

# Henderson County

# *2006 Strategic Plan*

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Henderson County Government  
100 North King Street  
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# Henderson County Officials



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## Introduction

Henderson County is a community in transition, with challenges and opportunities presented by our continued growth and diversity. To be successful, we must respond strategically to the needs of our citizens in an ever-changing environment. The Board of Commissioners has taken steps to meet these challenges by engaging in a strategic planning process for the last three years. The first Strategic Plan implemented in 2004 unfolded during a two day retreat in which the Board of Commissioners, assisted by the County's Management Team, identified key issues and challenges facing the County and addressed the issues by setting specific goals, strategies, and action steps to achieve in the upcoming years. The 2005 strategic planning process has built on the earlier process and represented the Board's desire to continually update its strategies at confronting and managing the issues facing the County. The 2005 Strategic Plan was developed to serve as a two-year action plan and included action steps for fiscal years 2005-06 and 2006-07. The issues and many of the strategies from the earlier plan have been brought forward and included within the 2006 Strategic Plan, which also focuses on a two-year action plan, adding action steps for Fiscal Year 2007-08.

## What is a Strategic Plan?

A strategic plan is an action-oriented set of strategies and action steps developed to accomplish a mission that is responsive to a dynamic, changing environment. Typically, a county strategic plan:

- Identifies the county's mission or purpose;
- Identifies the county's issues, including strengths, weaknesses, opportunities, and threats;
- Develops a vision for the county's future;
- Develops strategies designed to realize the shared vision;
- Formulates an action plan and timeline;
- Identifies persons or groups responsibility for initiating the action(s); and
- Establishes methods to measure progress and success in achieving the desired outcomes.

As in all strategic planning, this is only a document. The real effort and value is in the process and in the implementation of what is presented in the plan.

## Goals, Strategies, and Action Steps

In order to ensure that the critical issues are addressed, the County has identified several goals. The goals are general ends toward which the County intends to direct its efforts. **Goals** are *broad statements of policy that are ambitious, clear, concise, and easily understood*. Henderson County expects to be working towards meeting these goals over the next two years.

In order to make sure that we make progress toward meeting our goals, Henderson County has identified a number of strategies and action steps to keep us on track. **Strategies** describe *a plan of attack – a description of the programs, approaches, and projects to be undertaken*. The **Action Steps** provide *a detailed description of the specific steps the County will use to*

*implement the plan.* The action steps also identify responsible parties, timeframes, and resource requirements.

While Henderson County expects to accomplish many of this plan's strategies and actions within next couple of years, the goals will likely guide our actions for the next several years. Goals, strategies, and action steps will be revisited and revised annually.

## **Mission Statement**

The Board of Commissioners' Mission Statement continues to serve as a foundation for the Strategic Plan. The Board's Mission Statement, as revised during the 2003 strategic planning retreat, follows:

*Our mission is:*

- *to lead our community;*
- *to promote individual responsibility and equal opportunity;*
- *to protect life and property;*
- *to provide efficient, innovative, and quality public services;*
- *to provide services required by Federal and State mandates;*
- *to stimulate economic growth and regional cooperation, and*
- *to balance the preservation and utilization of all of our resources."*

-Adopted December 17, 2003 by the Henderson County Board of Commissioners

## **Identification of Strategic Issues**

During the 2004 Strategic Planning Retreat, the Board of Commissioners and Management Team were asked to identify strategic issues, "fundamental policy questions or challenges," affecting the County. During the discussion that followed, several issues were raised. Among them were those issues that the Commissioners felt were their constituents' top concerns – growth and elements such as transportation and animal control, which are impacted by growth; good jobs; cost of living issues, including housing and land costs; water and air quality, a decline in agri-business; and other general land use concerns, such as zoning. Several issues were listed and discussed, but these issues were assimilated into three primary encompassing strategic issues: *Growth Management, Fiscal Priorities, and County Economy.* These strategic issues have been the foundation for the County's last three Strategic Plans and are being carried forward to the 2006 Strategic Planning Process. The goals, strategies, and action plans presented in this document have been established to address these three issues.

