

REQUEST FOR BOARD ACTION

**HENDERSON COUNTY
BOARD OF COMMISSIONERS**

MEETING DATE: Wednesday, September 20, 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.

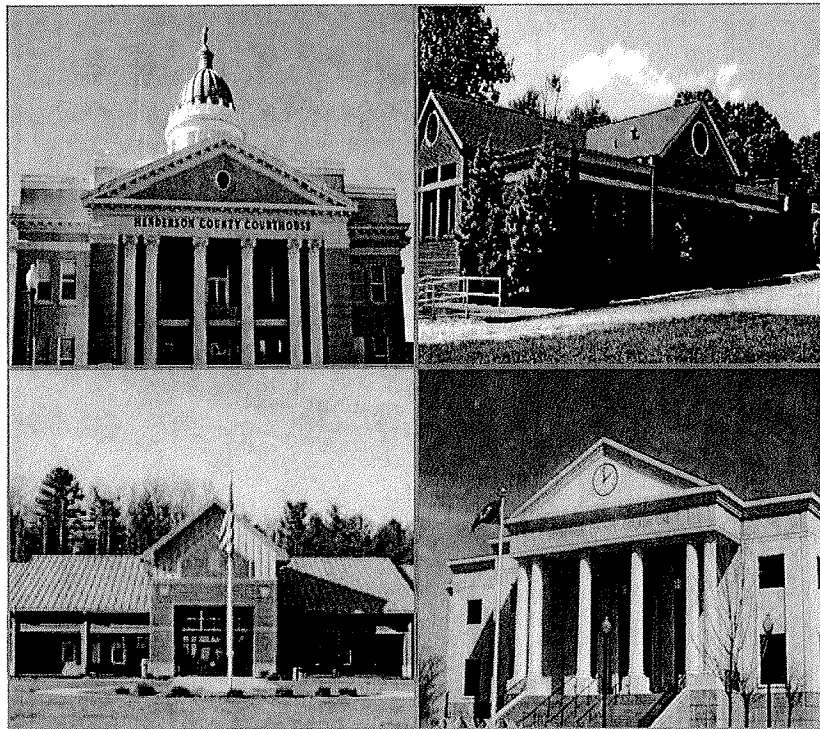
COUNTY MANAGER RECOMMENDATION / BOARD ACTION REQUESTED:

No action is required on this item.

Henderson County

2006 Strategic Plan

Monthly Update



September 2006



Henderson County Government
100 North King Street
Hendersonville, NC 28792
www.hendersoncountync.org



Strategic Plan Updates

GOALS, STRATEGIES, & ACTION STEPS		STATUS <small>(Includes current status, recent activity, significant changes, etc)</small>	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]	<ul style="list-style-type: none"> • 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.	<ul style="list-style-type: none"> • Complete 	Ongoing	<input checked="" type="checkbox"/>
2.	Identify appropriate land to preserve for future industrial development. [E-01-B]	<ul style="list-style-type: none"> • 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.	<ul style="list-style-type: none"> • Complete 	Feb 05	<input checked="" type="checkbox"/>
	b. Gather GIS data representing each of the criteria.	<ul style="list-style-type: none"> • 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.	<ul style="list-style-type: none"> • 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.	<ul style="list-style-type: none"> • 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.	<ul style="list-style-type: none"> • Part of LDC. 	July 06	<input type="checkbox"/>
	f. Incorporate land regulation tools in the new Land Development Code to further protect identified parcels.	<ul style="list-style-type: none"> • 	Dec 06	<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]	<ul style="list-style-type: none"> • 	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]	<ul style="list-style-type: none"> • Complete 	Ongoing	<input checked="" type="checkbox"/>
	a. Explore the options associated with the development of a regional excursion train.	<ul style="list-style-type: none"> • 	Ongoing	<input type="checkbox"/>
2.	Research the benefits of being designated as a national heritage area.	<ul style="list-style-type: none"> • 	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]	<ul style="list-style-type: none"> • 	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]	<ul style="list-style-type: none"> • 	Ongoing	<input type="checkbox"/>
3.	Identify any economically distressed areas of the county and explore revitalization measures. [E-04-G]	<ul style="list-style-type: none"> • 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]	<ul style="list-style-type: none"> • 	Ongoing	<input type="checkbox"/>
5.	Continue to budget funds annually for economic development initiatives. [E-04-I]	<ul style="list-style-type: none"> • 	Ongoing	<input type="checkbox"/>



