#	Level	Name	Assigned To	Status	Start Date	Due Date	Metric Description	Current Value	Last Updated	Updates	Last Comment
	Plan	COH - Strategic Plan (FY27 - FY29)	Brian Pahle	Not Started	07/01/2026	06/30/2029	Move from baseline of 0% to target of 100%	0.92%			
1	Focus Areas/Enablers	Public Safety	Allison Justus	Not Started	07/01/2026	06/30/2029	Move from baseline of 0% to target of 100%	0%			
1.1	Big Rocks	Proactive and Sustainable Staffing Plan	Allison Justus	Not Started	07/01/2026	06/30/2029	Move from baseline of 0% to target of 100%	0%			
1.1.1	Action Items	Create Future Police Department Org. Chart and Identify Funding Strategy for 3-Year Hiring Plan	Trae Laws	Not Started	07/01/2026	06/30/2027	Move from baseline of 0% to target of 100%	0%	05/11/2026		
1.1.2	Action Items	Create Future Fire Department Org. Chart and Identify Funding Strategy for 3-Year Hiring Plan	Justin Ward	Not Started	07/01/2026	06/30/2027	Move from baseline of 0% to target of 100%	0%	05/11/2026		
1.1.3	Action Items	Create Future Code Enf. Division Org. Chart and Identify Funding Strategy for 3-Year Hiring Plan	Lew Holloway	Not Started	07/01/2026	06/30/2027	Move from baseline of 0% to target of 100%	0%	05/18/2026		
1.1.4	Key Performance Indicator (KPI)	# of Public Safety Positions Approved in Budget	Allison Justus	Not Started	07/01/2026	06/30/2027	Advanced Metric does not apply for current time period	0	05/11/2026		
1.2	Big Rocks	Deep Dive & Overhaul of Public Safety Codes	Allison Justus	Not Started	07/01/2026	06/30/2029	Move from baseline of 0% to target of 100%	0%			
1.2.1	Action Items	Establish staff-led code review committee consisting of police, fire, and planning staff	Lew Holloway	Not Started	07/01/2026	06/30/2027	Move from baseline of 0% to target of 100%	0%	05/11/2026		

#	Level	Name	Assigned To	Status	Start Date	Due Date	Metric Description	Current Value	Last Updated	Updates	Last Comment
1.2.2	Action Items	Revise and Adopt New Commercial Maintenance Code	Lew Holloway	Not Started	07/01/2026	06/30/2027	Take Draft Changes to Business Advisory Committee for Input: 100% Take Draft Changes to Downtown Advisory Committee for Input: 100% Take Draft Changes to Planning Board for Input: 100% Take Draft Changes to City Council for Input: 100% Adopt Updated Code: 100%	0%	05/11/2026		
1.2.3	Action Items	Revise and Adopt New Minimum Housing Code	Lew Holloway	Not Started	01/01/2027	12/31/2027	Take Draft Changes to Business Advisory Committee for Input: 100% Take Draft Changes to Downtown Advisory Committee for Input: 100% Take Draft Changes to Planning Board for Input: 100% Take Draft Changes to City Council for Input: 100% Adopt Updated Code: 100%	0%	05/11/2026		
1.3	Big Rocks	Develop Unhoused Solutions and Strategic Plan	Jenny Floyd	Not Started	07/01/2026	06/30/2029	Move from baseline of 0% to target of 100%	0%			
1.3.1	Action Items	Create Core Team for Unhoused Strategic Plan	Jenny Floyd	Not Started	07/01/2026	12/31/2026	Move from baseline of 0% to target of 100%	0%	05/11/2026		
1.3.2	Action Items	Develop Cold Weather SOP	Jenny Floyd	Not Started	07/01/2026	12/31/2027	Move from baseline of 0% to target of 100%	0%	05/11/2026		

#	Level	Name	Assigned To	Status	Start Date	Due Date	Metric Description	Current Value	Last Updated	Updates	Last Comment
1.3.3	Action Items	Develop Encampment Response SOP	Jenny Floyd	Not Started	07/01/2026	12/31/2027	Move from baseline of 0% to target of 100%	0%	05/11/2026		
1.3.4	Action Items	Explore Opportunities for Medium Barrier Shelter	Jenny Floyd	Not Started	01/01/2027	06/30/2029	Move from baseline of 0% to target of 100%	0%	05/11/2026		
1.3.5	Action Items	Carryout Annual Indpendent PIT Count	Jenny Floyd	Not Started	07/01/2026	06/30/2029	Advanced Metric does not apply for current time period	0	05/11/2026		
1.4	Big Rocks	Advance Transportation Safety Improvements	Allison Justus	Not Started	07/01/2026	06/30/2029	Move from baseline of 0% to target of 100%	0%			
1.4.1	Action Items	Develop Local Street Classifications & Design Manual	Matt Manley	Not Started	07/01/2026	12/31/2027	Move from baseline of 0% to target of 100%	0%	05/12/2026		
1.4.2	Action Items	Develop Scope Needed to Create a Comprehensive Transportation Plan	Matt Manley	Not Started	07/01/2026	06/30/2028	Move from baseline of 0% to target of 100%	0%	05/12/2026		