### Growth Management

Henderson County's population is growing. In 2000, the U.S. Census counted 89,173 persons in the County. This is an additional 19,888 persons or a 28.7% increase since 1990. Interestingly, this equates to an average of 5.4 persons moving into the County each day for that ten-year period. Henderson County's population more than doubled during the thirty-year period between 1970 and 2000. Growth brings inherent challenges and opportunities impacting all areas of County Government. Growth translates into increasing demands for services, land use concerns, public safety concerns, a need for jobs, housing, educational opportunities, etc. Because the County's growth is expected to continue, *growth management* is a strategic issue that must be addressed as the County looks to its future.



Henderson County's population was estimated at 97,810 as of July 2005. -N.C. Department of Commerce

### County Economy

Henderson County is fortunate to have a relatively strong local *economy*. Although the area continues to be recognized as a summer community and is prominent for its tourism industry, its diverse and strong economic base made up of manufacturing, retail sale, agriculture, service trades, etc. keep the County prosperous. However, with the ever-increasing growth impacting the County, the Board of Commissioners feels that it must aggressively tackle the economic issues that continue to challenge the County.

The County realizes that maintaining *intergovernmental* and *public-private partnerships* and cultivating *top notch service delivery* mechanisms are key elements for building a vibrant local economy.

### Fiscal Priorities

The establishment of *fiscal priorities* is another strategic issue addressed within the Strategic Plan. Again, the Board's Mission Statement drives this strategic issue by "striving to provide efficient, innovative, and quality public services," as well as by agreement to "balance the preservation and utilization of [the County's] resources." This strategic issue points to the Board's desire to provide mandated and core services, as well as those that improve the quality of life of the County's citizenry. Further, this strategic issue expresses the Board's consensus that all County services should be provided in the most cost-effective manner possible, with an emphasis on minimizing the impact on the property tax rate for service delivery.



During the 2003-2004 year, the Henderson Public School System had 9 Honor Schools of Excellence, 2 Schools of Excellence and 7 Schools of Distinction.

The goals, strategies, and action steps for these strategic issues are outlined within the following pages. In reading this document, please note that target dates for individual action steps are presented in parentheses.

**Goal 1: To implement Phase I of the 2020 County Comprehensive Plan.**

Goal 1 strategies were taken from the County Comprehensive Plan (CCP). The strategies within the Strategic Plan are listed as “recommendations” [referenced in brackets] within the CCP. Because the Strategic Plan represents the County’s two-year work plan, only phase I<sup>1</sup>, a few of phase II, and Ongoing action strategies from the CCP are included within this document. Target dates for all action steps are presented in parentheses.

**Strategy 1.1: Support the development of the industrial sector of the economy by implementing the recommendations of the Lockwood Greene Study. [E-01]**

Action Steps:

1. Work with the Partnership for Economic Development and other entities to implement elements of the Lockwood Greene Study. [E-01-A] (FY 05-06, Ongoing)
  - a. Increase the supply of prepared industrial sites and buildings, and make them available on a cost competitive basis. (Ongoing)
2. Identify appropriate land to preserve for future industrial development.
  - a. Work with the Partnership for Economic Development to establish criteria to be used in identifying parcels appropriate for industrial development. (Feb 05)
  - b. Gather GIS data representing each of the criteria. (Mar 05)
  - c. Develop GIS model to do county-wide, parcel-based analysis to locate parcels meeting all the criteria. (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 05)
  - 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]**

Action Steps:

1. Explore ways to support and expand programs and policies that promote local businesses and locally produced products. [E-02-C] (Ongoing)

**Strategy 1.3: Promote appropriate, compatible tourism. [E-03]**

Action Steps:

1. Participate in the development of a Heritage Tourism Plan. [E-03-D] (Ongoing)
  - a. Explore the options associated with the development of a regional excursion train. (Ongoing)
2. Research the benefits of being designated as a national heritage area. (FY 2004 - FY 2006)

<sup>1</sup> Phase I of the CCP includes actions from FY 2004 to FY 2007. Phase II covers actions from FY 2007 through FY 2010.