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Strategy 1.5: Reduce Farmland Loss. [A-01]				
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"/>
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]	•	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"/>
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]	• 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"/>
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]	•	Ongoing	<input type="checkbox"/>
2.	Identify and incorporate Sedimentation and Erosion Control standards and requirements into County land development ordinances. [N-02-D]	• Staff has prepared a draft ordinance for consideration by the BOC	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"/>
Strategy 1.9: Promote development patterns that respect sensitive mountainous areas. [N-03]				



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1. Maintain current protected mountain ridge requirements and improved enforcement. [CCP GMS]	• In draft LDC	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]	•	Ongoing	<input type="checkbox"/>
Strategy 1.11: Protect key sites of historical and cultural significance from development. [N-05]			
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"/>
Strategy 1.12: Meet recreation needs through 2020. [R-01]			
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"/>
Strategy 1.13: Form a community and regional greenway network. [R-02]			
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"/>
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]	•	FY 05-06	<input type="checkbox"/>
2. Promote the county's recreation infrastructure as an economic asset. [R-03-H]	•	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]	• 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"/>
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]	•	FY 06-07	<input type="checkbox"/>
2. Identify and incorporate access management standards and requirements into County land development	• Included in draft LDC	FY 06-07	<input type="checkbox"/>



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ordinances. [T-01-B]			
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"/>
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. 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"/>
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]	•	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.	•	Ongoing	<input type="checkbox"/>
Strategy 1.20: Promote schools to function as focal points for communities. [PS-02]			
1. Establish site selection criteria for new schools and site design criteria for all schools. [PS-02-C]	•	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]	• 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).	• Staff/Planning Board are developing a new draft	FY 05-06 Ongoing	<input type="checkbox"/>
a. Consolidate existing land development ordinances into a single Land Development Code. [GMS-01-B]	• Nuisance Ordinance adopted	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]		FY 05-06	<input checked="" 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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<p>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.</p> <p>3. Adopt and begin enforcing the Land Development Code. [GMS-01]</p>		<ul style="list-style-type: none"> In draft LDC 	FY 05-06	<input type="checkbox"/>
<p>Strategy 1.22: Coordinate planning with the County's municipalities and other governments within the region. [GMS-02]</p> <p>1. Present the Henderson County 2020 Comprehensive Plan to the county's municipalities, and obtain their support and suggestions for improvement. [GMS-02-D]</p> <p>2. Develop a Joint Land Use Planning Program with the municipalities, administered through the LGCCA. [GMS-02-E]</p> <p>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]</p>		<ul style="list-style-type: none"> Planning Dept. hosted first County Planners Forum 2/06 Alternative Revenue Task Force will begin work soon. Staff is developing an RFP for consultant to create an Adequate Public Facilities Ordinance. 	<p>Ongoing</p> <p>FY 05-06</p> <p>Ongoing</p>	<p><input type="checkbox"/></p> <p><input type="checkbox"/></p> <p><input type="checkbox"/></p>
<p>Strategy 1.23: Begin the community planning process. [CCP, Section 4, Implementation Steps]</p>				
<p>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.</p> <p>2. Complete the NC 191 South/Mills River East small area plan.</p> <p>3. Complete the Etowah / Horseshoe / Mills River South small area plan.</p> <p>4. Begin the East Flat Rock / Upward Road small area plan.</p> <p>5. Begin the Howard Gap Road small area plan.</p> <p>6. Begin the Kanuga Road small area plan.</p> <p>7. Begin the Hoopers Creek / Clear Creek small area plan.</p>		<ul style="list-style-type: none"> Will coincide with LDC adoption Delayed due to LDC adoption process Delayed due to LDC adoption process 	<p>Apr 06</p> <p>FY 06-07</p> <p>FY 06-07</p> <p>FY 06-07</p> <p>FY 06-07</p> <p>FY 07-08</p> <p>FY 07-08</p>	<p><input type="checkbox"/></p> <p><input type="checkbox"/></p> <p><input type="checkbox"/></p> <p><input type="checkbox"/></p> <p><input type="checkbox"/></p> <p><input type="checkbox"/></p> <p><input type="checkbox"/></p>
<p>Strategy 1.24: Conduct an annual review of the 2020 County Comprehensive Plan (CCP).</p>				
<p>1. Conduct an annual review of and complete any substantive amendments during the Land Development Code process.</p>		<ul style="list-style-type: none"> Will coincide with LDC adoption process 	<p>Apr 06</p>	<p><input type="checkbox"/></p>



