

AGENDA
Henderson County Board of Commissioners
Wednesday, February 16, 2005
9:00 AM

~~C~~ALL TO ORDER/WELCOME

~~R~~LEDGE OF ALLEGIANCE

~~I~~NVOCATION

~~I~~NFORMAL PUBLIC COMMENTS

~~D~~ISCUSSION/ADJUSTMENT OF AGENDA

CONSENT AGENDA

- A. Tax Collector's Report *FILED 2.17.05*
 - B. Tax Refunds
 - C. Tax Releases
 - D. Tax Discoveries
- } LETTER TO WLM 2.17.05
SIGNED, FILED, + SENT TO STAN DUNCAN 2.18.05*
- E. Contract for Engineering Services for Transfer Station
 - F. Surplus County Vehicles and Equipment *ORG. FROM JCM, TO WLM, SIGNED 2.18.05, TO ENC*
 - G. Refund request for transfer tax overpayment
 - H. Request for quitclaim deed
 - I. Settlement of lawsuit
 - J. Apple Country Greenways Commission Annual Report *-FILED*
 - K. Awards

~~N~~OMINATIONS

A. NOTIFICATION OF VACANCIES

1. Equalization and Review Board-2 vac.
2. Mountain Valleys Resource Conservation and Development Program-1 vac.

B. NOMINATIONS

1. Cable Franchise Renewal Advisory Committee-6 vac.
2. Criminal Justice Partnership Program-5 vac.
3. Fire and Rescue Advisory Committee-1 vac.
4. Juvenile Crime Prevention Council-2 vac.
5. Mountain Area Workforce Development Board-1 vac.
6. Nursing/Adult Care Home Community Advisory Committee-10 vac.
7. Recreation Advisory Committee-3 vac.

*LETTERS
SENT 2.17.05*

~~D~~ISCUSSION ITEMS

- A. Henderson County Hospital Corporation Reimbursement Agreement amendment
- B. Comprehensive Transportation Plan, Phase I-Preliminary Highway Map

- NCDOT Upward Road Improvement Project
- 2005 Strategic Plan & Implementation Plan
- County Manager's Monthly Report
- Update on Pending Issues
 1. Henderson County Joint College Facility Committee Charter
- Joint Meeting with Buncombe County Commissioners

4:00 PUBLIC HEARING-Community Development Block Grant (CDBG)-2005 Scattered Site Housing Program *RESOLUTION TO WLM 2.17.05 SIGNED 2.18.05*

IMPORTANT DATES

- Meeting with Chamber of Commerce Board
- US Highway 25 North Zoning-Drop In Session
- Set Quasi-Judicial Public Hearing on Communications Tower Ordinance Variance Application #CTV-05-01 *NOTICE TO WLM 2.17.05 SIGNED 2.18.2005*

CANE CREEK WATER & SEWER DISTRICT - no business

CLOSED SESSION as allowed pursuant to NCGS 143-318.11 for the following reasons:

1. (a)(3) To consult with an attorney employed or retained by the public body in order to preserve the attorney-client privilege between the attorney and the public body, which privilege is hereby acknowledged. To consult with an attorney employed or retained by the public body in order to consider and give instructions to the attorney with respect to a claim.

Henderson County believes it is the right of all citizens to participate. All persons with disabilities that need auxiliary aid should contact the Clerk to the Board at (828) 697-4808, T.D.D. number 697-4580, at least 48 hours prior to the meeting.

2-16-05

PUBLIC INPUT SIGN UP SHEET

PUBLIC INPUT SHALL BE LIMITED TO
THREE (3) MINUTES PER PERSON.

EACH PERSON SHOULD:

- (1) STATE YOUR NAME
- (2) IN WHAT AREA OF THE COUNTY YOU LIVE
- (3) SPEAK IN A CLEAR AND COURTEOUS MANNER.

Please Print:

	<u>NAME</u>	<u>ADDRESS</u>	<u>ISSUE</u>
1.	John Moffatt	227 CRAWBURY CR.	MAP (PROPOSED) FOR ^{NEW} ROADS
✓ 2.	Norman Miller	Hville	Gen ADVISORY committee
✓ 3.	HANNON BROWN		
✓ 4.	Celia Hinds Engelman	H'site	
5.			
6.			
7.			
8.			
9.			
10.			
11.			
12.			
13.			

Clerk's Copy

**HENDERSON COUNTY
NORTH CAROLINA**

**County Manager's
Monthly Report**

February 2005



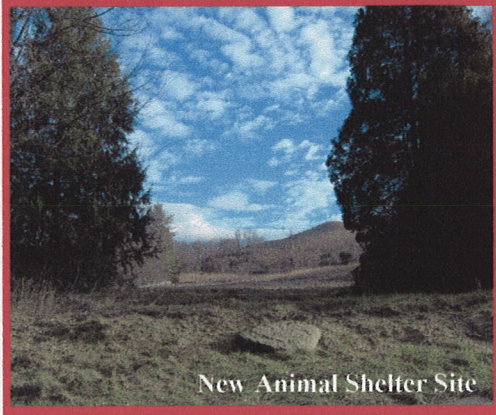
Old Jail



Human Services Building Site



EMS Southeastern Station



New Animal Shelter Site

**David E. Nicholson
County Manager**

**Presented
February 16, 2005**

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HENDERSON COUNTY
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MEMO

TO: Board of Commissioners

FROM: David E. Nicholson
County Manager

SUBJECT: Manager's Update

The following document outlines the County Manager's primary method for keeping the Board of Commissioners informed on the progress of the County's various projects. This report will be provided to the Board monthly and will incorporate the current status of projects, immediate steps forward, any significant changes in project scope or timeline, and targeted completion dates. The Monthly Report is formatted in three (3) categories as follows:

Tab 2: Strategic Plan Updates:

This section incorporates the updates for the goals, strategies, and action steps approved by the Board of Commissioners within the 2005 Strategic Plan. This section, as you will note, also includes the recommendations and action strategies from Phase I of the 2020 County Comprehensive Plan.