**Strategy 1.4: Pursue innovative approaches to regional economic development initiatives. [E-04]**

Action Steps:

1. Identify and act upon opportunities for joint economic development projects with municipalities, neighboring jurisdictions, and area economic development entities. [E-04-E] (Ongoing)
2. Take a leadership role in developing the Asheville Regional Airport and its vicinity as a regional center of economic activity. [E-04-F] (Ongoing)
3. Identify any economically distressed areas of the county and explore revitalization measures. [E-04-G] (Ongoing, During community planning process)
4. Pursue legislation and solicit regional and statewide support to further economic development initiatives. [E-04-H] (Ongoing)
5. Continue to budget funds annually for economic development initiatives. [E-04-I] (Ongoing)

**Strategy 1.5: Reduce Farmland Loss. [A-01]**

Action Steps:

1. Consider the costs and practicality of establishing a farmland protection fund for Henderson County. [A-01-A] (FY 2007-FY 2010)
2. Promote and expand voluntary agricultural districts to minimize land use conflicts and to protect farmers' right to farm. [A-01-B] (Ongoing)
3. Ensure that County-funded economic development programs and projects support farmland protection. [A-01-C] (Ongoing)

**Strategy 1.6: Expand access for agricultural enterprises to economic development and tourism promotion programs and support services. [A-02]**

Action Steps:

1. Explore ways to make County economic development incentives more readily available to agriculture-related businesses. [A-02-D] (FY 05-06)
2. Provide maximum benefits under Present Use Valuation Taxation program. [A-02-E] (FY 07-08)
3. Provide ongoing training and technical assistance to farmers. [A-02-F] (Ongoing)
4. Promote agricultural products that are produced in Henderson County. [A-02-G] (Ongoing)
5. Identify an agricultural proponent or facilitator. [A-02-H] (FY 05-06)

**Strategy 1.7: Minimize the potential for damage to personal property, infrastructure, and life due to flooding. [N-01]**

Action Steps:

1. Adopt a Flood Hazard Prevention Ordinance. [N-01-A] (FY 04-05)
2. Enforce the Flood Hazard Prevention Ordinance. (FY 05-06; Ongoing)

3. Investigate measures to maintain the open and free flow of all perennial streams in the county. [N-01-B] (Ongoing)
4. Consider participation in the National Flood Insurance Program. [N-01-A] (FY 05-06)

**Strategy 1.8: Protect Water Quality. [N-02]**

Action Steps:

1. Support water quality protection and restoration programs in each of the respective watershed districts in Henderson County. [N-02-C] (Ongoing)
2. Identify and incorporate Sedimentation and Erosion Control standards and requirements into County land development ordinances. [N-02-D]. (FY 06-07)
3. Amend CCP schedule to implement a local Sedimentation and Erosion Control Program in FY 06-07. (FY 06-07)
4. Begin enforcement of Sedimentation and Erosion Control standards within County land development ordinances. (FY 07-08)
5. Identify and incorporate Storm water Management standards and requirements into County land development ordinances. [N-02-E] (FY 06-07)
6. Begin enforcement of Storm water Management standards within County land development ordinances. (FY 07-08)

**Strategy 1.9: Promote development patterns that respect sensitive mountainous areas. [N-03]**

Action Steps:

1. Maintain current protected mountain ridge requirements and improve enforcement. [CCP GMS] (Ongoing)

**Strategy 1.10: Identify and implement measures to protect the region's air quality. [N-04]**

Action Steps:

1. Implement Early Action Compact plan elements for Henderson County [N-04-A] (Ongoing)

**Strategy 1.11: Protect key sites of historical and cultural significance from development. [N-05]**

Action Steps:

1. Conduct an inventory of historic / culturally significant sites / structures, as related to cemetery issue. [N-05-A] (FY 06-07)

**Strategy 1.12: Meet recreation needs through 2020. [R-01]**

Action Steps:

1. Create a countywide recreation master plan. [R-01-A] (FY 06-07)
2. Utilize "Level of Service" analysis in recreation planning. [R-01-B] (Ongoing)

3. Enhance recreational space requirements within land development ordinances. [R-01-C] (FY 05-06)
4. Integrate public schools and recreation planning. [R-01-D] (Ongoing)

**Strategy 1.13: Form a community and regional greenway network. [R-02]**

Action Steps:

1. Integrate recreation and transportation planning. [R-02-E] (Ongoing)
2. Develop a strategy for the reuse of rail lines in Henderson County. [R-02-F] (FY 06-07)