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2. Conduct future annual reviews of the CCP to coincide with the strategic planning process.	•	Jan 07; Ongoing	<input type="checkbox"/>
Strategy 1.25: Find ways for new growth and development to pay for public services and facilities made necessary by the growth.	• Staff is developing a new Capital Program and exploring regulatory options (APFO).	FY 06-07	<input type="checkbox"/>
1. Research future service and facility needs and evaluate regulatory approaches to shift cost burdens associated with new development off of existing taxpayers.	• Staff is developing an RFP for consultant services to create and APFO.	FY 06-07	<input type="checkbox"/>
2. Adopt and begin enforcing an Adequate Public Facilities Ordinance.			
Goal 2: To improve service delivery to County customers.			
Strategy 2.1: Develop a funding plan to upgrade the current wireless emergency communications system.			
1. Develop a schedule for upgrading the County's wireless communications system.	• TBD	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"/>
Strategy 2.2: Update the County's Strategic Information Technology Plan (SITP) to enhance services to the County's citizens.			
1. Present final draft of 2006 SITP for management review.	• SITP submitted.	Mar 06	<input checked="" type="checkbox"/>
2. Budget for technology enhancements.	• Complete	June 06	<input checked="" type="checkbox"/>
3. Implement technology enhancements.	• IT staff continues to implement the Microsoft Exchange server.	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. 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.	• Complete	Ongoing	<input checked="" type="checkbox"/>
Strategy 2.4: Improve customer service within County departments.			
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.	• In progress	May-06 TBD	<input type="checkbox"/>
3. Present plan for Board review and adoption.	• To be addressed by the Manager's Training &	June-06 TBD	<input type="checkbox"/>



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4. Implement plan.	Employee Development Team.	July-06 TBD	<input type="checkbox"/>
Strategy 2.5: Examine the roles of County advisory boards and committees.			
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.	• Complete	Apr 06	<input checked="" type="checkbox"/>
3. Review and draft policies for the establishment of County committees and advisory boards.	• Complete	June 06	<input checked="" type="checkbox"/>
4. Determine whether the boards and committees meet the County's current and future objectives.	* Report has been submitted to the Board for review.	Aug 06	<input checked="" 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"/>
Strategy 2.6: Address public records policies.			
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"/>
3. Implementation of policies and procedures.	•	July 07	<input type="checkbox"/>
Goal 3: To improve the County's financial position			
Strategy 3.1: Review all County billing procedures and internal controls.			
1. Begin review of County departments' billing and cash collections functions.	• Reviews ongoing	Jan 06	<input checked="" type="checkbox"/>
2. Identify areas of weakness in procedures and internal controls.	• Ongoing	Jan 06 – Dec 06	<input checked="" type="checkbox"/>
3. Develop and implement a plan to strengthen internal controls in the areas needed.	• Ongoing	Jan 06 – Dec 06	<input checked="" type="checkbox"/>
4. Evaluate and recommend additional internal audit resources	* Darlene Burgess has been hired at the County's Internal Auditor and will begin that position September 5 th .	July 06	<input checked="" type="checkbox"/>
Strategy 3.2: Develop a debt issuance policy.			
1. Monitor for compliance annually during budget process and development of CIP.	• Monitored during development of the FY 2007 Budget.	Ongoing	<input checked="" type="checkbox"/>



