

REQUEST FOR BOARD ACTION

HENDERSON COUNTY BOARD OF COMMISSIONERS

MEETING DATE: Wednesday, November 15, 2006

SUBJECT: 2006 Strategic Plan and Capital Projects Update

ATTACHMENTS: Attachment 1: 2006 Strategic Plan Monthly Update
Attachment 2: Capital Projects Monthly Update

SUMMARY OF REQUEST:

Attached you will find the 2006 Strategic Plan monthly update, as well as an update on current capital projects. The Assistant County Manager, Selena Coffey, will provide a brief update on the Strategic Plan. Specific strategies addressed in this monthly update include the following:

- Adoption of the Sedimentation & Erosion Control Ordinance with enforcement to begin in October 2007. [Strategy 1.8]
- Board approval of RFP for consultation on the Adequate Public Facilities Ordinance. [Strategy 1.22]
- Board decisions regarding Facility Transition Planning, discussed at today's meeting. [Strategy 5.4]
- Award of bid for Etowah Library project to lowest bidder at last meeting. [Strategy 5.7]
- Award of contracts with mental health providers for use of maintenance of efforts funds. [Strategy 6.2]

The County Engineer, Gary Tweed, will update the Board of Commissioners on ongoing capital projects, particularly the Historic Courthouse project.

BOARD ACTION REQUESTED:

No action required at this time.



Strategic Plan Updates

GOALS, STRATEGIES, & ACTION STEPS		STATUS (includes current status, recent activity, significant changes, etc.)	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]		• Complete	Ongoing	☒
a. Increase the supply of prepared industrial sites and buildings, and make them available on a cost competitive basis.		• Complete	Ongoing	☒
2. Identify appropriate land to preserve for future industrial development. [E-01-B]		• Complete	Ongoing	☒
a. Work with the Partnership for Economic Development to establish criteria to be used in identifying parcels appropriate for industrial development.		• Complete	Feb 05	☒
b. Gather GIS data representing each of the criteria.		• Complete	Mar 05	☒
c. Develop GIS model to do county-wide, parcel-based analysis to locate parcels meeting all the criteria.		• Complete	Mar 05	☒
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	☒
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	☐
f. Incorporate land regulation tools in the new Land Development Code to further protect identified parcels.		•	Dec 06	☐
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]		•	Ongoing	☐
Strategy 1.3: Promote appropriate, compatible tourism. [E-03]				
1. Participate in the development of a Heritage Tourism Plan. [E-03-D]		• Complete	Ongoing	☒
a. Explore the options associated with the development of a regional excursion train.		•	Ongoing	☐
2. Research the benefits of being designated as a national heritage area.		•	FY 05 thru FY 06	☐
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]		•	Ongoing	☐
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	☐
3. Identify any economically distressed areas of the county and explore revitalization measures. [E-04-G]		• During small area plan process	Ongoing	☐
4. Pursue legislation and solicit regional and statewide support to further economic development initiatives. [E-04-H]		•	Ongoing	☐
5. Continue to budget funds annually for economic development initiatives. [E-04-I]		•	Ongoing	☐