Tab 3: Capital Improvement Program (CIP) Updates:

This section includes monthly updates for each County project contained within the Capital Improvements Program.

Tab 4: General County Project Updates:

There are a number of projects that are outside the Strategic Plan that will be presented in this section. In addition, projects may be added to and deleted from this section throughout the year as necessary to keep the Board informed.

Note: Some of these areas may overlap within into more than one category.



Strategic Plan Updates

Note: Shaded areas are action steps that extend beyond a two month period and therefore action was not required at the time of this monthly update.

GOALS, STRATEGIES, & ACTION STEPS	CURRENT STATUS (Includes most recent activity/immediate steps forward.)	SIGNIFICANT CHANGES (Changes in timeline or scope)	TARGET DATE
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"> Currently budgeting annual allocations to the Partnership based on the Lockwood Greene recommendations. Partnership activities ongoing. 	None	Ongoing
a. Increase the supply of prepared industrial sites and buildings, and make them available on a cost competitive basis.	Partnership activities ongoing.	None	Ongoing
2. Identify appropriate land to preserve for future industrial development. [E-01-B]	See below.	None	FY 04-05
a. Work with the Partnership for Economic Development to establish criteria to be used in identifying parcels appropriate for industrial development.	Staff currently scheduling appointment with Partnership staff to establish/review criteria.	None	Feb 05
b. Gather GIS data representing each of the criteria.	Staff currently performing preliminary review of former Committee of 100 recommended industrial zones map.	None	Mar 05
c. Develop GIS model to do county-wide, parcel-based analysis to locate parcels meeting all the criteria.	Staff currently being trained on new GIS modeling elements.	None	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.			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.			May 05
f. Incorporate land regulation tools in the new Land Development Code to further protect identified parcels.			Dec 05
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]	Partnership established "Shop Henderson County" program to	None	Ongoing



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	promote local businesses in 2004.		
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"> Travel & Tourism currently working on the development of the Heritage Tourism Plan. 	Not applicable	FY 04-05
a. Explore the options associated with the development of a regional excursion train.	<ul style="list-style-type: none"> Staff has asked Travel & Tourism to include this element within their Heritage Tourism Plan. 	Not applicable	FY 04-05
2. Research the benefits of being designated as a national heritage area.	<ul style="list-style-type: none"> See action step 1 above. 	Not applicable	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]	<ul style="list-style-type: none"> Board continues to meet with municipalities within the LGCCA. Board and staff working with other regional units of government on various projects. 	None	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]	<ul style="list-style-type: none"> Planning staff currently participating in the Asheville Regional Airport Terminal Planning process. 	None	FY 04-05
3. Identify any economically distressed areas of the county and explore revitalization measures. [E-04-G]	<ul style="list-style-type: none"> To be developed during community planning process. 	None	Ongoing
4. Pursue legislation and solicit regional and statewide support to further economic development initiatives. [E-04-H]	<ul style="list-style-type: none"> Board addressing this action step through involvement in the legislative goals development. 	None	Ongoing
5. Continue to budget funds annually for economic development initiatives. [E-04-I]	<ul style="list-style-type: none"> Funds currently included in the budget for economic development activities. 	Not applicable	Ongoing
Strategy 1.5: Reduce Farmland Loss. [A-01]			
1. Promote and expand voluntary agricultural districts to minimize land use conflicts and to protect farmers' right to farm. [A-01-B]	<ul style="list-style-type: none"> Planning staff addressing this action step through subdivision review 	None	Ongoing



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	process.		
2. Ensure that County-funded economic development programs and projects support farmland protection. [A-01-C]	<ul style="list-style-type: none"> Issue to be addressed as necessary. 	None	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]	<ul style="list-style-type: none"> To be addressed. 	None	Ongoing
4. Promote agricultural products that are produced in Henderson County. [A-02-G]	<ul style="list-style-type: none"> To be addressed. 	None	Ongoing
5. Identify an agricultural proponent or facilitator. [A-02-H]	<ul style="list-style-type: none"> To be addressed. 	None	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]	<ul style="list-style-type: none"> Draft ordinance has been prepared and is being reviewed by consultant and staff. Planning staff currently working with GIS staff to update the County's flood map. 	None	FY 04-05
2. Enforce the Flood Hazard Prevention Ordinance.			FY 05-06
3. Investigate measures to maintain the open and free flow of all perennial streams in the county. [N-01-B]	<ul style="list-style-type: none"> To be addressed. 	None	Ongoing
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]	<ul style="list-style-type: none"> Board heard presentation on the Mills River Watershed and the Upper Broad in January 2005. 	None	Ongoing
2. Identify and incorporate Sedimentation and Erosion Control standards and requirements into County land development			FY 05-06