**Strategy 1.14: Identify and act upon practical options for inter-local cooperation and consolidation in recreation planning, funding, and management. [R-03]**

Action Steps:

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] (Ongoing)

**Strategy 1.15: Promote a diverse range of home ownership and rental opportunities. [H-01]**

Action Steps:

1. Participate in the development a countywide affordable housing plan. [H-01-C] (FY 05-06)
2. Develop a formal fair housing complaint procedure. [H-01-D] (FY 06-07)
3. Adopt and implement a Minimum Housing Code [H-01-E] (FY 06-07)
4. Begin enforcement of the Minimum Housing Code [H-01-E] (FY 06-07)
5. Continue participation in the scattered site rehabilitation program and other similar federally and state-funded programs. [H-01-F] (Ongoing)
6. Develop a, or support an existing, housing information center. [H-01-G] (FY 06-07)
7. Support local organizations in the establishment of an affordable housing trust fund. [H-01-H] (FY 05-06)

**Strategy 1.16: Develop and maintain a high-quality transportation network, and continue to provide leadership at every level in transportation planning. [T-01]**

Action Steps:

1. Adopt and implement a multi-modal transportation plan. [T-01-A] (FY 06-07)
2. Identify and incorporate access management standards and requirements into County land development ordinances. [T-01-B] (FY 06-07, Ongoing with LDC)
3. Continue to support public transportation in Henderson County. [T-01-C] (Ongoing)
4. Integrate recreation and transportation planning. [T-01-D] (Ongoing)
5. Continue active leadership of, and participation in, the French Broad River Metropolitan Planning Organization (FBRMPO). [T-01-E] (Ongoing)

**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]**

Action Steps:

1. Formalize and solidify the role of the LGCCA Joint Sewer & Water Advisory Council. [SW-01-B] (FY 05-06)
2. Integrate schools and sewer / water planning. [SW-01-E] (Ongoing)
3. Prioritize extensions to economic development sites. [SW-01-F] (FY 05-06)
4. Establish and fund a 10-year capital improvement program and capital reserve fund which is adequate to implement planned investments in sewer and water infrastructure. [SW-01-G] (FY 2007- FY 2010)

**Strategy 1.18: Maintain existing policies and programs, and explore further measures, to protect and enhance the quality of public drinking water sources. [SW-02]**

Action Steps:

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)

**Strategy 1.19: Take a leadership role in school facilities planning. [PS-01]**

Action Steps:

1. Continue to participate in the Joint Schools Facilities Committee. (Ongoing)

**Strategy 1.20: Promote schools to function as focal points for communities. [PS-02]**

Action Steps:

1. Establish site selection criteria for new schools and site design criteria for all schools. [PS-01-C] (FY 05-06)

**Strategy 1.21: To 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]**

Action Steps:

1. Manage land uses according to the Growth Management Strategy and the Future Land Use Map. [GMS-01-A] (Ongoing)
2. Develop a Land Development Code (i.e. Zoning Ordinance Rewrite). (FY 05-06)
  - a. Consolidate existing land development ordinances into a single Land Development Code (i.e. Zoning Ordinance Re-write). [GMS-01-B] (FY 05-06)
  - b. Incorporate principles from the Growth Management Strategy into a new Land Development Code<sup>2</sup>. (i.e. quality of life standards, such as programs reducing the

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<sup>2</sup> Some Growth Management principles are listed as action steps within other strategies and therefore may be completed ahead of schedule.

numbers of junked or abandoned manufactured homes and vehicles; see page 139, CCP) [GMS-01-C] (FY 05-06)

- 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. [H-01-B] (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]**

Action Steps:

1. Present the Henderson County 2020 Comprehensive Plan to the county’s municipalities, and obtain their support and suggestions for improvement. [GMS-02-D] (Ongoing)
2. Develop a Joint Land Use Planning Program with the municipalities, administered through the LGCCA. [GMS-02-E] (FY 05-06)
3. Study the use and application of impact fees and other alternative revenue sources in order to support service provision and to reduce the impacts of growth upon the property tax rate. [GMS-02-F] (Ongoing)

**Strategy 1.23: Begin community planning process. [CCP, Section 4, Implementation Steps]**

Action Steps:

1. Amend CCP Implementation Schedule, in addition to other minor/technical revisions, in order to accommodate for the completion of the Land Development Code. (Apr 06)
2. Complete the NC191 South/Mills River East small area plan. (FY 06-07)
3. Complete the Etowah/Horseshoe/Mills River South small area plan. (FY 06-07)
4. Begin the East Flat Rock/Upward Road small area plan. (FY 06-07)
5. Begin the Howard Gap Road small area plan. (FY 06-07)
6. Begin the Kanuga Road small area plan. (FY 07-08)
7. Begin the Hoopers Creek / Clear Creek small area plan. (FY 07-08)

**Strategy 1.24: Conduct an annual review of the 2020 County Comprehensive Plan (CCP).**

Action Steps:

1. Conduct an annual review of and complete any substantive amendments during the Land Development Code process (Apr 06)
2. Conduct future annual reviews of the CCP to coincide with the strategic planning process. (Jan 07, Ongoing)

**Strategy 1.25: Find ways for new growth and development to pay for public services and facilities made necessary by that growth.**

Action Steps:

1. Research future service and facility needs and evaluate regulatory approaches to shift cost burdens associated with new development off of existing taxpayers. (FY 06-07)
2. Adopt and begin enforcing an Adequate Public Facilities Ordinance. (FY 06-07)

***Goal 2: To improve service delivery to County customers.***

**Strategy 2.1: Develop a funding plan to upgrade the current wireless emergency communications system.**

Action Steps:

1. Develop a schedule for upgrading the County's wireless communications system. (Begin July 2006)
2. Work with a consultant to research options to upgrade the current wireless communications system. (Sept 06)
3. Develop a funding plan for upgrading the County's wireless communications system. (Apr 07)
4. Implementation of communications plan. (Begin Aug 07)

**Strategy 2.2: Update the County's Strategic Information Technology Plan (SITP) to enhance services to the County's citizens.**

Action Steps:

1. Present SITP for management review. (Mar 06)
2. Budget for technology enhancements. (June 06)
3. 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.**

Action Steps:

1. Develop and implement a funding plan for the purchase of State-mandated voting equipment. (Jan 06)
2. Work with the Board of Elections in implementing changes in voting facilities. (Ongoing)

**Strategy 2.4: Improve customer service within County departments.**

Action Steps:

1. Establish a staff work group to discuss customer service challenges and opportunities. (Mar 06)
2. Develop a formal customer service plan/policy for County government, including internal and direct service departments. (May 06)
3. Present plan for Board review and adoption. (June 06)
4. Implement plan. (July 06)

**Strategy 2.5: Examine the roles of County advisory boards and committees.**

Action Steps:

1. Conduct an inventory of boards and committees. (Jan 06)
2. Analyze the mission and make-up of boards and committees. (Apr 06)
3. Determine whether boards and committees meet the County's current and future objectives. (Aug 06)
4. Present recommendations to the Board of Commissioners for approval. (Sept 06)
5. Review and revise policies regarding the initial establishment of County committees and advisory boards (to add attendance policies, sunset dates, etc.). (June 06)
6. Reorganize boards and committees as necessary. (Ongoing)

**Strategy 2.6: Address public records policies.**

Action Steps:

1. Review and update public records policies and procedures. (Aug 06)
2. Recommend draft policies and procedures to the Board of Commissioners. (Dec 06)
3. Implementation of policies and procedures. (July 07)

***Goal 3: To improve the County's financial position.***

**Strategy 3.1: Review all County billing procedures and internal controls.**

Action Steps:

1. Begin review of County departments' billing and cash collections functions. (Jan 06)
2. Identify areas of weakness in procedures and internal controls. (Jan 06 – Dec 06)
3. Develop and implement plan to strengthen internal controls in the areas needed. (Jan 06 – Dec 06)
4. Evaluate and recommend additional internal audit resources. (July 06)

**Strategy 3.2: Develop a debt issuance policy.**

Action Steps:

1. Monitor for compliance annually during budget process and development of CIP. (Ongoing)
2. Report status of compliance with debt policy to the Board of Commissioners during budget process. (June 06)

**Strategy 3.3: Maintain the amount of undesignated fund balance at a minimum of 12%.**

Action Steps:

1. Monitor for compliance annually during budget process and development of CIP. (Ongoing)

2. Report status of compliance with fund balance policy to the Board of Commissioners during budget process. (June 06)

***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.**

Action Steps:

1. Consider full implementation of study recommendations in July 2006. (Feb 06)
2. If approved, develop a financial plan for full implementation of the original study. (May 06)
3. Develop a process for review of salaries and classifications. (June 06)
4. Board review and adoption of recommendations. (July 06)
5. Implementation of recommendations. (July 07, Ongoing)

**Strategy 4.2: Review and update the County's Personnel Resolution.**

Action Steps:

1. Begin review and draft revisions to the Personnel Resolution. (FY 06-07)
2. Present recommended revisions to Board of Commissioners. (July 07)

**Strategy 4.3: Address service delivery needs for the aging population.**

Action Steps:

1. Develop a multi-agency plan for identifying County role in aging issues. (Nov 06)
1. Present plan to Board of Commissioners for review and approval. (Dec 06)
2. Implement plan. (Jan 07)

**Strategy 4.4: Continue development of Central Enforcement & Permitting function.**

Action Steps:

1. Incorporate the central enforcement and permitting process into facility transition plans. (Sept 06)
2. Reassign solid waste enforcement function to the Development & Enforcement Department. (Dec 06)
3. Fully implement a centralized enforcement and permitting process. (July 07)
4. Present a draft nuisance ordinance for Board review and approval. (Mar 06)
5. Begin enforcement of nuisance ordinance. (May 06)

**Strategy 4.5: Perform a general countywide ordinance review.**

Action Steps:

1. Develop staff focus groups to review assigned ordinances. (July 06)
2. Begin revisions to ordinances. (Jan 07)

- a. Develop programs to promote responsible animal ownership (i.e. promoting the spay/neuter program, animal identification issues, restraint of animals, etc.) (Jan 07)
3. Present revisions to Board for review and adoption. (Jan 07-July 07)

**Strategy 4.6: Address recycling and waste management within County facilities.**

Action Steps:

1. Develop a recycling program and funding plan for County-owned facilities. (FY 06-07)
2. Implement recycling program for County-owned facilities. (FY 06-07)

***Goal 5: To implement the projects within the Capital Improvements Program.***

**Strategy 5.1: Complete the construction of a new Animal Shelter.**

Action Steps:

1. Complete construction. (Feb 06)
2. Occupy new shelter. (Mar 06)

**Strategy 5.2: Complete the renovation of the Historic Courthouse.**

Action Steps:

1. Complete planning phase. (Mar 06)
2. Bid project. (Apr 06)
3. Secure financing for project. (June 06)
4. Award contract for project. (June 06)
5. Begin construction. (June 06)
6. Complete construction. (Dec 07)
7. County Administration relocates to the Historic Courthouse. (Jan 08)

**Strategy 5.3: Complete the construction of the Human Services Building.**

Action Steps:

1. Complete construction. (July 06)
2. Social Services, Health, and Veterans Services relocate to the new human services building. (Aug 06)

**Strategy 5.4: Complete the facility transition planning included within the Capital Improvements Program.**

Action Steps:

1. Evaluate the current and future potential use of the County-owned block of land currently accommodating the new courthouse, detention facility, and former city water department building. (Aug 06)
2. Sheriff's Department to relocate to occupy former Administration Building. (Nov 06)

3. Land Development Departments relocate to former Health Department building. (Nov 06)
4. Begin the process for selling the Nuckolls Building. (FY 06-07)
5. Begin the process for selling the former Land Development Building. (FY 06-07)

**Strategy 5.5: Complete the construction of the Solid Waste 2<sup>nd</sup> Bay of Transfer Station.**

Action Steps:

1. Complete designs. (Jan 06)
2. Bid project. (Mar 06)
3. Award construction contract. (Apr 06)
4. Complete construction. (Jan 07)

**Strategy 5.6: Address County EMS facility needs.**

Action Steps:

1. Develop a facilities plan for EMS East station. (FY 06-07)
2. Develop a facilities plan for the EMS main station. (FY 07-08)

**Strategy 5.7: Development and implementation of plans for Etowah Library.**

Action Steps:

1. Complete planning and design for new branch library. (May 06)
2. Bid project. (June 06)
3. Secure financing for project. (June 06)
4. Award contract for project. (July 06)
5. Begin construction. (Aug 06)
6. Complete construction. (Aug 07)

**Strategy 5.8: Development and implementation of plans for Tuxedo Park.**

Action Steps:

1. Collaborate with the Recreation Advisory Board to identify possible locations for recreation facilities in the Tuxedo area. (Jan 06, Ongoing)

**Strategy 5.9: Development and implementation of plans for Tuxedo Library.**

Action Steps:

1. Collaborate with the Library Board of Trustees to identify possible locations for library facilities in the Tuxedo area. (Jan 06, Ongoing)

**Strategy 5.10: Continue collaboration with Public Schools and Community College representatives to finalize and implement facility plans.**

Action Steps:

1. Continue to work with the Joint School Facilities Meetings to discuss Public Schools' projects. (Ongoing)
2. Continue to work with the Joint Community College Committee to discuss BRCC projects. (Ongoing)
3. Work collaboratively with both entities to develop project timetables and financing packages for facility construction. (Ongoing)

**Strategy 5.11: Complete Phase I of the Mud Creek Sanitary Sewer Interceptor Project.**

Action Steps:

1. Complete design plans. (June 06)
2. Secure financing for project. (June 06)
3. Begin construction. (July 06)
4. Complete construction. (Jan 07)

**Strategy 5.12: Support the Edneyville community in the development of a recreation facility.**

Action Steps:

1. Continue working with the Edneyville community to secure PARTF funding for a recreation facility. (Ongoing)
2. Continue working with the community to develop plans for recreation project. (Ongoing)

***Goal 6: To pursue joint efforts for intergovernmental, public-private, and regional partnerships.***

**Strategy 6.1: Implement the Solid Waste Management Plan.**

Action Steps:

1. Update the Solid Waste Management Plan. (July 06)
2. Review current recycling programs. (Jan 07)
3. Present report on recycling to Board of Commissioners for review. (July 07)
4. Board action regarding recycling. (Aug 07)

**Strategy 6.2: Cooperate with other entities to address crisis stabilization for mental health services.**

Action Steps:

1. Monitor manner in which the County's Maintenance of Effort (MOE) funds are being expended. (Ongoing)
2. Continue to work with elected representatives and state officials to address problems created by 'Mental Health Reform.' (Ongoing)

**Strategy 6.3: Address the cable franchise renewal process.**

Action Steps:

1. Board to review draft franchise agreement from the Cable Franchise Renewal Advisory Committee. (Jan 06)
2. Appoint negotiators. (Feb 06)
3. Begin negotiations with Mediacom. (Feb 06)
4. Execute franchise agreement. (June 06)

**Strategy 6.4: Transition to a direct sub-recipient of federal transit funds.**

Action Steps:

1. Review and execute formal contract with federal government. (July 06)
2. During the budget process, develop the resources necessary to carry out program. (June 06)
3. Begin full participation in federal transit program with contracted provider. (July 06)

## Implementation of the Strategic Plan

The Henderson County Strategic Plan will be used by the Board of Commissioners, County Management Team, and County staff to provide direction for the County's leadership role in our community and as a guide for allocation of resources and prioritization of services provided. By planning for the future, Henderson County will be better prepared to respond to challenges and opportunities as they arise.

As was noted earlier, the Strategic Plan is only a document and its real value is centered in the planning process and, more importantly, its implementation. While Henderson County expects to accomplish many of this plan's strategies and actions within next two years, the goals will likely guide our actions for the next several years. Goals, strategies, and action steps will be revisited and revised monthly through the County Manager's Monthly Report and the Strategic Plan will be reviewed annually through an *Annual Performance Review*. This Annual Performance Review will be conducted during the update of the annual Strategic Plan. The review will examine the extent to which the strategic issues have been addressed and the goals have been achieved. It will also recommend revisions, if necessary, to strategies and action steps in order to better carry out the Board of Commissioners' mission.



Additional copies of the Henderson County Strategic Plan can be downloaded at [www.hendersoncountync.org](http://www.hendersoncountync.org).

To request paper copies, send e-mail with delivery information to [selenac@hendersoncountync.org](mailto:selenac@hendersoncountync.org).