for new schools and site design criteria for all schools. [PS-02-C]	•	FY 05-06	<input type="checkbox"/>
<b>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]</b>			
1. Manage land uses according to the Growth Management Strategy and the Future Land Use Map. [GMS-01-A]	• In draft LDC. • Service Area boundary map update complete	Ongoing	<input type="checkbox"/>
2. Develop a Land Use Development Code (i.e. Zoning Ordinance Rewrite).	• <b>Project currently on hold.</b>	FY 05-06 Ongoing	<input type="checkbox"/>
a. Consolidate existing land development ordinances into a single Land Development Code. [GMS-01-B]	•	FY 05-06	<input type="checkbox"/>
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]	• Also see Nuisance Ordinance draft	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]	• In draft LDC	FY 05-06	<input type="checkbox"/>



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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.	<ul style="list-style-type: none"> <li>In draft LDC</li> </ul>	FY 05-06	<input type="checkbox"/>
3. Adopt and begin enforcing the Land Development Code. [GMS-01]	<ul style="list-style-type: none"> <li></li> </ul>	FY 06-07	<input type="checkbox"/>
<b>Strategy 1.22: Coordinate planning with the County's municipalities and other governments within the region. [GMS-02]</b>			
1. Present the Henderson County 2020 Comprehensive Plan to the county's municipalities, and obtain their support and suggestions for improvement. [GMS-02-D]	<ul style="list-style-type: none"> <li>Planning Dept. hosted first County Planners Forum 2/06</li> </ul>	Ongoing	<input type="checkbox"/>
2. Develop a Joint Land Use Planning Program with the municipalities, administered through the LGCCA. [GMS-02-E]	<ul style="list-style-type: none"> <li></li> </ul>	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]	<ul style="list-style-type: none"> <li>Staff gathering relevant data</li> </ul>	Ongoing	<input type="checkbox"/>
<b>Strategy 1.23: Begin the community planning process. [CCP, Section 4, Implementation Steps]</b>			
1. Amend the CCP Implementation Schedule, in addition to other minor/technical revisions, in order to accommodate for the completion of the Land Development Code.	<ul style="list-style-type: none"> <li>Will coincide with LDC adoption</li> </ul>	Apr 06	<input type="checkbox"/>
2. Complete the NC 191 South/Mills River East small area plan.	<ul style="list-style-type: none"> <li>Delayed due to LDC adoption process</li> </ul>	FY 06-07	<input type="checkbox"/>
3. Complete the Etowah / Horseshoe / Mills River South small area plan.	<ul style="list-style-type: none"> <li>Delayed due to LDC adoption process</li> </ul>	FY 06-07	<input type="checkbox"/>
4. Begin the East Flat Rock / Upward Road small area plan.	<ul style="list-style-type: none"> <li></li> </ul>	FY 06-07	<input type="checkbox"/>
5. Begin the Howard Gap Road small area plan.	<ul style="list-style-type: none"> <li></li> </ul>	FY 06-07	<input type="checkbox"/>
6. Begin the Kanuga Road small area plan.	<ul style="list-style-type: none"> <li></li> </ul>	FY 07-08	<input type="checkbox"/>
7. Begin the Hoopers Creek / Clear Creek small area plan.	<ul style="list-style-type: none"> <li></li> </ul>	FY 07-08	<input type="checkbox"/>
<b>Strategy 1.24: Conduct an annual review of the 2020 County Comprehensive Plan (CCP).</b>			
1. Conduct an annual review of and complete any substantive amendments during the Land Development Code process.	<ul style="list-style-type: none"> <li>Will coincide with LDC adoption process</li> </ul>	Apr 06	<input type="checkbox"/>
2. Conduct future annual reviews of the CCP to coincide with the strategic planning process.	<ul style="list-style-type: none"> <li></li> </ul>	Jan 07; Ongoing	<input type="checkbox"/>
<b>Strategy 1.25: Find ways for new growth and development to pay for public services and facilities made necessary by the growth.</b>			
1. Research future service and facility needs and evaluate regulatory approaches to shift cost burdens associated with new development off of existing taxpayers.	<ul style="list-style-type: none"> <li></li> </ul>	FY 06-07	<input type="checkbox"/>