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ordinances. [N-02-D]			
3. Begin enforcement of Sedimentation and Erosion Control standards within County land development ordinances.			FY 06-07
4. Identify and incorporate Stormwater Management standards and requirements into County land development ordinances. [N-02-E]			FY 05-06
5. Begin enforcement of Stormwater Management standards within County land development ordinances.			FY 06-07
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]	<ul style="list-style-type: none"> • Planning staff addresses this issue when it receives communications tower applications. • Staff to examine these requirements during development of the Land Development Code. 	None	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]	<ul style="list-style-type: none"> • To be addressed. 	None	Ongoing
Strategy 1.11: Protect key sites of historical and cultural significance from development. [N-05]			
1. Amend CCP Implementation Schedule to accommodate current cemetery issues.	<ul style="list-style-type: none"> • Cemetery Committee established. • Staff currently working with Cemetery Committee to define role. • County staff working to develop cemetery layer on GIS. 	CCP implementation schedule amended to accommodate earlier progress on this issue.	Mar 05
Strategy 1.12: Meet recreation needs through 2020. [R-01]			
2. Conduct an inventory of historic/culturally significant sites/structures, as related to the cemetery issue. [N-05-A]			
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]	<ul style="list-style-type: none"> • Recreation to begin researching this issue. 	None	Ongoing
3. Enhance recreational space requirements within land development ordinances. [R-01-C]			
			FY 05-06



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4. Integrate public schools and recreation planning. [R-01-D]	<ul style="list-style-type: none"> To be addressed. 	None	Ongoing
Strategy 1.13: Form a community and regional greenway network. [R-02]			
1. Integrate recreation and transportation planning. [R-02-E]	<ul style="list-style-type: none"> Preliminary bicycle map prepared by NCDOT as part of the Transportation Plan is currently under review by County staff and community organizations. 	None	Ongoing
2. Develop a strategy for the reuse of rail lines in Henderson County. [R-02-F]			FY 05-06
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
2. Promote the county's recreation infrastructure as an economic asset. [R-03-H]	<ul style="list-style-type: none"> Partnership currently addressing this issue via brochures and communications with potential industries moving to the area. 	None	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]			FY 05-06
2. Develop a formal fair housing complaint procedure. [H-01-D]	<ul style="list-style-type: none"> Planning to begin researching similar procedures in other units of government and draft a procedure for Board review. 	Not applicable	FY 04-05
3. Continue participation in the scattered site rehabilitation program and other similar federally and state-funded programs. [H-01-F]	<ul style="list-style-type: none"> Board recently approved a Housing Planner position to work on housing issues. Position has been filled and County will be sending in its application for the 2005 Scattered Site CDBG funding at the end of February 2005. 	Not applicable	Ongoing
4. Develop a, or support an existing, housing information center. [H-01-G]			FY 06-07
5. Lead the establishment of an affordable housing trust fund. [H-			FY 05-06



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01-H)			
Strategy 1.16: Develop and maintain a high-quality transportation network, and continue to provide leadership at every level in transportation planning. [T-01]			FY 05-06
1. Adopt and implement a multi-modal transportation plan. [T-01-A]			
2. Identify and incorporate access management standards and requirements into County land development ordinances. [T-01-B]	<ul style="list-style-type: none"> Planning staff has circulated a RFQ for proposals on development of access management standards for the Land Development Code. 	None	FY 04-05
3. Continue to support public transportation in Henderson County. [T-01-C]	<ul style="list-style-type: none"> Staff has applied for a grant to further public transportation. 	None	Ongoing
4. Integrate recreation and transportation planning. [T-01-D]	<ul style="list-style-type: none"> Preliminary bicycle map prepared by NCDOT as part of the Transportation Plan is currently under review by County staff and community organizations. 	None	Ongoing
5. Continue active leadership of, and participation in, the French Broad River Metropolitan Planning Organization (FBRMPO). [T-01-E]	<ul style="list-style-type: none"> Board represented on the MPO TAC. Staff represented on the MPO TCC. 	None	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]			FY 04-05
1. Support the development of a countywide sewer and water master plan. [SW-01-A]	<ul style="list-style-type: none"> Sewer & Water Master Plan has been submitted to the LGCCA and County is waiting for each local government to submit comments. 	Not applicable	
2. Formalize and solidify the role of the LGCCA Joint Sewer & Water Advisory Council. [SW-01-B]			FY 05-06
3. Integrate schools and sewer / water planning. [SW-01-E]	<ul style="list-style-type: none"> To be addressed. 	None	Ongoing
4. Prioritize extensions to economic development sites. [SW-01-F]			FY 05-06
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]	<ul style="list-style-type: none"> To be addressed. 	None	Ongoing
Strategy 1.19: Take a leadership role in school facilities planning. [PS-01]			
1. Continue to participate in the Joint Schools Facilities Committee.	<ul style="list-style-type: none"> Board of Commissioners is currently 	Not applicable	Ongoing