Strategic Plan Updates

GOALS, STRATEGIES, & ACTION STEPS		STATUS (includes current status, recent activity, significant changes, etc.)	TARGET DATE	COMPLETION
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	☐
2. Promote and expand voluntary agricultural districts to minimize land use conflicts and to protect farmers' right to farm. [A-01-B]		•	Ongoing	☐
3. Ensure that County-funded economic development programs and projects support farmland protection. [A-01-C]		•	Ongoing	☐
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	☐
2. Provide maximum benefits under Present Use Valuation Taxation program. [A-02-E]		•	FY 07-08	☐
3. Provide ongoing training and technical assistance to farmers. [A-02-F]		•	Ongoing	☐
4. Promote agricultural products that are produced in Henderson County. [A-02-G]		•	Ongoing	☐
5. Identify an agricultural proponent or facilitator. [A-02-H]		•	FY 05-06	☐
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	☒
2. Enforce the Flood Hazard Prevention Ordinance.		•	Ongoing	☐
3. Investigate measures to maintain the open and free flow of all perennial streams in the county. [N-01-B]		•	Ongoing	☐
4. Consider participation in the National Flood Insurance Program.		• Began 2/06	FY 05-06	☒
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	☐
2. Identify and incorporate Sedimentation and Erosion Control standards and requirements into County land development ordinances. [N-02-D]		• Ordinance adopted by BOC. • Staff will implement the new ordinance 10/1/07. Adopted language will be incorporated into LDC.	FY 06-07	☐
3. Amend CCP schedule to implement a local Sedimentation and Erosion Control Program in FY 06-07		• Complete	FY 06-07	☒
3. Begin enforcement of Sedimentation and Erosion Control standards within County land development ordinances.		• Enforcement will begin 10/1/07.	FY 07-08	☐



Strategic Plan Updates

GOALS, STRATEGIES, & ACTION STEPS		STATUS (includes current status, recent activity, significant changes, etc.)	TARGET DATE	COMPLETION
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	☐
		•	FY 07-08	☐
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]		• In draft LDC	Ongoing	☐
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	☒
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	☐
Strategy 1.12: Meet recreation needs through 2020. [R-01]				
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	☐
Strategy 1.13: Form a community and regional greenway network. [R-02]				
1. Integrate recreation and transportation planning. [R-02-E]		•	Ongoing	☐
2. Develop a strategy for the reuse of rail lines in Henderson County. [R-02-F]		•	FY 06-07	☐
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]		• Complete	FY 05-06	☒
2. Promote the county's recreation infrastructure as an economic asset. [R-03-H]		• Ongoing	Ongoing	☐
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	☒
2. Develop a formal fair housing complaint procedure. [H-01-D]		• Complete	FY 06-07	☒
3. Adopt and implement a Minimum Housing Code. [H-01-E]		• Draft currently under staff / legal review	FY 06-07	☐
4. Begin enforcement of the Minimum Housing Code [H-01-E]		•	FY 06-07	☐
5. Continue participation in the scattered site rehabilitation program and other similar federally and state-funded programs. [H-01-F]		• Ongoing	Ongoing	☒
6. Develop a, or support an existing, housing information center. [H-01-G]		•	FY 06-07	☐



Strategic Plan Updates

GOALS, STRATEGIES, & ACTION STEPS	STATUS (Includes current status, recent activity, significant changes, etc.)	TARGET DATE	COMPLETION
7. Support local organizations in the establishment of an affordable housing trust fund. [H-01-H]	•	Ongoing	☐
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	☐
2. Identify and incorporate access management standards and requirements into County land development ordinances. [T-01-B]	• Included in draft LDC	FY 06-07	☐
3. Continue to support public transportation in Henderson County. [T-01-C]	• Ongoing	Ongoing	☐
4. Integrate recreation and transportation planning. [T-01-D]	•	Ongoing	☐
5. Continue active leadership of, and participation in, the French Broad River Metropolitan Planning Organization (FBRMPO). [T-01-E]	• Ongoing	Ongoing	☐
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]	• Complete	FY 05-06	☒
2. Integrate schools and sewer / water planning. [SW-01-E]	•	Ongoing	☐
3. Prioritize extensions to economic development sites. [SW-01-F]	• Ongoing	FY 05-06	☒
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	☐
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	Ongoing	☒
Strategy 1.19: Take a leadership role in school facilities planning. [PS-01]			
1. Continue to participate in the Joint Schools Facilities Committee.	• Ongoing	Ongoing	☒
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	☐
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	☐
2. Develop a Land Use Development Code (i.e. Zoning Ordinance Rewrite).	• Staff/Planning Board are developing a new draft	FY 05-06 Ongoing	☐
a. Consolidate existing land development ordinances into a single Land Development Code. [GMS-01-B]	•	FY 05-06	☐