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2. Adopt and begin enforcing an Adequate Public Facilities Ordinance.	•	FY 06-07	<input type="checkbox"/>
<b>Goal 2: To improve service delivery to County customers.</b>			
<b>Strategy 2.1: Develop a funding plan to upgrade the current wireless emergency communications system.</b>			
1. Develop a schedule for upgrading the County's wireless communications system.	•	Begin July 06	<input type="checkbox"/>
2. Work with a consultant to research options to upgrade the current wireless communications system.	•	Sept 06	<input type="checkbox"/>
3. Develop a funding plan for upgrading the County's wireless communications system.	•	Apr 07	<input type="checkbox"/>
4. Implementation of communications plan.	•	Begin Aug 07	<input type="checkbox"/>
<b>Strategy 2.2: Update the County's Strategic Information Technology Plan (SITP) to enhance services to the County's citizens.</b>			
1. Present final draft of 2006 SITP for management review.	• SITP submitted.	Mar 06	<input checked="" type="checkbox"/>
2. Budget for technology enhancements.	•	June 06	<input type="checkbox"/>
3. Implement technology enhancements.	•	July 06-June 07	<input type="checkbox"/>
<b>Strategy 2.3: Address the needs of the County's Board of Elections with regard to facilities and technology.</b>			
1. Develop and implement a funding plan for the purchase of State-mandated voting equipment	• Complete	Jan 06	<input checked="" type="checkbox"/>
2. Work with the Board of Elections in implementing changes in voting facilities.	•	Ongoing	<input type="checkbox"/>
<b>Strategy 2.4: Improve customer service within County departments.</b>			
1. Establish a staff work group to identify customer service challenges and opportunities.	• Staff work group identified.	Mar 06	<input checked="" type="checkbox"/>
2. Develop a formal customer service plan/policy for County government, including internal and direct service departments.	•	May 06	<input type="checkbox"/>
3. Present plan for Board review and adoption.	•	June 06	<input type="checkbox"/>
4. Implement plan.	•	July 06	<input type="checkbox"/>
<b>Strategy 2.5: Examine the roles of County advisory boards and committees.</b>			
1. Conduct an inventory of boards and committees.	• Complete	Jan 06	<input checked="" type="checkbox"/>
2. Analyze the mission and make-up of boards and committees.	• Currently underway.	Apr 06	<input type="checkbox"/>
3. Review and draft policies for the establishment of County committees and advisory boards.	•	June 06	<input type="checkbox"/>
4. Determine whether the boards and committees meet the County's current and future objectives.	•	Aug 06	<input type="checkbox"/>
5. Present recommendations to the Board of Commissioners for approval.	•	Sept 06	<input type="checkbox"/>
6. Reorganize boards and committees as necessary.	•	Ongoing	<input type="checkbox"/>
<b>Strategy 2.6: Address public records policies.</b>			
1. Review and update public records policies and procedures.	•	Aug 06	<input type="checkbox"/>
2. Recommend draft policies and procedures to the Board of Commissioners.	•	Dec 06	<input type="checkbox"/>





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3. Implementation of policies and procedures.	•	July 07	<input type="checkbox"/>
<b>Goal 3: To improve the County's financial position</b>			
<b>Strategy 3.1: Review all County billing procedures and internal controls.</b>			
1. Begin review of County departments' billing and cash collections functions.	• Reviews underway.	Jan 06	<input checked="" type="checkbox"/>
2. Identify areas of weakness in procedures and internal controls.	• Ongoing	Jan 06 – Dec 06	<input type="checkbox"/>
3. Develop and implement a plan to strengthen internal controls in the areas needed.	•	Jan 06 – Dec 06	<input type="checkbox"/>
4. Evaluate and recommend additional internal audit resources	•	July 06	<input type="checkbox"/>
<b>Strategy 3.2: Develop a debt issuance policy.</b>			
1. Monitor for compliance annually during budget process and development of CIP.	•	Ongoing	<input type="checkbox"/>
2. Report status of compliance with debt policy to the Board of Commissioners during the budget process.	•	June 06; Ongoing	<input type="checkbox"/>
<b>Strategy 3.3: Maintain the amount of undesignated fund balance at a minimum of 12%.</b>			
1. Monitor for compliance annually during budget process and development of CIP.	•	Ongoing	<input type="checkbox"/>
2. Report status of compliance with fund balance policy to the Board of Commissioners during the budget process.	•	June 06; Ongoing	<input type="checkbox"/>
<b>Goal 4: To evaluate County programs in context of the mission statement and service delivery expectations.</b>			
<b>Strategy 4.1: Revisit the implementation of the Compensation &amp; Classification Study.</b>			
1. Consider full implementation of study recommendations in July 2006.	• Deferred to FY 06-07 budget process.	Feb 06	<input checked="" type="checkbox"/>
2. If approved, develop a financial plan for full implementation of the original study.	•	May 06	<input type="checkbox"/>
3. Develop a process for review of salaries and classifications.	•	June 06	<input type="checkbox"/>
4. Board review and adoption of recommendations.	•	July 06	<input type="checkbox"/>
5. Implementation of recommendations.	•	July 07; Ongoing	<input type="checkbox"/>
<b>Strategy 4.2: Review and update of the County's Personnel Resolution.</b>			
1. Begin review and draft revisions to the Personnel Resolution.	•	FY 06-07	<input type="checkbox"/>
2. Present recommended revisions to Board of Commissioners.	•	July 07	<input type="checkbox"/>
<b>Strategy 4.3: Address service delivery needs for the County's aging population.</b>			
1. Develop a multi-agency plan for identifying County roles in aging issues.	•	Nov 06	<input type="checkbox"/>
2. Present plan to the Board of Commissioners for review and approval.	•	Dec 06	<input type="checkbox"/>
3. Implement plan.	•	Jan 07	<input type="checkbox"/>
<b>Strategy 4.4: Continue the development of the Central Enforcement &amp; Permitting Plan.</b>			
1. Incorporate the central enforcement and permitting process into facility transition plan.	•	Sept 06	<input type="checkbox"/>
2. Reassign solid waste enforcement function to the Development & Enforcement Department.	•	Dec 06	<input type="checkbox"/>