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<p>Strategy 1.20: Promote schools to function as focal points for communities. [PS-02]</p> <p>1. Develop a long-range public school facilities master plan. [PS-02-A]</p> <p>2. Consider incorporating mechanisms that link public school capacity and long-range public schools master plans to the land development permitting process into County land development ordinances. [PS-02-B]</p> <p>3. Establish site selection criteria for new schools and site design criteria for all schools. [PS-02-C]</p>	represented on the Committee, as well as County staff.		
			FY 06-07
			FY 06-07
			FY 05-06
<p>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]</p>	<p>1. Manage land uses according to the Growth Management Strategy and the Future Land Use Map. [GMS-01-A]</p>	None	Ongoing
<p>2. Develop a Land Development Code (i.e. Zoning Ordinance Rewrite).</p>	<ul style="list-style-type: none"> Planning staff reviews development proposals in light of recommendations and action strategies within the CCP. Staff and Board in process of gathering public input per the US Highway 25 North Zoning Study (small area plan). Planning staff has developed a strategy for completion of Land Development Code – Has reviewed strategy with Manager. 	Ahead of schedule. See attached workflow spreadsheet.	FY 05-06
<p>a. Consolidate existing land development ordinances into a single Land Development Code. [GMS-01-B]</p>			FY 05-06
<p>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]</p>			



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c. Revise County ordinances to allow the private sector to develop a broad range of housing choices. [H-01-A]			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.			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]			FY 05 thru FY 06
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]	<ul style="list-style-type: none"> Planning staff has performed research on this issue. 	Dependent on legislative actions.	FY 04-05
Strategy 1.23: Begin the community planning process. [CCP, Section 4, Implementation Steps]			
1. Amend the CCP Implementation Schedule in order to accommodate for the completion of the Land Development Code.	<ul style="list-style-type: none"> Staff currently working on schedule proposed with Strategic Plan for CCP action steps. 	None	Mar 05
2. Begin the NC 191 South/Mills River East small area plan.			FY 05-06
3. Begin the Etowah / Horseshoe / Mills River South small area plan.			FY 05-06
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
Goal 2: To improve service delivery to the County's citizens via technology enhancements.			
Strategy 2.1: Develop a funding plan to upgrade the current wireless emergency communications system.			
1. Research options for upgrading the current wireless communications system.	<ul style="list-style-type: none"> Staff currently researching options for upgrading current system. 	None	Jan 05-July 06



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2. Determine the resources necessary to upgrade the current communications system.			Aug 06-Aug 07
3. Begin building reserves for the system.			Begin July 05
4. Develop a timeline for implementation.			Begin Aug 07
Strategy 2.2: Update the County's Strategic Information Technology Plan (SITP) to enhance services to the County's citizens.			
1. Research options for technology enhancements such as County extranet ¹ and intranet ² .			July 05
2. Present SITP for review.			Dec 05
3. Budget for technology enhancements.			June 06
4. Implement technology enhancements.			July 06-June 07
Strategy 2.3: Address the needs of the County's Board of Elections with regard to facilities and technology.			
1. Research the State's guidelines for electronic voting equipment.	<ul style="list-style-type: none"> Elections staff keeping abreast of the State's voting guidelines per correspondence with State Elections representatives. 	Not applicable	Spring 05
2. Work with the Board of Elections & Elections Supervisor in addressing facility needs.	<ul style="list-style-type: none"> Elections currently searching for additional voting sites. 	Not applicable	Spring 05
3. Develop a funding plan for the purchase of the necessary equipment.	<ul style="list-style-type: none"> Staff budget meeting to be held with Elections staff end of February, to address equipment and facility needs within FY 05-06 budget. 	Not applicable	Mar - May 05
4. Include funding for voting equipment within the FY 05-06 Budget.			May 05
5. Address facility needs for one-stop voting via funding within the FY 05-06 Budget.			May 05
Goal 3: To improve the County's financial position			
Strategy 3.1: Increase the amount of undesignated fund balance to a minimum of 12%.			
1. Research examples of fund balance policy statements.	<ul style="list-style-type: none"> Finance Director has begun 	None	Feb 05

¹ Advanced online services for citizens; Enables the County to increase the availability of services such as online business personal property listings for taxes and construction permitting.

² Development of an internal website geared toward county employees. High-speed Internet access enables us to distribute a variety of information and services to our employees.



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2. Determine practical methods for improving fund balance reserves.	researching examples of other units' fund balance policies.		
3. Draft fund balance policy statement.	<ul style="list-style-type: none"> Budget Team to begin looking for methods to increase reserves. Finance Director to draft policy. 	None	Feb 05
4. Adopt/Implement policy statement.		None	Mar 05
Strategy 3.2: Develop a debt issuance policy.			
1. Research other entities' policy examples.	Finance Director has begun researching examples of other units' debt policies.	None	Feb 05
2. Draft policy statement.	Finance Director to begin drafting policy for Board review.	None	Mar 05
3. Board Review and approval.	Upon receipt of draft policy.	None	Mar 05
4. Monitor for compliance annually during budget process and development of CIP.	To be monitored upon approval.	None	Ongoing
Goal 4: To evaluate County programs in context of the mission statement and service delivery expectations.			
Strategy 4.1: Implement the Compensation & Classification Study.			
1. Review draft of study including implementation plan.	Currently completing updating job descriptions to send to the consultant.	Approximately 2 weeks behind schedule due to job description delays.	Mar 05
	<ul style="list-style-type: none"> Consultant to evaluate all job descriptions to determine appropriate classification levels. Preliminary report to Manager's Project Team by week of 02/21/05 for staff review. 		
2. Evaluate implementation plan in terms of budgetary implications.			
3. Incorporate Project Team recommendations in FY 05-06 Manager's Recommended Budget.			Apr 05
4. Board of Commissioners' review of recommendation during			Apr 05
			May-June 05