1.4.3	Action Items	Utilize Comprehensive Transportation Plan to Develop a CIP	Matt Manley	Not Started	07/01/2028	06/30/2029	Move from baseline of 0% to target of 100%	0%	05/12/2026		
1.4.4	Action Items	Complete Update of Bicycle Plan	Matt Manley	Not Started	07/01/2026	06/30/2027	Move from baseline of 0% to target of 100%	0%	05/12/2026		
1.4.5	Action Items	Hire 2 Civilian Traffic Crash Investigators	Trae Laws	Not Started	07/01/2026	06/30/2028	Move from baseline of 0 to target of 2	0	05/12/2026		
1.4.6	Action Items	Hire 2 New Traffic Patrol Officers	Trae Laws	Not Started	07/01/2026	06/30/2028	Move from baseline of 2 to target of 4	2	05/12/2026		
2	Focus Areas/Enablers	Parks, Greenways, and Natural Amenities	Blake Fulgham	Not Started	07/01/2026	06/30/2029	Move from baseline of 0% to target of 100%	4.67%			
2.1	Big Rocks	Rebuild Patton Pool/Park & Whitmire Activity Center	Blake Fulgham	Not Started	07/01/2026	06/30/2029	Move from baseline of 0% to target of 100%	0%			
2.1.1	Action Items	Finalize Funding Strategy for Projects by Aug. 2026	Blake Fulgham	Not Started	07/01/2026	09/01/2026	Move from baseline of 0% to target of 100%	0%	05/12/2026		
2.1.2	Action Items	Complete Design of Patton Pool and Whitmire Activity Center	Blake Fulgham	Not Started	07/01/2026	03/31/2027	Move from baseline of 0% to target of 100%	0%	05/12/2026		

#	Level	Name	Assigned To	Status	Start Date	Due Date	Metric Description	Current Value	Last Updated	Updates	Last Comment
2.1.3	Action Items	Conduct Staffing Needs Assessment	Blake Fulgham	Not Started	07/01/2026	12/31/2027	Move from baseline of 0% to target of 100%	0%	05/12/2026		
2.1.4	Action Items	Complete Construction of Patton Pool	Blake Fulgham	Not Started	07/01/2026	06/30/2029	Move from baseline of 0% to target of 100%	0%	05/12/2026		
2.1.5	Action Items	Complete Construction of Whitmire Acitivity Center	Blake Fulgham	Not Started	07/01/2026	06/30/2029	Move from baseline of 0% to target of 100%	0%	05/12/2026		
2.2	Big Rocks	Build a Park on S. Main Street	Blake Fulgham	Not Started	07/01/2026	06/30/2029	Move from baseline of 0% to target of 100%	0%			
2.2.1	Action Items	Finalize Conceptual Design Concepts	Brendan Shanahan	Not Started	07/01/2026	12/31/2026	Move from baseline of 0% to target of 100%	0%	05/12/2026		
2.2.2	Action Items	Report on BUILD Grant and Finalize Funding Strategy	Brendan Shanahan	Not Started	07/01/2026	12/31/2026	Move from baseline of 0% to target of 100%	0%	05/12/2026		
2.2.3	Action Items	Conduct Community Engagement Session for Schematic Design Phase	Brendan Shanahan	Not Started	01/01/2027	06/30/2027	Move from baseline of 0% to target of 100%	0%	05/12/2026		
2.2.4	Action Items	Begin Project Design	Brendan Shanahan	Not Started	01/01/2027	06/30/2027	Move from baseline of 0% to target of 100%	0%	05/12/2026		
2.2.5	Action Items	Finalize Funding and Construction Procurement Method	Brendan Shanahan	Not Started	07/01/2027	06/30/2028	Move from baseline of 0% to target of 100%	0%	05/12/2026		
2.2.6	Action Items	Begin Construction on S. Main St. Park	Brendan Shanahan	Not Started	07/01/2028	06/30/2029	Move from baseline of 0% to target of 100%	0%	05/12/2026		
2.3	Big Rocks	Construct the Above the Mud Greenway	Blake Fulgham	Not Started	07/01/2026	06/30/2029	Move from baseline of 0% to target of 100%	0%			
2.3.1	Action Items	Identify and Secure Funding Source	Brendan Shanahan	Not Started	07/01/2026	06/30/2027	Move from baseline of 0% to target of 100%	0%	05/12/2026		
2.3.2	Action Items	Begin Design for Project	Brendan Shanahan	Not Started	07/01/2027	06/30/2028	Move from baseline of 0% to target of 100%	0%	05/12/2026		
2.3.3	Action Items	Begin Construction of Above the Mud Greenway	Brendan Shanahan	Not Started	07/01/2028	06/30/2029	Move from baseline of 0% to target of 100%	0%	05/12/2026		

#	Level	Name	Assigned To	Status	Start Date	Due Date	Metric Description	Current Value	Last Updated	Updates	Last Comment
2.4	Big Rocks	Level of Service Expectations Established for Parks Maintenance	Blake Fulgham	Not Started	07/01/2026	06/30/2029	Move from baseline of 0% to target of 100%	0%			
2.4.1	Action Items	Create Severe Weather SOP for Property Maintenance	Blake Fulgham	Not Started	07/01/2026	06/30/2029	Move from baseline of 0% to target of 100%	0%	05/12/2026		
