

REQUEST FOR BOARD ACTION

**HENDERSON COUNTY
BOARD OF COMMISSIONERS**

MEETING DATE: February 21, 2007

SUBJECT: 2006 Strategic Plan and Capital Projects Update

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

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 be present to provide information on the 2006 Strategic Plan Monthly Update as necessary.

The County Engineer, Gary Tweed, will be present to update the Board of Commissioners on ongoing capital projects as necessary.

BOARD ACTION REQUESTED:

No action required at this time.

Suggested Motion:

I move that the Board accept this monthly update for information.

Henderson County

2006 Strategic Plan

Monthly Update



February 2007



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



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]	• 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"/>
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	<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]	• 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"/>
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	<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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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]	<ul style="list-style-type: none"> • Ordinance adopted by BOC. • Staff will implement the new ordinance 10/1/07. Adopted language will be incorporated into LDC. 	FY 06-07	<input type="checkbox"/>
3. Amend CCP schedule to implement a local Sedimentation and Erosion Control Program in FY 06-07	• Complete	FY 06-07	<input checked="" type="checkbox"/>
3. Begin enforcement of Sedimentation and Erosion Control standards within County land development ordinances.	• Enforcement will begin 10/1/07.	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"/>



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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]			
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 checked="" 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]	• Complete	FY 05-06	<input checked="" type="checkbox"/>
2. Promote the county's recreation infrastructure as an economic asset. [R-03-H]	• Ongoing	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	Ongoing	<input checked="" 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]			



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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"/>
3. Continue to support public transportation in Henderson County. [T-01-C]	• Ongoing	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	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]	• Complete	FY 05-06	<input checked="" 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]	• Ongoing	FY 05-06	<input checked="" 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	Ongoing	<input checked="" 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	Ongoing	<input checked="" 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]	<ul style="list-style-type: none"> • 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).	• Draft LDC presented to BOC.	FY 05-06 Ongoing	<input type="checkbox"/>
a. Consolidate existing land development ordinances into a single Land Development Code. [GMS-01-B]	• Draft LDC presented to BOC	FY 05-06	<input type="checkbox"/>



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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]	<ul style="list-style-type: none"> Nuisance Ordinance adopted 	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]	<ul style="list-style-type: none"> In draft LDC 	FY 05-06	<input type="checkbox"/>
d. Maintain an adequate supply of land zoned to allow the placement of manufactured housing in appropriate areas, and improve the appearance, quality, design, and maintenance of manufactured homes and the lots and manufactured home parks in which they are located.	<ul style="list-style-type: none"> In draft LDC 	FY 05-06	<input type="checkbox"/>
3. Adopt and begin enforcing the Land Development Code. [GMS-01]	<ul style="list-style-type: none"> 	FY 06-07	<input type="checkbox"/>
Strategy 1.22: Coordinate planning with the County's municipalities and other governments within the region. [GMS-02]			
1. Present the Henderson County 2020 Comprehensive Plan to the county's municipalities, and obtain their support and suggestions for improvement. [GMS-02-D]	<ul style="list-style-type: none"> Planning Dept. hosted first County Planners Forum 2/06 	Ongoing	<input checked="" 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"> 	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"> Staff to present consultant proposal for development of an Adequate Public Facilities Ordinance at 2/21/07 BOC meeting. 	Ongoing	<input checked="" type="checkbox"/>
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.	<ul style="list-style-type: none"> Will coincide with LDC adoption 	Apr 06	<input type="checkbox"/>
2. Complete the NC 191 South/Mills River East small area plan.	<ul style="list-style-type: none"> Delayed due to LDC adoption process 	FY 06-07	<input type="checkbox"/>
3. Complete the Etowah / Horseshoe / Mills River South small area plan.	<ul style="list-style-type: none"> Delayed due to LDC adoption process 	FY 06-07	<input type="checkbox"/>
4. Begin the East Flat Rock / Upward Road small area plan.	<ul style="list-style-type: none"> 	FY 06-07	<input type="checkbox"/>
5. Begin the Howard Gap Road small area plan.	<ul style="list-style-type: none"> 	FY 06-07	<input type="checkbox"/>
6. Begin the Kanuga Road small area plan.	<ul style="list-style-type: none"> 	FY 07-08	<input type="checkbox"/>