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2. Report status of compliance with debt policy to the Board of Commissioners during the budget process.	<ul style="list-style-type: none"> Compliance noted during budget process. 	June 06; Ongoing	<input checked="" type="checkbox"/>
Strategy 3.3: Maintain the amount of undesignated fund balance at a minimum of 12%.			
1. Monitor for compliance annually during budget process and development of CIP.	<ul style="list-style-type: none"> Monitored during development of the FY 2007 Budget. 	Ongoing	<input checked="" type="checkbox"/>
2. Report status of compliance with fund balance policy to the Board of Commissioners during the budget process.	<ul style="list-style-type: none"> FY 2007 Budget complies with the 12% minimum fund balance established by the Board of Commissioners. 	June 06; Ongoing	<input checked="" type="checkbox"/>
Goal 4: To evaluate County programs in context of the mission statement and service delivery expectations.			
Strategy 4.1: Revisit the implementation of the Compensation & Classification Study.			
1. Consider full implementation of study recommendations in July 2006.	<ul style="list-style-type: none"> 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.	<ul style="list-style-type: none"> 1/3 of implementation was included within the FY 2007 Budget. 	May 06	<input checked="" type="checkbox"/>
3. Develop a process for review of salaries and classifications.	<ul style="list-style-type: none"> To be addressed by the Manager's Pay Plan & Evaluation Team in upcoming fiscal year. 	June-06 TBD	<input checked="" type="checkbox"/>
4. Board review and adoption of recommendations.	<ul style="list-style-type: none"> See above 	July 06	<input checked="" type="checkbox"/>
5. Implementation of recommendations.	<ul style="list-style-type: none"> See above 	July 07; Ongoing	<input checked="" type="checkbox"/>
Strategy 4.2: Review and update of the County's Personnel Resolution.			
1. Begin review and draft revisions to the Personnel Resolution.	<ul style="list-style-type: none"> 	FY 06-07	<input type="checkbox"/>
2. Present recommended revisions to Board of Commissioners.	<ul style="list-style-type: none"> 	July 07	<input type="checkbox"/>
Strategy 4.3: Address service delivery needs for the County's aging population.			
1. Develop a multi-agency plan for identifying County roles in aging issues.	<ul style="list-style-type: none"> 	Nov 06	<input type="checkbox"/>
2. Present plan to the Board of Commissioners for review and approval.	<ul style="list-style-type: none"> 	Dec 06	<input type="checkbox"/>
3. Implement plan.	<ul style="list-style-type: none"> 	Jan 07	<input type="checkbox"/>
Strategy 4.4: Continue the development of the Central Enforcement & Permitting Plan.			