2.4.2	Action Items	Develop Property Maintenance Level of Service Matrix	Blake Fulgham	Not Started	07/01/2026	06/30/2029	Move from baseline of 0% to target of 100%	0%	05/12/2026		
2.4.3	Action Items	Develop Implementation Plan to Achieve Desired Level of Service	Blake Fulgham	Not Started	07/01/2026	06/30/2029	Move from baseline of 0% to target of 100%	0%	05/12/2026		
2.5	Big Rocks	Intentional Planning for Green Space Acquisition	Blake Fulgham	Not Started	07/01/2026	06/30/2029	Move from baseline of 0% to target of 100%	23.33%			
2.5.1	Action Items	Create Process for Identifying Parcels for Acquisition	Mike Huffman	Not Started	07/01/2026	06/30/2027	Move from baseline of 0% to target of 100%	0%	05/12/2026		
2.5.2	Action Items	Develop Funding Strategy for Property Acquisition	Mike Huffman	Not Started	07/01/2026	06/30/2028	Move from baseline of 0% to target of 100%	0%	05/12/2026		
2.5.3	Action Items	Complete the Lower Mud Creek Restoration Project	Mike Huffman	On Track	07/01/2026	06/30/2027	Move from baseline of 0% to target of 100%	70%	05/12/2026		
3	Focus Areas/Enablers	Strong Infrastructure	Blake Fulgham	Not Started	07/01/2026	06/30/2029	Move from baseline of 0% to target of 100%	4.5%			
3.1	Big Rocks	Begin Construction of the Wastewater Treament Plant Resiliency Project	Blake Fulgham	Not Started	07/01/2026	06/30/2029	Move from baseline of 0% to target of 100%	22.5%			
3.1.1	Action Items	Secure Funding for Project	Adam Steurer	Not Started	07/01/2026	12/31/2026	Move from baseline of $0 to target of $125,000,000	$15,000,000	05/26/2026		
3.1.2	Action Items	Complete Design Documents	Adam Steurer	Not Started	07/01/2026	04/01/2027	Move from baseline of 0% to target of 100%	45%	05/26/2026		
3.1.3	Action Items	Bid Project and Begin Construction	Adam Steurer	Not Started	04/01/2027	07/01/2027	Move from baseline of 0% to target of 100%	0%	05/26/2026		
3.2	Big Rocks	Advance the Stormwater Master Plan	Blake Fulgham	Not Started	07/01/2026	06/30/2029	Move from baseline of 0% to target of 100%	0%			

#	Level	Name	Assigned To	Status	Start Date	Due Date	Metric Description	Current Value	Last Updated	Updates	Last Comment
3.2.1	Action Items	Complete Construction of the Wash-06-01 Project	Mike Huffman	Not Started	07/01/2026	10/01/2027	Move from baseline of 0% to target of 100%	0%	05/18/2026		
3.2.2	Action Items	Secure Funding for the Wash 06-02 Project	Mike Huffman	Not Started	07/01/2026	06/30/2027	Move from baseline of 0% to target of 100%	0%	05/18/2026		
3.2.3	Action Items	Secure Funding for the Wash 02-01 Project	Mike Huffman	Not Started	07/01/2026	06/30/2028	Move from baseline of 0% to target of 100%	0%	05/18/2026		
3.2.4	Action Items	Secure Funding for the Wash 02-02 Project	Mike Huffman	Not Started	07/01/2026	06/30/2028	Move from baseline of 0% to target of 100%	0%	05/18/2026		
3.2.5	Action Items	Build the Capital Reserve Fund to $1M	Adam Murr	Not Started	07/01/2026	06/30/2029	Move from baseline of 0% to target of 100%	0%	05/18/2026		
3.2.6	Action Items	Evaluate Additional Watersheds in the City	Mike Huffman	Not Started	07/01/2026	06/30/2029	Move from baseline of 0% to target of 100%	0%	05/18/2026		
3.3	Big Rocks	Improve Pavement Condition Index (PCI) to 80	Blake Fulgham	Not Started	07/01/2026	06/30/2029	Move from baseline of 0% to target of 100%	0%			
3.3.1	Action Items	Conduct Pavement Condition Study in 2029	Brendan Shanahan	Not Started	07/01/2028	06/30/2029	Move from baseline of 0% to target of 100%	0%	05/18/2026		
3.3.2	Action Items	Replace >80 Non-Compliant Curbramps per Year	Brendan Shanahan	Not Started	07/01/2026	06/30/2029	Move from baseline of 0% to target of 100%	0%	05/18/2026		
3.3.3	Key Performance Indicator (KPI)	Area (in sq ft.) of Roadway Repaving Completed	Brendan Shanahan	Not Started	07/01/2026	06/30/2029	Stay above baseline of 0	0	05/19/2026		
3.3.4	Key Performance Indicator (KPI)	Linear Ft of New Sidewalk	Brendan Shanahan	Not Started	07/01/2026	06/30/2029	Stay above baseline of 0	0	05/19/2026		
3.4	Big Rocks	Improve Water Capacity East of I-26	Blake Fulgham	Not Started	07/01/2026	06/30/2029	Move from baseline of 0% to target of 100%	0%			