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7. Begin the Hoopers Creek / Clear Creek small area plan.	•	FY 07-08	<input type="checkbox"/>
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	<input type="checkbox"/>
2. Conduct future annual reviews of the CCP to coincide with the strategic planning process.	• Ongoing annually.	Jan 07; Ongoing	<input checked="" type="checkbox"/>
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	<input type="checkbox"/>
2. Adopt and begin enforcing an Adequate Public Facilities Ordinance.	• BOC to consider consultant proposal for development of the Ordinance.	FY 06-07	<input type="checkbox"/>
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	<input type="checkbox"/>
2. Work with a consultant to research options to upgrade the current wireless communications system.	• See above.	Sept 06	<input type="checkbox"/>
3. Develop a funding plan for upgrading the County's wireless communications system.	• See above.	Apr 07	<input type="checkbox"/>
4. Implementation of communications plan.	• See above.	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.	• Ongoing	July 06-June 07	<input checked="" 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	• In progress	May 06	<input checked="" type="checkbox"/>



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departments.		TBD	
3. Present plan for Board review and adoption.	<ul style="list-style-type: none"> • Training & Employee Development Team proposal submitted for management review. 	June 06 TBD	<input checked="" type="checkbox"/>
4. Implement plan.	<ul style="list-style-type: none"> • 	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.	<ul style="list-style-type: none"> • Complete 	Jan 06	<input checked="" type="checkbox"/>
2. Analyze the mission and make-up of boards and committees.	<ul style="list-style-type: none"> • Complete 	Apr 06	<input checked="" type="checkbox"/>
3. Review and draft policies for the establishment of County committees and advisory boards.	<ul style="list-style-type: none"> • Complete 	June 06	<input checked="" type="checkbox"/>
4. Determine whether the boards and committees meet the County's current and future objectives.	<ul style="list-style-type: none"> • See below. 	Aug 06	<input checked="" type="checkbox"/>
5. Present recommendations to the Board of Commissioners for approval.	<ul style="list-style-type: none"> • Report submitted to Board of Commissioners • Recommendations to be discussed at future Commission meeting. 	Sept 06	<input checked="" type="checkbox"/>
6. Reorganize boards and committees as necessary.	<ul style="list-style-type: none"> • 	Ongoing	<input type="checkbox"/>
Strategy 2.6: Address public records policies.			
1. Review and update public records policies and procedures.	<ul style="list-style-type: none"> • To be addressed in the Training and Employee Development Program. See 2.4.3 above. 	Aug 06	<input type="checkbox"/>
2. Recommend draft policies and procedures to the Board of Commissioners.	<ul style="list-style-type: none"> • See above. 	Dec 06	<input type="checkbox"/>
3. Implementation of policies and procedures.	<ul style="list-style-type: none"> • 	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.	<ul style="list-style-type: none"> • Reviews ongoing 	Jan 06	<input checked="" type="checkbox"/>
2. Identify areas of weakness in procedures and internal controls.	<ul style="list-style-type: none"> • Ongoing 	Jan 06 – Dec 06	<input checked="" type="checkbox"/>
3. Develop and implement a plan to strengthen internal controls in the areas needed.	<ul style="list-style-type: none"> • Ongoing 	Jan 06 – Dec 06	<input checked="" type="checkbox"/>
4. Evaluate and recommend additional internal audit resources	<ul style="list-style-type: none"> • Internal Audit program ongoing. 	July 06	<input checked="" type="checkbox"/>



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Strategy 3.2: Develop a debt issuance policy.			
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 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 annual budgets. 	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"> Ongoing 	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"> To be presented to the Commissioners in mid-February 2007. 	FY 06-07	<input checked="" 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"> Currently being addressed by Social Services. 	Nov 06	<input checked="" type="checkbox"/>