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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.	• Complete.	Dec 06	<input checked="" type="checkbox"/>
3. Fully implement a centralized enforcement and permitting process.	•	July 07	<input type="checkbox"/>
4. Present draft nuisance ordinance for Board review and approval.	• Complete • Public education process underway.	Mar-07 May 06	<input checked="" type="checkbox"/>
5. Begin enforcement of nuisance ordinance.	• Began September 1 st ,	May-07 Sept 06	<input checked="" type="checkbox"/>
Strategy 4.5: Perform a general countywide ordinance review.			
1. Develop staff focus groups to review assigned ordinances.	• TBD	July-06 TBD	<input type="checkbox"/>
2. Begin possible revisions to ordinances.	•	Jan 07	<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.)	•	Jan 07	<input type="checkbox"/>
3. Present revisions to Board for review and adoption.	•	Jan 07-July 07	<input type="checkbox"/>
Strategy 4.6: Address recycling and waste management within County facilities.			
1. Develop a recycling program and funding plan for County-owned facilities.	• Complete	FY 06-07	<input checked="" type="checkbox"/>
2. Implement a recycling program for County-owned facilities.	• Program began 07/01/06.	FY 06-07	<input checked="" type="checkbox"/>
Goal 5: To implement the projects within the Capital Improvements Program.			
Strategy 5.1: Complete the construction of a new Animal Shelter.			
1. Complete construction.	• Complete	Feb-06 Mar-06 Apr 06	<input checked="" type="checkbox"/>
2. Occupy the new shelter.	• Complete	Mar-06 Apr 06	<input checked="" type="checkbox"/>
Strategy 5.2: Complete the renovation of the Historic Courthouse.			
1. Complete planning phase.	• Complete	Feb-06 Mar-06 Apr 06	<input checked="" type="checkbox"/>
2. Bid project.	• Board awarded bid to H&M Construction	Mar-06 May-06	<input checked="" type="checkbox"/>



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3. Secure financing for project.	Company. • Financing closed on 6/28/06.	June 06 June 06	<input checked="" type="checkbox"/>
4. Award contract for project.	• Complete	June 06	<input checked="" type="checkbox"/>
5. Begin construction.	• Construction ongoing.	June-06 Aug 06	<input checked="" type="checkbox"/>
6. Complete construction.	•	Dec 07	<input type="checkbox"/>
7. County Administration relocates to the Historic Courthouse.	•	Jan 08	<input type="checkbox"/>
Strategy 5.3: Complete the construction of the Human Services Building.			
1. Complete construction.	• Construction substantially complete • Open House scheduled for Wednesday, October 18 th at 2pm.	July-06 Aug 06	<input checked="" type="checkbox"/>
2. Social Services, Health, and Veterans Services relocate to the new human services building.	• Departments to move the week of September 18 th .	Aug-06 Sept 06	<input type="checkbox"/>
Strategy 5.4: Complete the facility transition planning included within the Capital Improvements Program.			
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.	• To be addressed within CIP.	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"/>
Strategy 5.5: Complete the construction of the Solid Waste 2nd Bay of Transfer Station.			
1. Complete designs.	• Complete	Jan 06	<input checked="" type="checkbox"/>
2. Bid project.	• Complete	Mar-06 Apr 06	<input checked="" type="checkbox"/>
3. Award construction contract.	• Contract awarded.	Apr-06 May 06	<input checked="" type="checkbox"/>
4. Complete construction.	• Completion expected 270 days from 06/12/06.	Apr 07	<input type="checkbox"/>