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<ul style="list-style-type: none"> <li>3. Fully implement a centralized enforcement and permitting process.</li> <li>4. Present draft nuisance ordinance for Board review and approval.</li> <li>5. Begin enforcement of nuisance ordinance.</li> </ul>	<ul style="list-style-type: none"> <li>• <input type="checkbox"/></li> <li>• <input type="checkbox"/></li> <li>• <input type="checkbox"/></li> </ul>	<ul style="list-style-type: none"> <li>July 07</li> <li>Mar 06</li> <li>May 06</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/></li> <li><input type="checkbox"/></li> <li><input type="checkbox"/></li> </ul>
<b>Strategy 4.5: Perform a general countywide ordinance review.</b>			
<ul style="list-style-type: none"> <li>1. Develop staff focus groups to review assigned ordinances.</li> <li>2. Begin possible revisions to ordinances.</li> </ul>	<ul style="list-style-type: none"> <li>• <input type="checkbox"/></li> <li>• <input type="checkbox"/></li> </ul>	<ul style="list-style-type: none"> <li>July 06</li> <li>Jan 07</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/></li> <li><input type="checkbox"/></li> </ul>
<ul style="list-style-type: none"> <li>a. Develop programs to promote responsible animal ownership (i.e. promoting the spay/neuter program, animal identification issues, restraint of animals, etc.)</li> </ul>	<ul style="list-style-type: none"> <li>• <input type="checkbox"/></li> </ul>	<ul style="list-style-type: none"> <li>Jan 07</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/></li> </ul>
<ul style="list-style-type: none"> <li>3. Present revisions to Board for review and adoption.</li> </ul>	<ul style="list-style-type: none"> <li>• <input type="checkbox"/></li> </ul>	<ul style="list-style-type: none"> <li>Jan 07-July 07</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/></li> </ul>
<b>Strategy 4.6: Address recycling and waste management within County facilities.</b>			
<ul style="list-style-type: none"> <li>1. Develop a recycling program and funding plan for County-owned facilities.</li> <li>2. Implement a recycling program for County-owned facilities.</li> </ul>	<ul style="list-style-type: none"> <li>• <input type="checkbox"/></li> <li>• <input type="checkbox"/></li> </ul>	<ul style="list-style-type: none"> <li>FY 06-07</li> <li>FY 06-07</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/></li> <li><input type="checkbox"/></li> </ul>
<b>Goal 5: To implement the projects within the Capital Improvements Program.</b>			
<b>Strategy 5.1: Complete the construction of a new Animal Shelter.</b>			
<ul style="list-style-type: none"> <li>1. Complete construction.</li> </ul>	<ul style="list-style-type: none"> <li>• Completion of building construction scheduled for April 06.</li> </ul>	<ul style="list-style-type: none"> <li>Feb-06</li> <li>Mar-06</li> <li>Apr 06</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/></li> </ul>
<ul style="list-style-type: none"> <li>2. Occupy the new shelter.</li> </ul>	<ul style="list-style-type: none"> <li>• Open House scheduled for County Government Week.</li> </ul>	<ul style="list-style-type: none"> <li>Mar-06</li> <li>Apr 06</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/></li> </ul>
<b>Strategy 5.2: Complete the renovation of the Historic Courthouse.</b>			
<ul style="list-style-type: none"> <li>1. Complete planning phase.</li> </ul>	<ul style="list-style-type: none"> <li>• Architectural plans are complete.</li> <li>• Final engineering work to be completed by end of April.</li> </ul>	<ul style="list-style-type: none"> <li>Feb-06</li> <li>Mar-06</li> <li>Apr 06</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/></li> </ul>
<ul style="list-style-type: none"> <li>2. Bid project.</li> </ul>	<ul style="list-style-type: none"> <li>• Board authorized bidding process for the project at 04/10/2006 meeting.</li> <li>• Bids should be in by end of May.</li> </ul>	<ul style="list-style-type: none"> <li>Mar-06</li> <li>May 06</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/></li> </ul>