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2. Present plan to the Board of Commissioners for review and approval.	•	Dec 06	<input checked="" type="checkbox"/>
3. Implement plan.	•	Jan 07	<input type="checkbox"/>
Strategy 4.4: Continue the development of the Central Enforcement & Permitting Plan.			
1. Incorporate the central enforcement and permitting process into facility transition plan.	• Complete	Sept 06	<input checked="" 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.	• Complete	July 07	<input checked="" type="checkbox"/>
4. Present draft nuisance ordinance for Board review and approval.	• Complete	Mar 07 May 06	<input checked="" type="checkbox"/>
5. Begin enforcement of nuisance ordinance.	• Complete	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.	• Teams continue to develop programs addressing these issues.	July 06 TBD	<input type="checkbox"/>
2. Begin possible revisions to ordinances.	• Ongoing	Jan 07	<input checked="" type="checkbox"/>
a. Develop programs to promote responsible animal ownership (i.e. promoting the spay/neuter program, animal identification issues, restraint of animals, etc.)	• Carried forward to 2007-2011 Strategic Plan	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.	• Ongoing	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	<input checked="" type="checkbox"/>



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		Apr 06	
2. Bid project.	<ul style="list-style-type: none"> Board awarded bid to H&M Construction Company. 	Mar 06 May 06 June 06	<input checked="" type="checkbox"/>
3. Secure financing for project.	<ul style="list-style-type: none"> Financing closed on 6/28/06. 	June 06	<input checked="" type="checkbox"/>
4. Award contract for project.	<ul style="list-style-type: none"> Complete 	June 06	<input checked="" type="checkbox"/>
5. Begin construction.	<ul style="list-style-type: none"> See Capital Projects update 	June 06 Aug 06	<input checked="" type="checkbox"/>
6. Complete construction.	<ul style="list-style-type: none"> 	Dec 07	<input type="checkbox"/>
7. County Administration relocates to the Historic Courthouse.	<ul style="list-style-type: none"> 	Jan 08	<input type="checkbox"/>
Strategy 5.3: Complete the construction of the Human Services Building.			
1. Complete construction.	<ul style="list-style-type: none"> Complete 	July 06 Aug 06	<input checked="" type="checkbox"/>
2. Social Services, Health, and Veterans Services relocate to the new human services building.	<ul style="list-style-type: none"> Complete 	Aug 06 Sept 06	<input checked="" 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.	<ul style="list-style-type: none"> Complete 	Aug 06	<input checked="" type="checkbox"/>
2. Sheriff's Department to relocate to occupy former Administration Building.	<ul style="list-style-type: none"> Law Enforcement Center to be considered with CIP. 	Nov 06	<input type="checkbox"/>
3. Land Development Departments relocate to former Health Department building.	<ul style="list-style-type: none"> Land Development Departments have moved to the Administration Building. 	Nov 06	<input checked="" type="checkbox"/>
4. Begin the process for selling the former Land Development building.	<ul style="list-style-type: none"> Initiated process in February 2007. 	FY 06-07	<input type="checkbox"/>
5. Begin the process for selling the Nuckolls building.	<ul style="list-style-type: none"> Appraisal ongoing. 	FY 06-07	<input type="checkbox"/>
Strategy 5.5: Complete the construction of the Solid Waste 2nd Bay of Transfer Station.			
1. Complete designs.	<ul style="list-style-type: none"> Complete 	Jan 06	<input checked="" type="checkbox"/>
2. Bid project.	<ul style="list-style-type: none"> Complete 	Mar 06 Apr 06	<input checked="" type="checkbox"/>