3.4.1	Action Items	Complete Pace Rd. Project	Adam Steurer	Not Started	07/01/2026	06/30/2029	Move from baseline of 0% to target of 100%	0%	05/22/2026		
3.4.2	Action Items	Complete Howard Gap Rd. Project	Adam Steurer	Not Started	07/01/2026	06/30/2029	Move from baseline of 0% to target of 100%	0%	05/22/2026		

#	Level	Name	Assigned To	Status	Start Date	Due Date	Metric Description	Current Value	Last Updated	Updates	Last Comment
3.4.3	Action Items	Complete Upward Rd. Project	Adam Steurer	Not Started	07/01/2026	06/30/2029	Move from baseline of 0% to target of 100%	0%	05/22/2026		
3.5	Big Rocks	Complete Helene Recovery Projects	Brian Pahle	Not Started	07/01/2026	06/30/2029	Move from baseline of 0% to target of 100%	0%			
3.5.1	Action Items	Obligate All Category A and B Projects	Krystal Powell	Not Started	07/01/2026	12/31/2026	Move from baseline of 0% to target of 100%	0%	05/18/2026		
3.5.2	Action Items	Secure Fixed Cost Offers for the WWTP, Patton Park/Pool, and Whitmire Activity Center	Brian Pahle	Not Started	07/01/2026	10/01/2026	Move from baseline of 0% to target of 100%	0%	05/18/2026		
3.5.3	Action Items	Advance Remaining Permanent Projects	Brian Pahle	Not Started	07/01/2026	12/31/2027	Move from baseline of 0% to target of 100%	0%	05/18/2026		
4	Focus Areas/Enablers	Business and Economic Development	Lew Holloway	Not Started	07/01/2026	06/30/2029	Move from baseline of 0% to target of 100%	0%			
4.1	Big Rocks	Overhaul of Development Review Process	Lew Holloway	Not Started	07/01/2026	06/30/2029	Move from baseline of 0% to target of 100%	0%			
4.1.1	Action Items	Implement a Permit Software that Features Public-Facing Updates	Lew Holloway	Not Started	07/01/2027	06/30/2028	Move from baseline of 0% to target of 100%	0%	05/18/2026		
4.1.2	Action Items	Create Internal Steering Committee for Review SOP	Lew Holloway	Not Started	07/01/2026	10/01/2026	Move from baseline of 0% to target of 100%	0%	05/18/2026		
4.1.3	Action Items	Conduct Stakeholder Analysis of Review Process	Jenny Floyd	Not Started	07/01/2026	12/31/2026	Move from baseline of 0% to target of 100%	0%	05/18/2026		
4.1.4	Action Items	Develop New Development Review SOP	Lew Holloway	Not Started	01/01/2027	12/31/2027	Move from baseline of 0% to target of 100%	0%	05/25/2026		
4.2	Big Rocks	Establish Downtown Hospitality District and Hotel	Jamie Carpenter	Not Started	07/01/2026	06/30/2029	Move from baseline of 0% to target of 100%	0%			
4.2.1	Action Items	Submit Negotiated Offer to Hotel Developers	Brian Pahle	Not Started	07/01/2026	12/31/2026	Move from baseline of 0% to target of 100%	0%	05/18/2026		
4.2.2	Action Items	Expand the MSD District	Jamie Carpenter	Not Started	07/01/2027	06/30/2028	Move from baseline of 0% to target of 100%	0%	05/18/2026		
4.2.3	Action Items	Finalize a Development Agreement With a Developer	Brian Pahle	Not Started	07/01/2027	06/30/2028	Move from baseline of 0% to target of 100%	0%	05/18/2026		

#	Level	Name	Assigned To	Status	Start Date	Due Date	Metric Description	Current Value	Last Updated	Updates	Last Comment
4.3	Big Rocks	Create an Innovation District Plan	Jamie Carpenter	Not Started	07/01/2026	06/30/2029	Move from baseline of 0% to target of 100%	0%			
4.3.1	Action Items	Develop Purpose Statements and Desired Outcomes	Brian Pahle	Not Started	07/01/2026	06/30/2027	Move from baseline of 0% to target of 100%	0%	05/18/2026		
4.3.2	Action Items	Identify Parcels and Location of District	Brian Pahle	Not Started	07/01/2027	06/30/2028	Move from baseline of 0% to target of 100%	0%	05/26/2026		
4.4	Big Rocks	Create Strategies to Stimulate Commercial Redevelopment	Matt Manley	Not Started	07/01/2026	06/30/2029	Move from baseline of 0% to target of 100%	0%			
4.4.1	Action Items	Host a Public Input Meeting with Commercial Developers	Matt Manley	Not Started	01/01/2027	12/31/2027	Move from baseline of 0% to target of 100%	0%	05/18/2026		
4.4.2	Action Items	Update Development Process Materials to Clarify Steps to Applicants	Matt Manley	Not Started	01/01/2028	12/31/2028	Move from baseline of 0% to target of 100%	0%	05/18/2026		
4.5	Big Rocks	Create Citywide Economic Development Strategy	Matt Manley	Not Started	07/01/2026	06/30/2029	Move from baseline of 0% to target of 100%	0%			