Strategic Plan Updates

GOALS, STRATEGIES, & ACTION STEPS		STATUS (Includes current status, recent activity, significant changes, etc.)	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]		Nuisance Ordinance adopted	FY 05-06	☒
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	☐
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.		In draft LDC	FY 05-06	☐
3. Adopt and begin enforcing the Land Development Code. [GMS-01]			FY 06-07	☐
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]		Planning Dept. hosted first County Planners Forum 2/06	Ongoing	☒
2. Develop a Joint Land Use Planning Program with the municipalities, administered through the LGCCA. [GMS-02-E]			FY 05-06	☐
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]		- Alternative Revenue Task Force currently developing recommendations. BOC approved an RFP for consultant to create an Adequate Public Facilities Ordinance. Consultant proposals are due 1/15/2007.	Ongoing	☒
Strategy 1.23: Begin the community planning process. [CCP, Section 4, Implementation Steps]				
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.		Will coincide with LDC adoption	Apr 06	☐
2. Complete the NC 191 South/Mills River East small area plan.		Delayed due to LDC adoption process	FY 06-07	☐
3. Complete the Etowah / Horseshoe / Mills River South small area plan.		Delayed due to LDC adoption process	FY 06-07	☐



Strategic Plan Updates

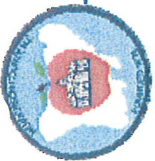
GOALS, STRATEGIES, & ACTION STEPS		STATUS (includes current status, recent activity, significant changes, etc.)	TARGET DATE	COMPLETION
4. Begin the East Flat Rock / Upward Road small area plan.		•	FY 06-07	☐
5. Begin the Howard Gap Road small area plan.		•	FY 06-07	☐
6. Begin the Kanuga Road small area plan.		•	FY 07-08	☐
7. Begin the Hoopers Creek / Clear Creek small area plan.		•	FY 07-08	☐
Strategy 1.24: Conduct an annual review of the 2020 County Comprehensive Plan (CCP).				
1. Conduct an annual review of and complete any substantive amendments during the Land Development Code process.		• Will coincide with LDC adoption process	Apr 06	☐
2. Conduct future annual reviews of the CCP to coincide with the strategic planning process.		• Ongoing annually.	Jan 07; Ongoing	☒
Strategy 1.25: Find ways for new growth and development to pay for public services and facilities made necessary by the growth.				
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 a new Capital Program and exploring regulatory options (APFO).	FY 06-07	☐
2. Adopt and begin enforcing an Adequate Public Facilities Ordinance.		• BOC approved an RFP for consultant to create an Adequate Public Facilities Ordinance. Consultant proposals are due 1/15/2007.	FY 06-07	☐
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.		• To be carried forward to 2007-2011 Strategic Plan	Begin July 06	☐
2. Work with a consultant to research options to upgrade the current wireless communications system.		• See above.	Sept 06	☐
3. Develop a funding plan for upgrading the County's wireless communications system.		• See above.	Apr 07	☐
4. Implementation of communications plan.		• See above.	Begin Aug 07	☐
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	☒
2. Budget for technology enhancements.		• Complete	June 06	☒
3. Implement technology enhancements.		• IT staff continues to implement budgeted	July 06-June 07	☒