GOALS, STRATEGIES, & ACTION STEPS	STATUS <small>(Includes current status, recent activity, significant changes, etc.)</small>	TARGET DATE	COMPLETION
3. Award construction contract.	<ul style="list-style-type: none"> Contract awarded. 	Apr 06 May 06	<input checked="" type="checkbox"/>
4. Complete construction.	<ul style="list-style-type: none"> Completion expected 270 days from 06/12/06. 	Apr 07	<input type="checkbox"/>
Strategy 5.6: Address County EMS facility needs.			
1. Develop a facilities plan for the EMS East station.	<ul style="list-style-type: none"> Edneyville substation operational by January 07. 	FY 06-07	<input checked="" type="checkbox"/>
2. Develop a facilities plan for the EMS Main station.	<ul style="list-style-type: none"> Study underway. 	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.	<ul style="list-style-type: none"> Complete 	May 06	<input checked="" type="checkbox"/>
2. Bid project.	<ul style="list-style-type: none"> Bid awarded to Cooper Construction 11/6/06. 	June 06	<input checked="" type="checkbox"/>
3. Secure financing for project.	<ul style="list-style-type: none"> See CIP Update 	June 06	<input checked="" type="checkbox"/>
4. Award contract for project.	<ul style="list-style-type: none"> See above 	July 06	<input checked="" type="checkbox"/>
5. Begin construction.	<ul style="list-style-type: none"> 	Aug 06	<input type="checkbox"/>
6. Complete construction.	<ul style="list-style-type: none"> 	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.	<ul style="list-style-type: none"> Staff/BOC continuing to evaluate options regarding acquisition/lease of property for park. 	Jan 06; Ongoing	<input checked="" 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.	<ul style="list-style-type: none"> 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.	<ul style="list-style-type: none"> Ongoing 		<input checked="" type="checkbox"/>
2. Continue to work with the Joint Community College Committee to discuss BRCC projects.	<ul style="list-style-type: none"> Ongoing 		<input checked="" type="checkbox"/>
3. Work collaboratively with both entities to develop project timetables and financing packages for facility construction.	<ul style="list-style-type: none"> Ongoing 		<input checked="" type="checkbox"/>
Strategy 5.11: Complete Phase I of the Mud Creek Sanitary Sewer Interceptor Project.			
1. Complete design plans.	<ul style="list-style-type: none"> Complete 	June 06	<input checked="" type="checkbox"/>



GOALS, STRATEGIES, & ACTION STEPS	STATUS (Includes current status, recent activity, significant changes, etc.)	TARGET DATE	COMPLETION
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..	• Grant awarded for the Edneyville recreation facility.	Ongoing	<input checked="" type="checkbox"/>
2. Continue working with community to develop plans for recreation project.	• See CIP update.	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.	• Board awarded contracts to 8 mental health care providers at 10/26/06.	TBD	<input checked="" 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.	• BOC has approved necessary agreements and staff is working with various agencies.	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"/>



GOALS, STRATEGIES, & ACTION STEPS	STATUS (Includes current status, recent activity, significant changes, etc.)	TARGET DATE	COMPLETION
3. Begin full participation in federal transit program with contracted provider.	<ul style="list-style-type: none">Staff anticipates full participation by Spring 2007.	Spring 2007	<input checked="" type="checkbox"/>

HENDERSON COUNTY CAPITAL PROJECTS MONTHLY UPDATE

UPDATE MONTH	February 2007
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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 2nd avenue has been removed. Construction of new annex has begun. Interior work has begun on wiring, plumbing, sheet rock. There have been several approved change proposal requests as follows:

Proposed Change	Amount	CPR Approved	Change Order Approved
CPR#			
1- Additional Asbestos removal from Sheriff's Dept Annex	\$1,633.24	10-2-06	12-18-06
5- Relocation of 911 Fiber Optic Line – Conduit installation	\$20,656.00	11-13-06	12-18-06
7- Rerouting of storm sewer in rear parking lot	\$1,538.56	11-13-06	12-18-06
11- Additional Lead Paint Removal Upper level	\$13,260.85	11-13-06	12-18-06
14- Footing Poor Soil and Stone Backfill for new annex	\$13,515.89	11-14-06	12-18-06
6- Two New Windows Finance Directors Office	\$5,072.74	12-11-06	01-18-07
15- Additional Undercut and Stone Backfill for new annex	\$5,065.36	12-11-06	12-18-06
17- Re-route Plumbing Room 109	\$3,096.56	12-11-06	01-18-07
4- Restore not Replace West Windows Court Room Credit	(\$12,240.81)	12-18-06	12-18-06
18- Restore East Windows Sash Court Room	\$16,323.12	12-18-06	12-18-06
19- 911 Tower Fire Protection Credit	(\$2,110.00)	1-10-07	01-18-07
20- Add metal coping to HC roof	\$5,661.75	1-10-07	01-18-07
21- Add metal coping to Finance Annex roof	\$3,137.53	1-10-07	01-18-07
23- Alternate mounts for Lightning Protection	\$1,673.32	1-10-07	01-18-07
Total Approved to Date	\$76,284.11		
Remaining Contingency	\$123,715.89		

The project has budgeted \$200,000 for change orders. To date there have been 23 items being considered as change proposal requests with only the above being approved to date. Some of these changes will result in credits, some will not be approved, and others approved will result in change orders. The above list will be update with each monthly report.

PROJECT COORDINATOR'S COMMENTS: Upcoming Issues
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Existing roof will have a new sheathing overlay. This was not a part of the original contract. Annex roof has been evaluated and will be replaced per original contract. Change orders for the additional roof work, elevator extension to gallery, and additional fire protection equipment is expected.

Gary Tweed, County Engineer
Project Manager

February 2007
Date



HENDERSON COUNTY CAPITAL PROJECTS MONTHLY UPDATE

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

MONTHLY REPORT: Progress / Change Orders
<p>Project 90 % Completed. New bay has been complete and placed in operation . Renovation work on existing bay has begun. Only one change order to date resulting in a \$3,000 credit. The County Engineer has eliminated other items from this project which has resulted in significant savings. Repair work on existing building should be completed by April. County Engineer is reviewing with contractor the possible use of armor plate steel on the existing building push walls as was done in new building. The rear push wall in existing building is in very poor condition and will need to be rebuilt. This additional work will be partially offset by some credits. The County Engineer removed from the project, during negotiation of contract, \$150,000 for resurfacing push walls. Also the project contains a contingency of \$72,050 which to date has not been used. Even with the additional work being planned, the project will come well within budget.</p>

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

Gary Tweed, County Engineer
Project Manager

February 2007
Date



**HENDERSON COUNTY
CAPITAL PROJECTS
MONTHLY UPDATE**

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

MONTHLY REPORT: Progress / Change Orders
<p>Project is approximately 50% complete. Several thousand feet of force main has been installed and construction on wet wells for lift station is underway. Work is underway on the 24 inch Mud Creek Interceptor. The Utilities Department has obtained a pump and haul permit to begin serving the Riverstone Subdivision. The NC Dept of Transportation is requiring the use of a directional bore under I-26 instead of the planned trenching under the I-26 bridge. This will result in a change order for the project but it is planned to eliminate a building at the pump station to off set the additional cost for the directional bore. The change order has been approved resulting in a credit and will be posted in next pay request. Directional bore of force main under Cane Creek is complete.</p>

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

Gary Tweed, County Engineer
Project Manager

February, 2007
Date



**CAPITAL PROJECTS
MONTHLY UPDATE**

UPDATE MONTH	February 2007
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PROJECT NAME	Etowah Branch Library
Project Budget	\$ 1,269,626
Estimated Completion Date	February 2008

MONTHLY REPORT: Progress / Change Orders
Project bids received and awarded to Cooper Construction. Construction contracts have been executed. Project was started in January with grading work. Contractor has run into some wet soils requiring additional work in preparing building pad. A change order for the additional work is anticipated.

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

Gary Tweed, County Engineer
Project Manager

February 2007
Date