4.5.1	Action Items	Contract with Economic Development Consultant to Build Strategy	Matt Manley	Not Started	07/01/2028	06/30/2029	Move from baseline of 0% to target of 100%	0%	05/18/2026		
5	Focus Areas/Enablers	Housing, Growth Management, and Community Character	Lew Holloway	Not Started	07/01/2026	06/30/2029	Move from baseline of 0% to target of 100%	0%			
5.1	Big Rocks	Complete Unified Development Ordinance	Matt Manley	Not Started	07/01/2026	06/30/2029	Move from baseline of 0% to target of 100%	0%			
5.1.1	Action Items	Develop Action Plan for Update	Matt Manley	Not Started	07/01/2026	12/31/2026	Move from baseline of 0% to target of 100%	0%	05/19/2026		
5.1.2	Action Items	Community Development to Work with Council & Admin to Clarify Policy and Structural Goals of New UDO	Matt Manley	Not Started	07/01/2026	12/31/2026	Move from baseline of 0% to target of 100%	0%	05/19/2026		
5.1.3	Action Items	Add to Work Plan & Select Internal Project Manager	Lew Holloway	Not Started	07/01/2026	10/01/2026	Move from baseline of 0% to target of 100%	0%	05/19/2026		
5.1.4	Action Items	Draft and Issue RFQ/RFP	Lew Holloway	Not Started	07/01/2026	10/01/2026	Move from baseline of 0% to target of 100%	0%	05/19/2026		

#	Level	Name	Assigned To	Status	Start Date	Due Date	Metric Description	Current Value	Last Updated	Updates	Last Comment
5.1.5	Action Items	Select Project Consultant	Lew Holloway	Not Started	10/01/2026	12/31/2026	Move from baseline of 0% to target of 100%	0%	05/19/2026		
5.1.6	Action Items	Finalize Scope and Contract	Lew Holloway	Not Started	01/01/2027	04/01/2027	Move from baseline of 0% to target of 100%	0%	05/19/2026		
5.2	Big Rocks	Defining Design Standards for Overlay Districts	Matt Manley	Not Started	07/01/2026	06/30/2029	Move from baseline of 0% to target of 100%	0%			
5.2.1	Action Items	Adopt Downtown Design Overlay Based on Downtown Master Plan Design Guidelines Adopted in Gen H (Ch. 5).	Matt Manley	Not Started	07/01/2026	12/31/2026	Move from baseline of 0% to target of 100%	0%	05/19/2026		
5.2.2	Action Items	Develop and Adopt Design Standards for Corridor Design Overlays	Matt Manley	Not Started	07/01/2026	12/31/2027	Move from baseline of 0% to target of 100%	0%	05/19/2026		
5.2.3	Action Items	Create 1 Mixed Use District that Serves all Areas Outside of Downtown	Matt Manley	Not Started	07/01/2026	06/30/2028	Move from baseline of 0% to target of 100%	0%	05/19/2026		
5.2.4	Action Items	Increase Thresholds for By-Right Multi-Family Development within Overlay Districts	Matt Manley	Not Started	07/01/2026	06/30/2028	Move from baseline of 0% to target of 100%	0%	05/19/2026		
5.2.5	Action Items	Allow for Higher Thresholds for By-Right Development at Key Intersections	Matt Manley	Not Started	07/01/2026	06/30/2028	Move from baseline of 0% to target of 100%	0%	05/19/2026		
5.3	Big Rocks	Achieve 30% of Housing Plan	Matt Manley	Not Started	07/01/2026	06/30/2029	Move from baseline of 0% to target of 100%	0%			
5.3.1	Plan	Strategic Housing Plan	Lew Holloway	Not Started	07/01/2026	06/30/2031	Move from baseline of 0% to target of 100%	0%			
5.4	Big Rocks	Define City's Growth Boundary	Lew Holloway	Not Started	07/01/2026	06/30/2029	Move from baseline of 0% to target of 100%	0%			
5.4.1	Action Items	Re-engage County in Growth Management Discussions	Brian Pahle	Not Started	01/01/2027	06/30/2027	Move from baseline of 0% to target of 100%	0%	05/26/2026		
5.4.2	Action Items	Develop Policy Outlining City's Annexation Standards	Lew Holloway	Not Started	07/01/2027	06/30/2028	Move from baseline of 0% to target of 100%	0%	05/26/2026		

#	Level	Name	Assigned To	Status	Start Date	Due Date	Metric Description	Current Value	Last Updated	Updates	Last Comment
6	Focus Areas/Enablers	High-Performing City Workforce	Jenny Floyd	Not Started	07/01/2026	06/30/2029	Move from baseline of 0% to target of 100%	0%			
6.1	Big Rocks	Create Employee Development Plan	Jenny Floyd	Not Started	07/01/2026	06/30/2029	Move from baseline of 0% to target of 100%	0%			
6.1.1	Action Items	Develop Transition Plan for all Department Head Positions	Jenny Floyd	Not Started	07/01/2026	06/30/2027	Move from baseline of 0% to target of 100%	0%	05/19/2026		
6.1.2	Action Items	Create a Cross-Training Program	Jenny Floyd	Not Started	07/01/2027	06/30/2028	Move from baseline of 0% to target of 100%	0%	05/19/2026		