# Strategic Plan Updates

GOALS, STRATEGIES, & ACTION STEPS	STATUS <small>(Includes current status, recent activity, significant changes, etc.)</small>	TARGET DATE	COMPLETION
3. Secure financing for project.	•	June 06	<input type="checkbox"/>
4. Award contract for project.	•	June 06	<input type="checkbox"/>
5. Begin construction.	•	June 06	<input type="checkbox"/>
6. Complete construction.	•	Dec 07	<input type="checkbox"/>
7. County Administration relocates to the Historic Courthouse.	•	Jan 08	<input type="checkbox"/>
<b>Strategy 5.3: Complete the construction of the Human Services Building.</b>			
1. Complete construction.	• Ongoing construction • See detailed report.	July-06 Aug 06	<input type="checkbox"/>
2. Social Services, Health, and Veterans Services relocate to the new human services building.	•	Aug-06 Sept 06	<input type="checkbox"/>
<b>Strategy 5.4: Complete the facility transition planning included within the Capital Improvements Program.</b>			
1. Evaluate the current and future potential use of the County-owned block of land currently accommodating the new courthouse, detention facility, and former city water department building.	•	Aug 06	<input type="checkbox"/>
2. Sheriff's Department to relocate to occupy former Administration Building.	•	Nov 06	<input type="checkbox"/>
3. Land Development Departments relocate to former Health Department building.	•	Nov 06	<input type="checkbox"/>
4. Begin the process for selling the former Land Development building.	•	FY 06-07	<input type="checkbox"/>
5. Begin the process for selling the Nuckolls building.	•	FY 06-07	<input type="checkbox"/>
<b>Strategy 5.5: Complete the construction of the Solid Waste 2<sup>nd</sup> Bay of Transfer Station.</b>			
1. Complete designs.	• Complete	Jan 06	<input checked="" type="checkbox"/>
2. Bid project.	• Bid opening was 04/05/2006. • Budget was \$1,400,000 and low bid was \$1,670,555. • Engineers currently reviewing bids. • Staff to report to the Board 05/01/2006.	Mar-06 Apr 06	<input checked="" type="checkbox"/>
3. Award construction contract.	•	Apr-06 May 06	<input type="checkbox"/>
4. Complete construction.	•	Apr 07	<input type="checkbox"/>
<b>Strategy 5.6: Address County EMS facility needs.</b>			