Strategic Plan Updates

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GOALS, STRATEGIES, & ACTION STEPS	CURRENT STATUS (Includes most recent activity/immediate steps forward.)	SIGNIFICANT CHANGES (Changes in timeline or scope)	TARGET DATE
budget process.			
5. Implementation of study.			July 05
Strategy 4.2: Develop a plan to address service delivery needs for the non-English speaking population.			
1. Assess departmental interactions with non-English speaking population to determine level of language barriers.			July-Sept 05
2. Research options to improve service delivery to this population.			Sept-Oct 05
3. Implement strategies to improve service delivery to this population.			Oct 05
Strategy 4.3: Develop a plan to address service delivery needs for the County's aging population.			
1. Review regional plan in light of local levels of "aging" population.			Oct 05
2. Establish local responsibilities for planning and providing advice to Board of Commissioners and Social Services Board on aging issues.			Dec 05
3. Assess local service needs for aging populace.			
4. Create a plan for meeting service needs.			Sept-Oct 05
Strategy 4.4: Develop a Central Enforcement & Permitting Plan.			FY 06-07
1. Develop goals and objectives for plan.	<ul style="list-style-type: none"> Board has approved the organization of the Central Permitting & Enforcement Department and the development of a Director position. Staff has developed general goals for the department, but expect that the new Director will refine those goals and objectives. 	None	Jan 05
2. Develop plan for centralized enforcement and permitting process to include cross-training of functions.			July 05
3. Incorporate central enforcement and permitting process into facility transition plans.			Jan 05-Sept 06
4. Fully implement centralized enforcement and permitting process.			Sept 06
Strategy 4.5: Perform a general countywide ordinance review.			
1. Develop staff focus groups to review assigned ordinances.			July 05



Strategic Plan Updates

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GOALS, STRATEGIES, & ACTION STEPS	CURRENT STATUS (Includes most recent activity/immediate steps forward.)	SIGNIFICANT CHANGES (Changes in timeline or scope)	TARGET DATE
2. Develop possible revisions to ordinances.			July 05-June 06
a. Develop programs to promote responsible animal ownership (i.e. promoting the spay/neuter program, animal identification issues, restraint of animals, etc.)			July 05-June 06
3. Present revisions to Board for review and adoption.			Aug 05-July 06
Goal 5: To implement the projects within the Capital Improvements Program.			
Strategy 5.1: Complete the Jail Demolition Project.			
1. Complete planning phase.	<ul style="list-style-type: none"> Planning complete. 	Annex wall will not be affected with the demolition of the jail.	Feb 05
2. Bid project.	<ul style="list-style-type: none"> Staff currently preparing bid package. See CIP Updates. 	Project on schedule	Mar 05
3. Award contract for project.			Apr 05
4. Construction completion.			Sept 05
Strategy 5.2: Complete the construction of a new Animal Shelter.			
1. Complete planning phase.	<ul style="list-style-type: none"> Staff currently reviewing final draft of plans. 	None - Project on schedule	Feb 05
2. Bid project.	<ul style="list-style-type: none"> If no further changes necessary for plans, staff will bid project 03/07/05. See CIP Updates. 	None - Project on schedule	Mar 05
3. Award contract for project.			Apr 05
4. Begin construction.			May 05
5. Complete construction.			Feb 06
6. Occupy new shelter.			Mar 06
Strategy 5.3: Complete the renovation of the Historic Courthouse.			
1. Complete planning phase.			July 05
2. Bid project.			Aug 05
3. Award contract for project.			Sept 05
4. Begin construction.			Oct 05
5. Complete construction.			July 06
6. County Administration relocates to the Historic Courthouse.			Aug 06
Strategy 5.4: Complete the construction of the Human Services Building.			



Strategic Plan Updates

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GOALS, STRATEGIES, & ACTION STEPS	CURRENT STATUS (Includes most recent activity/immediate steps forward.)	SIGNIFICANT CHANGES (Changes in timeline or scope)	TARGET DATE
1. Complete planning phase.	• Finalizing design documents.	None - Project on schedule	Feb 05
2. Bid project.	• Finalizing financing package.	None - Project on schedule	Mar 05
3. Award contract for project.			Apr 05
4. Begin construction.			May 05
5. Complete construction.			May 06
6. Social Services, Health, and Veterans Services relocate to the new human services building.			June 06
Strategy 5.5: Complete the facility transition planning included within the Capital Improvements Program.			
1. Complete the acquisition process for the former City Water Building.	<ul style="list-style-type: none"> County appraisal complete (Site appraised at \$782,100). Awaiting City appraisal. 	Project currently on schedule but scheduling largely dependent on the timeliness of the City's appraisal.	Feb 05
2. Relocation of County Administration to the former City Water Building.	• See above.	See above.	Mar 05
3. Sheriff's Department to relocate to occupy former Administration Building.			June 06
4. Land Development Departments relocate to former Health Department building.			Sept 06
Strategy 5.6: Complete the construction of the Solid Waste 2nd Bay of Transfer Station.			
1. Award engineering contract.	• Board scheduled to approve design contract on 02/16/05.	None - Project on schedule.	Mar 05
2. Complete designs.			Oct/Nov 05
3. Bid project.			Nov 05
4. Award construction contract.			Jan 06
5. Complete construction.			Jan 07
Strategy 5.7: Complete relocation of the County's EMS main station.			
1. Negotiate with Pardee Hospital for financial assistance for relocation of EMS Main Station.			FY 05-06
2. Analyze long-term feasibility of utilization of former City Water Department Building as EMS Main Station.			FY 05-06
3. If feasible, develop a plan for utilization of building and construction of ambulance bays.			FY 05-06