6.2	Big Rocks	Advance City Minimum Wage to $22.77 per Hour	Adam Murr	Not Started	07/01/2026	06/30/2029	Move from baseline of 0% to target of 100%	0%			
6.2.1	Key Performance Indicator (KPI)	75% of Staff Making More than Living Wage by 6/30/2027	Adam Murr	Not Started	07/01/2026	06/30/2027	Advanced Metric does not apply for current time period	0%	05/20/2026		
6.3	Big Rocks	Reinvigorate the Service Excellence Program	Jenny Floyd	Not Started	07/01/2026	06/30/2029	Move from baseline of 0% to target of 100%	0%			
6.3.1	Action Items	Establish New Committee Structure	Jenny Floyd	Not Started	07/01/2026	12/31/2026	Move from baseline of 0% to target of 100%	0%	05/19/2026		
6.4	Big Rocks	Advance Staffing Capacity	Jenny Floyd	Not Started	07/01/2026	06/30/2029	Move from baseline of 0% to target of 100%	0%			
6.4.1	Action Items	Set Right-Sized Staffing Plan based on Level-of-Service Analysis	Adam Murr	Not Started	07/01/2026	06/30/2027	Move from baseline of 0% to target of 100%	0%	05/19/2026		
6.4.2	Action Items	Create Comprehensive Recruitment Plan with Specific Department/Position Strategies	Jenny Floyd	Not Started	07/01/2026	12/31/2027	Move from baseline of 0% to target of 100%	0%	05/19/2026		
6.5	Big Rocks	Provide Highly Competitive Benefits Offering	Adam Murr	Not Started	07/01/2026	06/30/2029	Move from baseline of 0% to target of 100%	0%			
6.5.1	Action Items	Evaluate Other Benefit Offering Options	Adam Murr	Not Started	07/01/2026	12/31/2026	Move from baseline of 0% to target of 100%	0%	05/27/2026		
6.5.2	Action Items	Provide List of Potential Benefits for FY28 Budget Consideration	Adam Murr	Not Started	07/01/2026	02/01/2027	Move from baseline of 0% to target of 100%	0%	05/27/2026		

#	Level	Name	Assigned To	Status	Start Date	Due Date	Metric Description	Current Value	Last Updated	Updates	Last Comment
7	Focus Areas/Enablers	Financial Sustainability	Adam Murr	Not Started	07/01/2026	06/30/2029	Move from baseline of 0% to target of 100%	0%			
7.1	Big Rocks	Confidence in Revenue Models	Adam Murr	Not Started	07/01/2026	06/30/2029	Move from baseline of 0% to target of 100%	0%			
7.1.1	Action Items	Provide Annual Estimate to Actual Reviews	Adam Murr	Not Started	07/01/2026	06/30/2029	Advanced Metric does not apply for current time period	0	05/19/2026		
7.1.2	Action Items	Provide Quarterly Executive Updates to Council (GF Model, FAMS Model, Revenues, Capital)	Adam Murr	Not Started	07/01/2026	06/30/2029	GF/FAMS Model Quarterly Update: 1 Revenues Quarterly Update: 1	0	05/19/2026		
7.2	Big Rocks	Set Boundaries for Upper Rate and Tax Thresholds	Adam Murr	Not Started	07/01/2026	06/30/2029	Move from baseline of 0% to target of 100%	0%			
7.2.1	Action Items	Conduct Income-Based Affordability Analysis for City Rates and Fees	Adam Murr	Not Started	07/01/2026	06/30/2027	Move from baseline of 0% to target of 100%	0%	05/19/2026		
7.2.2	Action Items	Establish Policy for Stated Affordability Goals	Adam Murr	Not Started	07/01/2027	06/30/2028	Move from baseline of 0% to target of 100%	0%	05/27/2026		
7.2.3	Key Performance Indicator (KPI)	Tax Rate as a % of Median Income	Adam Murr	Not Started	07/01/2026	06/30/2029	Stay below target of 5%	0%	05/27/2026		
7.2.4	Key Performance Indicator (KPI)	Water Rate as a % of Median Income	Adam Murr	Not Started	07/01/2026	06/30/2029	Stay below target of 5%	0%	05/27/2026		
7.2.5	Key Performance Indicator (KPI)	Sewer Rate as a % of Median Income	Adam Murr	Not Started	07/01/2026	06/30/2029	Stay below target of 5%	0%	05/27/2026		
7.2.6	Key Performance Indicator (KPI)	Sanitation Rate as a % of Median Income	Adam Murr	Not Started	07/01/2026	06/30/2029	Stay below target of 5%	0%	05/27/2026		
7.2.7	Key Performance Indicator (KPI)	Stormwater Rate as a % of Median Income	Adam Murr	Not Started	07/01/2026	06/30/2029	Stay below target of 5%	0%	05/27/2026		
7.3	Big Rocks	Revenue Diversification	Adam Murr	Not Started	07/01/2026	06/30/2029	Move from baseline of 0% to target of 100%	0%			

#	Level	Name	Assigned To	Status	Start Date	Due Date	Metric Description	Current Value	Last Updated	Updates	Last Comment
7.3.1	Action Items	Present Local Option Sales Tax Authority to Legislators Annually	Brian Pahle	Not Started	07/01/2026	06/30/2029	Advanced Metric does not apply for current time period	0	05/19/2026		