Strategic Plan Updates

86

GOALS, STRATEGIES, & ACTION STEPS		STATUS (includes current status, recent activity, significant changes, etc.)	TARGET DATE	COMPLETION
		enhancements.		
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	☒
2. Work with the Board of Elections in implementing changes in voting facilities.		• Complete	Ongoing	☒
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	☒
2. Develop a formal customer service plan/policy for County government, including internal and direct service departments.		• In progress	May-06 TBD	☒
3. Present plan for Board review and adoption.		• Training & Employee Development Team proposal submitted for management review.	June-06 TBD	☐
4. Implement plan.		•	July-06 TBD	☐
Strategy 2.5: Examine the roles of County advisory boards and committees.				
1. Conduct an inventory of boards and committees.		• Complete	Jan 06	☒
2. Analyze the mission and make-up of boards and committees.		• Complete	Apr 06	☒
3. Review and draft policies for the establishment of County committees and advisory boards.		• Complete	June 06	☒
4. Determine whether the boards and committees meet the County's current and future objectives.		• See below.	Aug 06	☒
5. Present recommendations to the Board of Commissioners for approval.		• Report submitted to Board of Commissioners • Recommendations to be discussed at future Commission meeting.	Sept 06	☒
6. Reorganize boards and committees as necessary.		•	Ongoing	☐
Strategy 2.6: Address public records policies.				
1. Review and update public records policies and procedures.		• To be addressed in the Training and Employee Development Program. See 2.4.3 above.	Aug 06	☐
2. Recommend draft policies and procedures to the Board of Commissioners.		• See above.	Dec 06	☐
3. Implementation of policies and procedures.		•	July 07	☐



Strategic Plan Updates

GOALS, STRATEGIES, & ACTION STEPS		STATUS (Includes current status, recent activity, significant changes, etc.)	TARGET DATE	COMPLETION
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	☒
2. Identify areas of weakness in procedures and internal controls.		• Ongoing	Jan 06 – Dec 06	☒
3. Develop and implement a plan to strengthen internal controls in the areas needed.		• Ongoing	Jan 06 – Dec 06	☒
4. Evaluate and recommend additional internal audit resources		• Internal Audit program ongoing.	July 06	☒
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	☒
2. Report status of compliance with debt policy to the Board of Commissioners during the budget process.		• Compliance noted during budget process.	June 06; Ongoing	☒
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.		• Monitored during development annual budgets.	Ongoing	☒
2. Report status of compliance with fund balance policy to the Board of Commissioners during the budget process.		• Ongoing	June 06; Ongoing	☒
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.		• Deferred to FY 06-07 budget process.	Feb 06	☒
2. If approved, develop a financial plan for full implementation of the original study.		• 1/3 of implementation was included within the FY 2007 Budget.	May 06	☒
3. Develop a process for review of salaries and classifications.		• To be addressed by the Manager's Pay Plan & Evaluation Team in upcoming fiscal year.	June-06 TBD	☒
4. Board review and adoption of recommendations.		• See above	July 06	☒
5. Implementation of recommendations.		• See above	July 07; Ongoing	☒
Strategy 4.2: Review and update of the County's Personnel Resolution.				



Strategic Plan Updates

GOALS, STRATEGIES, & ACTION STEPS	STATUS (includes current status, recent activity, significant changes, etc.)	TARGET DATE	COMPLETION
1. Begin review and draft revisions to the Personnel Resolution.	Currently under revision by staff team – to be presented to the Board at a later date.	FY 06-07	☐
2. Present recommended revisions to Board of Commissioners.		July 07	☐
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.	Currently being addressed by Social Services.	Nov 06	☐
2. Present plan to the Board of Commissioners for review and approval.		Dec 06	☐
3. Implement plan.		Jan 07	☐
Strategy 4.4: Continue the development of the Central Enforcement & Permitting Plan.			
1. Incorporate the central enforcement and permitting process into facility transition plan.	To be addressed	Sept 06	☐
2. Reassign solid waste enforcement function to the Development & Enforcement Department.	Complete	Dec 06	☒
3. Fully implement a centralized enforcement and permitting process.		July 07	☐
4. Present draft nuisance ordinance for Board review and approval.	Complete	Mar 07 May 06	☒
5. Begin enforcement of nuisance ordinance.	Complete	May 07 Sept 06	☒
Strategy 4.5: Perform a general countywide ordinance review.			
1. Develop staff focus groups to review assigned ordinances.	Teams continue to develop programs addressing these issues.	July 06 TBD	☐
2. Begin possible revisions to ordinances.		Jan 07	☐
a. Develop programs to promote responsible animal ownership (i.e. promoting the spay/neuter program, animal identification issues, restraint of animals, etc.)		Jan 07	☐
3. Present revisions to Board for review and adoption.		Jan 07-July 07	☐
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	☒
2. Implement a recycling program for County-owned facilities.	Ongoing	FY 06-07	☒
Goal 5: To implement the projects within the Capital Improvements Program.			
Strategy 5.1: Complete the construction of a new Animal Shelter.			