Strategic Plan Updates

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GOALS, STRATEGIES, & ACTION STEPS	CURRENT STATUS <small>(Includes most recent activity/immediate steps forward.)</small>	SIGNIFICANT CHANGES <small>(Changes in timeline or scope)</small>	TARGET DATE
Strategy 5.8: Occupancy of the new EMS Southeastern Substation.			
1. Approval of lease contract with Park Ridge Hospital for the facility.	• Lease contract approved.	Completed	Jan 05
2. Occupy the facility.	• EMS to occupy facility week of 02/21/05.	None - Project on schedule.	Feb 05
Strategy 5.9: Begin the planning and design for a multi-use recreation building.			
1. Recreation Advisory Board to begin work with architect to design building.	<ul style="list-style-type: none"> Recreation staff and Advisory Board has received preliminary sketches. Architect to make changes and formalize designs per Advisory Board input. 	None - Project on schedule.	Mar 05
2. Development of a public input plan for development of building.	<ul style="list-style-type: none"> Recreation currently working with Public Information Office to establish a public input plan. Recreation currently developing a survey to be distributed to the community to ascertain Recreation needs within the County. 	None - Project on schedule	Mar 05
3. Set aside funds in capital reserve for funding a PARTF grant match.			July 05
4. Develop a PARTF grant application for multi-use recreation building.			Nov-Dec 05
Strategy 5.10: Development and Implementation of plans for Etowah Library.			
1. Coordinate with community committee to locate possible site for new branch library in Etowah.			FY 05-06
2. Begin planning and design for new branch library.			FY 05-06
3. Bid project.			FY 06-07
4. Award contract for project.			FY 06-07
5. Begin construction.			FY 06-07
Strategy 5.11: Development and Implementation of plans for Tuxedo Library & Park.			
1. Await decision by County Board of Education to declare the current Tuxedo School property as surplus.	• Dependent upon Board of Education decision in regards to Tuxedo	None	Spring 05



Strategic Plan Updates

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GOALS, STRATEGIES, & ACTION STEPS	CURRENT STATUS (Includes most recent activity/immediate steps forward.)	SIGNIFICANT CHANGES (Changes in timeline or scope)	TARGET DATE
2. Collaborate with the Library Board of Trustees and the Recreation Advisory Board to determine possible uses for the Tuxedo property.	property.		FY 05-06
3. Demolition of former school buildings.			FY 05-06
4. Begin planning and design for project.			FY 05-06
5. Bid project.			FY 06-07
6. Begin construction.			FY 06-07
Strategy 5.12: Continue collaboration with Public Schools and Community College representatives to finalize and implement facility plans.			
1. Continue to work with the Joint School Facilities Meetings to discuss Public Schools' projects.	<ul style="list-style-type: none"> • County staff and Schools staff in regular correspondence regarding school projects. • Next formal meeting of the Joint School Facilities Committee in March. • Board to schedule a joint meeting. 	Hillandale and Dana cost estimates have been significantly higher than were originally planned.	Jan 05
2. Create a Joint Community College Facility Committee.		None	Feb 05
3. Work collaboratively with both entities to develop financing packages for facility construction.			FY 05-06
Strategy 5.13: Address the need for a fourth courtroom within the new Courthouse facility.			
1. Work with the County's Central Services Department to develop plans to accommodate for a fourth courtroom within the new Courthouse.	<ul style="list-style-type: none"> • Manager has worked with Central Services staff and the Clerk of Court to determine feasibility of constructing a fourth courtroom within the current Courthouse. • Work to be completed by Central Services staff. 	None	Jan 05
2. Begin relocation / renovations necessary to accommodate the new courtroom.		None	Spring 05
Goal 6: To pursue joint efforts for intergovernmental, public-private, and regional partnerships			
Strategy 6.1: Incorporate the elements of the Water and Sewer Master Plan.			
1. Complete draft of plan.			FY 05-06
2. Review plan in terms of compliance with county plans.			FY 05-06
3. Prioritize implementation steps.			FY 05-06
4. Board adoption.			FY 05-06