# Strategic Plan Updates

GOALS, STRATEGIES, & ACTION STEPS	STATUS <small>(Includes current status, recent activity, significant changes, etc.)</small>	TARGET DATE	COMPLETION
1. Develop a facilities plan for the EMS East station.	•	FY 06-07	<input type="checkbox"/>
2. Develop a facilities plan for the EMS Main station.	•	FY 07-08	<input type="checkbox"/>
<b>Strategy 5.7: Development and implementation of plans for Etowah Library.</b>			
1. Complete planning and design for a new branch library.	•	May 06	<input type="checkbox"/>
2. Bid project.	•	June 06	<input type="checkbox"/>
3. Secure financing for project.	•	June 06	<input type="checkbox"/>
4. Award contract for project.	•	July 06	<input type="checkbox"/>
5. Begin construction.	•	Aug 06	<input type="checkbox"/>
6. Complete construction.	•	Aug 07	<input type="checkbox"/>
<b>Strategy 5.8: Development and implementation of plans for Tuxedo Park.</b>			
1. Collaborate with the Recreation Advisory Board to identify possible locations for recreation facilities in the Tuxedo area.	• Staff/BOC currently analyzing options regarding acquisition of property for park.	Jan 06; Ongoing	<input type="checkbox"/>
<b>Strategy 5.9: Development and implementation of plans for Tuxedo Library.</b>			
1. Collaborate with the Library Board of Trustees to identify possible locations for library facilities in the Tuxedo area.	<ul style="list-style-type: none"> <li>• Staff currently researching alternatives for expansion of current library facility.</li> <li>• Staff examining possibility of purchasing company store building and property.</li> </ul>	Jan 06; Ongoing	<input type="checkbox"/>
<b>Strategy 5.10: Continue collaboration with Public Schools and Community College representatives to finalize and implement facility plans.</b>			
1. Continue to work with the Joint School Facilities Committee to discuss Public Schools' projects.	•	Ongoing	<input type="checkbox"/>
2. Continue to work with the Joint Community College Committee to discuss BRCC projects.	•	Ongoing	<input type="checkbox"/>
3. Work collaboratively with both entities to develop project timetables and financing packages for facility construction.	•	Ongoing	<input type="checkbox"/>
<b>Strategy 5.11: Complete Phase I of the Mud Creek Sanitary Sewer Interceptor Project.</b>			
1. Complete design plans.	<ul style="list-style-type: none"> <li>• Phase I designs complete.</li> <li>• Staff is beginning work on easement acquisition</li> <li>• Expect to bid Phase I in 30</li> </ul>	June 06	<input type="checkbox"/>



## Strategic Plan Updates

GOALS, STRATEGIES, & ACTION STEPS	STATUS (Includes current status, recent activity, significant changes, etc.)	TARGET DATE	COMPLETION
2. Secure financing for project.	<ul style="list-style-type: none"> <li>• Expect to complete project by end of 2006.</li> </ul>	June 06	<input type="checkbox"/>
3. Begin construction.	<ul style="list-style-type: none"> <li>•</li> </ul>	July 06	<input type="checkbox"/>
<b>Strategy 5.12: Support the Edneyville community in the development of a recreation facility.</b>			
1. Continue to work with the Edneyville community to secure PARTF funding for a recreation facility..	<ul style="list-style-type: none"> <li>•</li> </ul>	Ongoing	<input type="checkbox"/>
2. Continue working with community to develop plans for recreation project.	<ul style="list-style-type: none"> <li>•</li> </ul>	Ongoing	<input type="checkbox"/>
<b>Goal 6: To pursue joint efforts for intergovernmental, public-private, and regional partnerships</b>			
<b>Strategy 6.1: Implement the Solid Waste Management Plan.</b>			
1. Update the Solid Waste Management Plan.	<ul style="list-style-type: none"> <li>•</li> </ul>	July 06	<input type="checkbox"/>
2. Review current recycling programs.	<ul style="list-style-type: none"> <li>•</li> </ul>	Jan 07	<input type="checkbox"/>
3. Present report on recycling to the Board of Commissioners for review.	<ul style="list-style-type: none"> <li>•</li> </ul>	July 07	<input type="checkbox"/>
4. Board action regarding recycling.	<ul style="list-style-type: none"> <li>•</li> </ul>	Aug 07	<input type="checkbox"/>
<b>Strategy 6.2: Cooperate with other entities to address crisis stabilization for mental health services.</b>			
1. Monitor manner in which MOE funds are being expended.	<ul style="list-style-type: none"> <li>•</li> </ul>	Ongoing	<input type="checkbox"/>
2. Continue to work with elected representatives and state officials to address problems created by mental health reform.	<ul style="list-style-type: none"> <li>•</li> </ul>	Ongoing	<input type="checkbox"/>
<b>Strategy 6.3: Address cable franchise renewal process.</b>			
1. Board to review draft franchise agreement from the Cable Franchise Renewal Advisory Committee.	<ul style="list-style-type: none"> <li>• Complete</li> </ul>	Jan 06	<input checked="" type="checkbox"/>
2. Appoint negotiators	<ul style="list-style-type: none"> <li>• Pending action by Board of Commissioners.</li> </ul>	Feb 06	<input type="checkbox"/>
3. Begin negotiations with Mediacom.	<ul style="list-style-type: none"> <li>• Pending action by Board of Commissioners.</li> </ul>	Feb 06	<input type="checkbox"/>
4. Execute franchise agreement.	<ul style="list-style-type: none"> <li>•</li> </ul>	June 06	<input type="checkbox"/>
<b>Strategy 6.4: Transition to a direct sub-recipient of federal transit funds.</b>			
1. Review and execute formal contract with federal government.	<ul style="list-style-type: none"> <li>•</li> </ul>	July 06	<input type="checkbox"/>
2. During the budget process, develop the resources necessary to carry out program.	<ul style="list-style-type: none"> <li>•</li> </ul>	June 06	<input type="checkbox"/>
3. Begin full participation in federal transit program with contracted provider.	<ul style="list-style-type: none"> <li>•</li> </ul>	July 06	<input type="checkbox"/>