8	Focus Areas/Enablers	Community Partnerships	Jenny Floyd	Not Started	07/01/2026	06/30/2029	Move from baseline of 0% to target of 100%	0%			
8.1	Big Rocks	Develop Government Specific Community College Training Program	Brian Pahle	Not Started	07/01/2026	06/30/2029	Move from baseline of 0% to target of 100%	0%			
8.1.1	Action Items	Participate in BRCC Career Fair	Jenny Floyd	Not Started	07/01/2026	06/30/2029	Advanced Metric does not apply for current time period	0	05/19/2026		
8.1.2	Action Items	Support the BRCC BLET Program through Donations and Adjunct Speaking Opportunities	Trae Laws	Not Started	07/01/2026	06/30/2029	Move from baseline of 0% to target of 100%	0%	05/19/2026		
8.1.3	Action Items	Create Apprenticeship Program with BRCC	Jenny Floyd	Not Started	07/01/2027	06/30/2029	Move from baseline of 0% to target of 100%	0%	05/19/2026		
8.2	Big Rocks	Work with Community Organizations to Address Wicked Problems	Jenny Floyd	Not Started	07/01/2026	06/30/2029	Move from baseline of 0% to target of 100%	0%			
8.2.1	Action Items	Develop Unhoused Strategic Plan	Jenny Floyd	Not Started	07/01/2026	12/31/2027	Move from baseline of 0% to target of 100%	0%	05/19/2026		
8.2.2	Action Items	Create a Faith Leaders Subcommittee	Jenny Floyd	Not Started	07/01/2026	12/31/2026	Move from baseline of 0% to target of 100%	0%	05/19/2026		
8.2.3	Action Items	Conduct an Annual PIT Count	Jenny Floyd	Not Started	07/01/2026	06/30/2029	Advanced Metric does not apply for current time period	0	05/27/2026		
8.2.4	Action Items	Support the Creation of a Behavioral Health Urgent Care (BHUC)	Jenny Floyd	Not Started	07/01/2028	06/30/2029	Move from baseline of 0% to target of 100%	0%	05/27/2026		
8.2.5	Action Items	Develop SOP for Code Weather Shelters	Jenny Floyd	Not Started	07/01/2026	06/30/2028	Move from baseline of 0% to target of 100%	0%	05/27/2026		
8.2.6	Action Items	Develop SOP for Encampment Response	Jenny Floyd	Not Started	07/01/2026	12/31/2026	Move from baseline of 0% to target of 100%	0%	05/27/2026		

#	Level	Name	Assigned To	Status	Start Date	Due Date	Metric Description	Current Value	Last Updated	Updates	Last Comment
8.3	Big Rocks	Participate in Key Partner Events	Brian Pahle	Not Started	07/01/2026	06/30/2029	Move from baseline of 0% to target of 100%	0%			
8.3.1	Action Items	Develop State of the City Event for Partner Organizations	Brian Pahle	Not Started	07/01/2026	06/30/2027	Move from baseline of 0% to target of 100%	0%	05/27/2026		
8.3.2	Key Performance Indicator (KPI)	Attend "The Partnership" Events	Brian Pahle	Not Started	07/01/2026	06/30/2029	Advanced Metric does not apply for current time period	0	05/27/2026		
8.3.3	Key Performance Indicator (KPI)	Attend Chamber of Commerce Events	Brian Pahle	Not Started	07/01/2026	06/30/2029	Advanced Metric does not apply for current time period	0	05/27/2026		
8.3.4	Action Items	Conduct Meetings with North Carolina Legislative Delegation	Brian Pahle	Not Started	07/01/2026	06/30/2029	Advanced Metric does not apply for current time period	0	05/27/2026		
8.4	Big Rocks	Department Heads Lead Regional Associations and Networking Events	Brian Pahle	Not Started	07/01/2026	06/30/2029	Move from baseline of 0% to target of 100%	0%			
8.4.1	Action Items	Reporting on Department Heads who Serve on Association Boards/Volunteer Opportunities	Brian Pahle	Not Started	07/01/2026	06/30/2029	Move from baseline of 0% to target of 100%	0%	05/19/2026		
8.4.2	Key Performance Indicator (KPI)	Regional Events Hosted or Facilitated by City Staff (ex. Henderson County PIO Network)	Brian Pahle	Not Started	07/01/2026	06/30/2029	Advanced Metric does not apply for current time period	0	05/19/2026		
9	Focus Areas/Enablers	High-Functioning City Council	Brian Pahle	Not Started	07/01/2026	06/30/2029	Move from baseline of 0% to target of 100%	0%			
9.1	Big Rocks	Prepare for Mayoral Leadership Transition	Brian Pahle	Not Started	07/01/2026	06/30/2029	Move from baseline of 0% to target of 100%	0%			
9.1.1	Action Items	Document Items the Council Feel Work Well	Brian Pahle	Not Started	07/01/2026	12/31/2026	Move from baseline of 0% to target of 100%	0%	05/19/2026		