Strategic Plan Updates

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GOALS, STRATEGIES, & ACTION STEPS	CURRENT STATUS (Includes most recent activity/immediate steps forward.)	SIGNIFICANT CHANGES (Changes in timeline or scope)	TARGET DATE
5. Determine monitoring process.			FY 06-07
Strategy 6.2: Implement the current Solid Waste Management Plan.			
1. Secure proposals for hauling and disposal of municipal solid waste.			July 05
2. Negotiate long term contracts for municipal solid waste management.			Sept 05
3. Execute contract.			Oct 05
Strategy 6.3: Cooperate with other entities to address crisis stabilization for mental health services.			
1. Monitor manner in which MOE funds are being expended.	<ul style="list-style-type: none"> Staff received update from Mountain Laurel in late January. Staff continues to monitor funded programs and overall cash flow issue. 	None	Ongoing
2. Work through Western Highlands to develop a plan for implementing a crisis stabilization system to address the reduction of beds in state mental institutions.	<ul style="list-style-type: none"> Continue to wait for State to establish Medicaid rates. LME staff working with Planning/Inspections with building prep. 	None	Jan 05-Jan 06
Strategy 6.4: Address the Regional Water Agreement issues.			
1. Review current agreement in terms of dissolution of water authority.	<ul style="list-style-type: none"> Board heard presentation from Jon Laughter regarding the water agreement in January. 	None	Jan 05
2. Begin negotiations with City of Asheville, Buncombe County, and the City of Hendersonville regarding agreement.	<ul style="list-style-type: none"> Board and staff have begun dialogue with municipalities regarding agreement. 	None	Feb 05
3. Reach resolution on issue.	<ul style="list-style-type: none"> To be addressed. 	None	Feb-June 05
4. Consider working with joint meeting of involved entities on resolution of agreement.	<ul style="list-style-type: none"> To be addressed. 	None	Feb-June 05
5. Consider working with legislative delegation on resolution of water agreement.	<ul style="list-style-type: none"> To be addressed. 	None	Feb-June 05
6. Consider establishment of regional water authority.	<ul style="list-style-type: none"> To be addressed. 	None	Feb-June 05
Strategy 6.5: Address cable franchise renewal process.			
1. Present charter to the LGCCA.	<ul style="list-style-type: none"> Charter presented to LGCCA. 	None	Jan 05



Strategic Plan Updates

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GOALS, STRATEGIES, & ACTION STEPS	CURRENT STATUS <small>(Includes most recent activity/immediate steps forward.)</small>	SIGNIFICANT CHANGES <small>(Changes in timeline or scope)</small>	TARGET DATE
2. Present committee charter revisions to Board for approval.	<ul style="list-style-type: none"> Waiting to hear from municipalities as to their appointees to the committee. 	None	Feb 05
3. Appoint committee members to work with staff and consultant throughout informal negotiation period.	<ul style="list-style-type: none"> See above 	None	Mar 05
Strategy 6.6: Address the Airport Authority Board issue.			
1. Enter into negotiations with Airport Authority Board regarding County participation.	<ul style="list-style-type: none"> Airport Authority Board to make determination as to whether County will be represented on their board. 	None	Jan-Feb 05
Strategy 6.7: Begin the process of transitioning into direct sub recipient of transit program.			
1. Negotiate funding agreement with NCDOT for state support of local public transit system.	<ul style="list-style-type: none"> Staff waiting for response from NCDOT public transit concerning County's funding proposal. 	None	Jan-Mar 05
2. Review and execute formal contract with federal government.			
3. Develop the resources necessary to carry out program.			
			Apr 05
			Apr 05



CIP Project Updates

This form should be completed monthly and sent to the County Manager electronically. Forms are due on the first business day of the following month.

Project Description: (Name/description of project)	Current Status of Project (Includes most recent activity)	Immediate Steps Forward: (Upcoming project activities)	Significant Project Changes: (Changes in timeline or scope.)	Projected Completion Date:
Jail Demolition	<ul style="list-style-type: none"> • BOC granted approval for preparation of bid package 2/7/05. • Staff currently reviewing final draft of plans. 	<ul style="list-style-type: none"> • Completion of bid package February 05 • Bid project March 05. 	None	Sept 05
Animal Shelter	<ul style="list-style-type: none"> • Construction complete. 	<ul style="list-style-type: none"> • If no further changes necessary for plans, staff will bid project 03/07/05. • Receipt of proposals scheduled for 03/23/05. 	Impact of proposed "Balfour Parkway" to be discussed.	Mar 06
EMS Southeastern Station	<ul style="list-style-type: none"> • In discussion with Historic Courthouse Corporation regarding design of building. • Corresponding with Congressman Taylor's Office regarding federal funding. • Working with architect on final designs. • Working on plans for the Historic Courthouse Centennial Celebration. 	<ul style="list-style-type: none"> • Occupancy of station the week of 02/21/05. 	Open House to be scheduled for late February 05.	Feb 05
Historic Courthouse	<ul style="list-style-type: none"> • Finalizing design documents. • Finalizing financing package 	<ul style="list-style-type: none"> • Obtain an appraisal on the Courthouse in February 05. • Board to establish a date in March to make final determination about the use and design of building. • Execution of formal contract for planning and design April 05. 	Funding and design issues to be resolved.	Aug 06
Human Services Building	<ul style="list-style-type: none"> • City of Hendersonville holding a Neighborhood Meeting regarding the project on 03/17/05. • Scheduled to bid project 03/21/05. 	<ul style="list-style-type: none"> • Working with the City of Hendersonville on zoning permits, which may require minor 		June 06