Strategic Plan Updates

GOALS, STRATEGIES, & ACTION STEPS	STATUS (Includes current status, recent activity, significant changes, etc.)	TARGET DATE	COMPLETION
1. Complete construction.	• Complete	Feb-06 Mar-06 Apr 06	☒
2. Occupy the new shelter.	• Complete	Mar-06 Apr 06	☒
Strategy 5.2: Complete the renovation of the Historic Courthouse.			
1. Complete planning phase.	• Complete	Feb-06 Mar-06 Apr 06	☒
2. Bid project.	• Board awarded bid to H&M Construction Company.	Mar-06 May-06 June 06	☒
3. Secure financing for project.	• Financing closed on 6/28/06.	June 06	☒
4. Award contract for project.	• Complete	June 06	☒
5. Begin construction.	• See Capital Projects update	June-06 Aug 06	☒
6. Complete construction.	•	Dec 07	☐
7. County Administration relocates to the Historic Courthouse.	•	Jan 08	☐
Strategy 5.3: Complete the construction of the Human Services Building.			
1. Complete construction.	• Complete	July-06 Aug 06	☒
2. Social Services, Health, and Veterans Services relocate to the new human services building.	• Complete	Aug-06 Sept 06	☒
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 further addressed with Facility Transition Plan.	Aug 06	☒
2. Sheriff's Department to relocate to occupy former Administration Building.	• Pending Board decision	Nov 06	☐
3. Land Development Departments relocate to former Health Department building.	• Pending Board decision	Nov 06	☐
4. Begin the process for selling the former Land Development building.	•	FY 06-07	☐
5. Begin the process for selling the Nuckolls building.	•	FY 06-07	☐



Strategic Plan Updates

GOALS, STRATEGIES, & ACTION STEPS		STATUS (Includes current status, recent activity, significant changes, etc.)	TARGET DATE	COMPLETION
Strategy 5.5: Complete the construction of the Solid Waste 2nd Bay of Transfer Station.				
1. Complete designs.		• Complete	Jan 06	☒
2. Bid project.		• Complete	Mar-06 Apr 06	☒
3. Award construction contract.		• Contract awarded.	Apr-06 May 06	☒
4. Complete construction.		• Completion expected 270 days from 06/12/06.	Apr 07	☐
Strategy 5.6: Address County EMS facility needs.				
1. Develop a facilities plan for the EMS East station.		• Edneyville substation operational by January 07.	FY 06-07	☒
2. Develop a facilities plan for the EMS Main station.		• Study underway.	FY 07-08	☐
Strategy 5.7: Development and implementation of plans for Etowah Library.				
1. Complete planning and design for a new branch library.		• Complete	May 06	☒
2. Bid project.		• Bid awarded to Cooper Construction 11/6/06.	June 06	☒
3. Secure financing for project.		• See above	June 06	☐
4. Award contract for project.		• See above	July 06	☐
5. Begin construction.		•	Aug 06	☐
6. Complete construction.		•	Aug 07	☐
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	☐
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	☐
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		☒