Strategic Plan Updates

GOALS, STRATEGIES, & ACTION STEPS		STATUS <small>(Includes current status, recent activity, significant changes, etc.)</small>	TARGET DATE	COMPLETION
Strategy 5.6: Address County EMS facility needs.				
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"/>
Strategy 5.7: Development and implementation of plans for Etowah Library.				
1. Complete planning and design for a new branch library.		• Pending completion	May 06	<input checked="" type="checkbox"/>
2. Bid project.		• Scheduling specific date	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"/>
Strategy 5.8: Development and implementation of plans for Tuxedo Park.				
1. Collaborate with the Recreation Advisory Board to identify possible locations for recreation facilities in the Tuxedo area.		• Staff/BOC continuing to evaluate options regarding acquisition/lease of property for park.	Jan 06; Ongoing	<input type="checkbox"/>
Strategy 5.9: Development and implementation of plans for Tuxedo Library.				
1. Collaborate with the Library Board of Trustees to identify possible locations for library facilities in the Tuxedo area.		• Staff continues to research options regarding acquisition of property.	Jan 06; Ongoing	<input type="checkbox"/>
Strategy 5.10: Continue collaboration with Public Schools and Community College representatives to finalize and implement facility plans.				
1. Continue to work with the Joint School Facilities Committee to discuss Public Schools' projects.		• Ongoing		<input checked="" type="checkbox"/>
2. Continue to work with the Joint Community College Committee to discuss BRCC projects.		• Ongoing		<input checked="" type="checkbox"/>
3. Work collaboratively with both entities to develop project timetables and financing packages for facility construction.		• Ongoing		<input checked="" type="checkbox"/>
Strategy 5.11: Complete Phase I of the Mud Creek Sanitary Sewer Interceptor Project.				
1. Complete design plans.		• Complete	June 06	<input checked="" type="checkbox"/>
2. Secure financing for project.		• Project bid in June.	June 06	<input checked="" type="checkbox"/>
3. Begin construction.		• Phase I expected to be complete by end of 2006.	July-06 Dec 06	<input type="checkbox"/>
Strategy 5.12: Support the Edneyville community in the development of a recreation facility.				
1. Continue to work with the Edneyville community to secure PARTF funding for a recreation facility..		• Staff notified that the 2006	Ongoing	<input checked="" type="checkbox"/>



Strategic Plan Updates

GOALS, STRATEGIES, & ACTION STEPS	STATUS (Includes current status, recent activity, significant changes, etc.)	TARGET DATE	COMPLETION
2. Continue working with community to develop plans for recreation project.	grant was awarded for the Edneyville recreation facility.	Ongoing	<input type="checkbox"/>
Goal 6: To pursue joint efforts for intergovernmental, public-private, and regional partnerships			
Strategy 6.1: Implement the Solid Waste Management Plan.			
1. Update the Solid Waste Management Plan.	• Complete	July 06	<input checked="" type="checkbox"/>
2. Review current recycling programs.	• Recycling report submitted April 2006	Jan 07	<input checked="" type="checkbox"/>
3. Present report on recycling to the Board of Commissioners for review.	• Complete	July 07	<input checked="" type="checkbox"/>
4. Board action regarding recycling.	• Complete	Aug 07	<input checked="" type="checkbox"/>
Strategy 6.2: Cooperate with other entities to address crisis stabilization for mental health services.			
1. Monitor manner in which MOE funds are being expended.	• Ongoing	TBD	<input checked="" type="checkbox"/>
2. Continue to work with elected representatives and state officials to address problems created by mental health reform.	• Ongoing • Beginning discussions with Buncombe County officials concerning establishment of local crisis stabilization facility.	TBD	<input type="checkbox"/>
Strategy 6.3: Address cable franchise renewal process.			
1. Board to review draft franchise agreement from the Cable Franchise Renewal Advisory Committee.	• Complete	Jan 06	<input checked="" type="checkbox"/>
2. Appoint negotiators	• Awaiting action on state/federal franchising.	Feb 06	<input type="checkbox"/>
3. Begin negotiations with Mediacom.	• See above.	Feb 06	<input type="checkbox"/>
4. Execute franchise agreement.	• See above.	June 06	<input type="checkbox"/>
Strategy 6.4: Transition to a direct sub-recipient of federal transit funds.			
1. Review and execute formal contract with federal government.	• Staff is working with various agencies to implement an approved federal grant/contract.	July 06	<input checked="" type="checkbox"/>
2. During the budget process, develop the resources necessary to carry out program.	• Complete	June 06	<input checked="" type="checkbox"/>
3. Begin full participation in federal transit program with contracted provider.	• Staff anticipates full	July 06	<input checked="" type="checkbox"/>



Strategic Plan Updates

GOALS, STRATEGIES, & ACTION STEPS	STATUS <small>(Includes current status, recent activity, significant changes, etc.)</small>	TARGET DATE	COMPLETION
	participation late Summer/early Fall.		