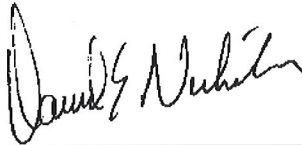
## HENDERSON COUNTY CAPITAL PROJECTS MONTHLY UPDATE

<b>UPDATE MONTH</b>	April 2006
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<b>PROJECT NAME</b>	Historic Courthouse Rehabilitation
Budget	\$ 9,300,000
Estimated Completion Date	December 2007

<b>MONTHLY REPORT: Progress / Change Orders</b>
<p>The Board reviewed the plans for the renovation at a meeting held on Monday, April 10, 2006. The architectural plans and at 100% complete and the final engineering work to be completed within the next week or so. The Board approved receiving bids based on the plans and budget.</p>

<b>PROJECT COORDINATOR'S COMMENTS: Upcoming Issues</b>
<p>An updated schedule was presented to the Board. The project should be out to bid the first week of May and bids submitted around May 26, 2006.</p>



Signed \_\_\_\_\_

April 12, 2006

Date \_\_\_\_\_



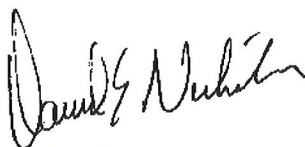
## HENDERSON COUNTY CAPITAL PROJECTS MONTHLY UPDATE

UPDATE MONTH	April 2006
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PROJECT NAME	Human Services Building
Project Budget	\$ 12,195,910
Estimated Completion Date	August 2006

MONTHLY REPORT: Progress / Change Orders
<p>The contractor continues to make progress on the Human Services Building. The exterior work has focused on the stucco, The guttering and downspouts systems have been installed. Roof panels and trim have been installed at the DSS entrance. The metal fascia panels were requested due to discoloring and alternatives are being considered. Sideways and pads were poured last week and the grading is taking place prior to the paving.</p> <p>The interior work includes that HVAC ductwork, electrical, plumbing and fire prevention systems. The acoustical tile grid system and lighting fixtures are being installed on the first floor.</p>

PROJECT COORDINATOR'S COMMENTS: Upcoming Issues
<p>There are a few small change orders being priced for areas such as recessed sprinkler heads and duct exhaust vents. The two road signs were included within the bid. However, there was no signage for the actual entrances. A similar sign to the road signs have been developed and submitted to the contractor for pricing. Staff continues to work with the furniture purchase as well as the telephone system.</p> <p>I would still project that the project will be finished within the current contracted dates. Expected occupancy should be around the first of October.</p>



Signed \_\_\_\_\_

April 12, 2006

Date \_\_\_\_\_



**HENDERSON COUNTY  
CAPITAL PROJECTS  
MONTHLY UPDATE**

<b>UPDATE MONTH</b>	April 2006
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<b>PROJECT NAME</b>	Animal Shelter Construction
Project Budget	\$ 1,577,500
Estimated Completion Date	March 2006

<b>MONTHLY REPORT: Progress / Change Orders</b>
<p>Completion of the building is scheduled for this month. Several final issues are being finalized and seem to be on time. Cooper Construction Company has again indicated that there seems to be no major problems in finishing the building on time. An emergency change order had to be approved at the staff level for approximate \$20,000 to repair the parking lot. As the final preparations of the front parking lot were being done, the compaction of the soil gave way. We have to remove the bad soil and add additional gravel.</p>

<b>MANAGER'S COMMENTS: Upcoming Issues</b>
<p>Work continues on the telephone systems, furniture, interior and exterior signage, and owner-provided appliances. Plans are being developed for an open house during this month's County Government Week.</p>



Signed \_\_\_\_\_

April 12, 2006  
Date \_\_\_\_\_