Strategic Plan Updates

GOALS, STRATEGIES, & ACTION STEPS	STATUS (Includes current status, recent activity, significant changes, etc.)	TARGET DATE	COMPLETION
2. Continue to work with the Joint Community College Committee to discuss BRCC projects.	• Ongoing		☒
3. Work collaboratively with both entities to develop project timetables and financing packages for facility construction.	• Ongoing		☒
Strategy 5.11: Complete Phase I of the Mud Creek Sanitary Sewer Interceptor Project.			
1. Complete design plans.	• Complete	June 06	☒
2. Secure financing for project.	• Project bid in June.	June 06	☒
3. Begin construction.	• Phase I expected to be complete by end of 2006.	July 06 Dec 06	☐
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..	• Grant awarded for the Edneyville recreation facility.	Ongoing	☒
2. Continue working with community to develop plans for recreation project.	• Currently waiting for State to send grant contract.	Ongoing	☐
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	☒
2. Review current recycling programs.	• Recycling report submitted April 2006	Jan 07	☒
3. Present report on recycling to the Board of Commissioners for review.	• Complete	July 07	☒
4. Board action regarding recycling.	• Complete	Aug 07	☒
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	☒
2. Continue to work with elected representatives and state officials to address problems created by mental health reform.	• Board awarded contracts to 8 mental health care providers at 10/26/06.	TBD	☒
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	☒
2. Appoint negotiators	• Awaiting action on state/federal franchising.	Feb 06	☐



GOALS, STRATEGIES, & ACTION STEPS	STATUS (Includes current status, recent activity, significant changes, etc.)	TARGET DATE	COMPLETION
3. Begin negotiations with Mediacom.	• See above.	Feb 06	☐
4. Execute franchise agreement.	• See above.	June 06	☐
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	☒
2. During the budget process, develop the resources necessary to carry out program.	• Complete	June 06	☒
3. Begin full participation in federal transit program with contracted provider.	• Staff anticipates full participation late 2006.	July 06	☒

HENDERSON COUNTY CAPITAL PROJECTS MONTHLY UPDATE

UPDATE MONTH	November 2006
--------------	---------------

PROJECT NAME	Historic Courthouse Rehabilitation
Budget	\$ 9,300,000
Estimated Completion Date	December 2007

MONTHLY REPORT: Progress / Change Orders
Project began mid August 2006. Majority of work to date relates to removal of existing wiring, plumbing, heating systems, abatement of asbestos and lead paint. Annex on 2 nd avenue has been removed. No change orders to date.

PROJECT COORDINATOR'S COMMENTS: Upcoming Issues
We do expect some change orders with respect to changes to elevator being required to go to gallery level, additional asbestos material removal. These have not been presented by the Architect as of this date.

Gary Tweed, County Engineer
Project Manager

October 25, 2006
Date



HENDERSON COUNTY CAPITAL PROJECTS MONTHLY UPDATE

UPDATE MONTH	November 2006
--------------	---------------

PROJECT NAME	Solid Waste Transfer Station
Project Budget	\$ 1,513,055
Estimated Completion Date	February 2007

MONTHLY REPORT: Progress / Change Orders
Project 50 % Completed. Foundation complete, base floor poured, metal building material on site. New building should complete by end of December with rehab of original building starting in January.

PROJECT COORDINATOR'S COMMENTS: Upcoming Issues
None to date.

Gary Tweed, County Engineer
Project Manager

October 25, 2006
Date



**HENDERSON COUNTY
CAPITAL PROJECTS
MONTHLY UPDATE**

UPDATE MONTH	November 2006
--------------	---------------

PROJECT NAME	Mud Creek Phase I Sanitary Sewer Interceptor
Project Budget	\$ 1,466,668
Estimated Completion Date	April 2007

MONTHLY REPORT: Progress / Change Orders
Contracts have been executed, work began Oct. 9, 2006. Several thousand feet of force main has been installed and construction on wet wells for lift station is underway.

MANAGER'S COMMENTS: Upcoming Issues
None at this time.

Gary Tweed, County Engineer
Project Manager

October 25, 2006
Date