CIP Project Updates

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Project Description: (Name/description of project)	Current Status of Project (Includes most recent activity)	Immediate Steps Forward: (Upcoming project activities)	Significant Project Changes: (Changes in timeline or scope.)	Projected Completion Date:
Relocation of Administration to City Water Department Building	<ul style="list-style-type: none"> County appraisal complete (Site appraised at \$782,100). Awaiting City appraisal. 	<ul style="list-style-type: none"> Bid opening scheduled for 04/14/05. County waiting on City's appraisal. To begin negotiations with City after receipt of appraisal. To seek Board approval to purchase property by utilizing funds from the sell of Mud Creek District. 	modifications to site plan. Completion date largely dependent on the City's appraisal timeliness and negotiation progress.	Mar 05
Relocation of Sheriff's Department to Administration Building Solid Waster Transfer Station 2 nd Bay	<ul style="list-style-type: none"> Awaiting Administration relocation to City Water Department Building. Currently in planning and design phase of project. 	<ul style="list-style-type: none"> Sheriff's Department to begin relocating to Admin Building upon Admin relocation to City Water Building. Board scheduled to approve design contract on 02/16/05. Construction to begin in Fall 2005 and expected to last 6 months. 	See above None	Apr 05 Early Spring 06



General Project Updates

This form should be completed monthly and sent to the County Manager electronically. Forms are due on the first business day of the following month.

Project Description: (Name/description of project)	Current Status of Project (Includes most recent activity)	Immediate Steps Forward: (Upcoming project activities)	Significant Project Changes: (Changes in timeline or scope.)	Projected Completion Date:
Compensation & Classification Study	<ul style="list-style-type: none"> Currently completing updating job descriptions to send to the consultant. 	<ul style="list-style-type: none"> Consultant to evaluate all job descriptions to determine appropriate classification levels. Preliminary report to Manager's Project Team by week of 02/21/05 for staff review. 	Approximately 2 weeks behind schedule due to job description delays.	Apr 05
Budget Process	<ul style="list-style-type: none"> Department heads and outside agencies developing budget requests. 	<ul style="list-style-type: none"> Initial departmental budgets due on 02/16/05. 	N/A	June 05
Mills River Sewer Project	<ul style="list-style-type: none"> Phase I of project currently underway. 	<ul style="list-style-type: none"> To date, approximately 1,000 ft of pipe has been installed, averaging 200 ft. per day. To continue working with property owners to correct river bank erosion problems from the floods last fall. Phase II plans in Raleigh for review Scheduled to bid project by end of March 05. Project to be under construction by June/July 05 	No changes – project on schedule.	End 2005
Housing Programs	<ul style="list-style-type: none"> Parkside Commons Project recently completed. 2002 Scattered Site Housing Program (CDBG) to be completed in March 05. 	<ul style="list-style-type: none"> Parkside Commons Open House for Commissioners and Community being planned. 	None	Mar 05
Restructuring of the Animal Services Department	<ul style="list-style-type: none"> Currently receiving applications for Director. 	<ul style="list-style-type: none"> Begin interview process for Director position. 	None	Feb – Mar 05



General Project Updates

This form should be completed monthly and sent to the County Manager electronically. Forms are due on the first business day of the following month.

Project Description: (Name/description of project)	Current Status of Project (Includes most recent activity)	Immediate Steps Forward: (Upcoming project activities)	Significant Project Changes: (Changes in timeline or scope.)	Projected Completion Date:
Reorganization of County Government	<ul style="list-style-type: none"> • Reorganization of various departments. See org chart 	<ul style="list-style-type: none"> • Continue move forward with new organizational structure. See attached organizational chart. 	N/A	N/A
Development of Central Permitting & Enforcement Services Department	<ul style="list-style-type: none"> • Completion of Director job description expected week of February 14th. 	<ul style="list-style-type: none"> • Advertise for Director position. • Begin interview process. • Hire for position. 	None	Apr 05
Search for Elections Polling Sites	<ul style="list-style-type: none"> • Elections currently looking for available polling sites to assist with voting. 	<ul style="list-style-type: none"> • Continue looking for available polling sites. • Enter into agreements with potential polling site owners. 	None	TBD
CIP Financing Calendar	<ul style="list-style-type: none"> • Currently developing the official Financing Calendar for the Human Services Building and Dana Elementary School projects. 	<ul style="list-style-type: none"> • Board to take action to adopt the financing resolution and set a public hearing at the first March meeting - 03/09/05 • Hold public hearing on financing documents 03/23/05 	None	Mar 05
Cane Creek Advisory Committee	<ul style="list-style-type: none"> • Currently working with Committee to update the sewer extension policy. 	<ul style="list-style-type: none"> • Advisory Committee to draft the policy. • Board and Staff review of policy. 	N/A	TBD
Recreation Lease of Property	<ul style="list-style-type: none"> • Currently negotiating with Hendersonville for the lease of 1.1 acres of City property adjacent to Field 8 in Jackson Park for County recreational use. 	<ul style="list-style-type: none"> • Awaiting response from the City of Hendersonville regarding subject property lease. 	N/A	TBD

Henderson County Organizational Chart January 2005