9.1.2	Action Items	Provide Ethics and Leadership Training for New Mayor	Brian Pahle	Not Started	01/01/2027	12/31/2027	Move from baseline of 0% to target of 100%	0%	05/27/2026		
9.2	Big Rocks	Council Members Participate in Regional Leadership Roles	Brian Pahle	Not Started	07/01/2026	06/30/2029	Move from baseline of 0% to target of 100%	0%			

#	Level	Name	Assigned To	Status	Start Date	Due Date	Metric Description	Current Value	Last Updated	Updates	Last Comment
9.2.1	Action Items	Councilmember Appointed to NCLM Board of Directors		Not Started			Move from baseline of 0% to target of 100%	0%	05/19/2026		
9.2.2	Action Items	Attendance at Town and State Dinner		Not Started			Move from baseline of 0% to target of 100%	0%	05/19/2026		
9.2.3	Action Items	Attendance at CityVision		Not Started			Move from baseline of 0% to target of 100%	0%	05/19/2026		
9.2.4	Action Items	Participation as Leader on French Broad MPO Board		Not Started			Move from baseline of 0% to target of 100%	0%	05/19/2026		
9.2.5	Action Items	Participation on Land of Sky Board		Not Started			Move from baseline of 0% to target of 100%	0%	05/19/2026		
9.2.6	Action Items	Annual Advocacy Goals		Not Started			Move from baseline of 0% to target of 100%	0%	05/19/2026		
9.2.7	Action Items	City Council Participation with the Partnership for Economic Development		Not Started			Move from baseline of 0% to target of 100%	0%	05/19/2026		
9.2.8	Action Items	City Council Participation with HC Chamber		Not Started							
9.3	Big Rocks	Council Members have List of Successes/Vision and Promote them Throughout the Community	Brian Pahle	Not Started	07/01/2026	06/30/2029	Move from baseline of 0% to target of 100%	0%			
9.3.1	Key Performance Indicator (KPI)	Conduct 5 Civic Group Presentations Annually		Not Started			Move from baseline of 0% to target of 100%	0%	05/19/2026		
9.3.2	Action Items	Generate Accomplishment Cards by Functional Area for Use When Out in the Community		Not Started			Move from baseline of 0% to target of 100%	0%	05/19/2026		
9.4	Big Rocks	Council Members have Shared Commitment to the Strategic Plan	Brian Pahle	Not Started	07/01/2026	06/30/2029	Move from baseline of 0% to target of 100%	0%			
9.4.1	Action Items	Quarterly Reporting of Strategic Plan		Not Started			Move from baseline of 0% to target of 100%	0%	05/19/2026		

#	Level	Name	Assigned To	Status	Start Date	Due Date	Metric Description	Current Value	Last Updated	Updates	Last Comment
9.4.2	Action Items	Annual Review of Plan Alignment at City Council Retreat		Not Started			Move from baseline of 0% to target of 100%	0%	05/19/2026		
9.5	Big Rocks	Maintain Representative Leadership Status in Community	Brian Pahle	Not Started	07/01/2026	06/30/2029	Move from baseline of 0% to target of 100%	0%			
9.5.1	Action Items	Annual Council Conversations with Community		Not Started			Move from baseline of 0% to target of 100%	0%	05/19/2026		
10	Focus Areas/Enablers	Engaged and Educated Community	Jenny Floyd	Not Started	07/01/2026	06/30/2029	Move from baseline of 0% to target of 100%	0%			
10.1	Big Rocks	Advance Build Hendersonville and Core of the City	Jenny Floyd	Not Started	07/01/2026	06/30/2029	Move from baseline of 0% to target of 100%	0%			
10.1.1	Action Items	Post Program Meeting with Staff		Not Started			Move from baseline of 0% to target of 100%	0%	05/19/2026		
10.1.2	Action Items	Post Program Survey of Participants		Not Started			Move from baseline of 0% to target of 100%	0%	05/19/2026		
10.1.3	Action Items	Leadership Review of Results		Not Started			Move from baseline of 0% to target of 100%	0%	05/19/2026		
10.2	Big Rocks	Establish Community Advisory Council	Jenny Floyd	Not Started	07/01/2026	06/30/2029	Move from baseline of 0% to target of 100%	0%			
10.2.1	Action Items	Present Board Purpose, By-Laws, and Priorities to City Council		Not Started			Move from baseline of 0% to target of 100%	0%	05/27/2026		
10.2.2	Action Items	Hold Innagural Meeting in 2027		Not Started			Move from baseline of 0% to target of 100%	0%	05/27/2026		
10.3	Big Rocks	Overhaul of City Boards and Commissions	Jenny Floyd	Not Started	07/01/2026	06/30/2029	Move from baseline of 0% to target of 100%	0%			
10.3.1	Action Items	Finalize Council Input on Desired Changes		Not Started			Move from baseline of 0% to target of 100%	0%	05/19/2026		
10.3.2	Action Items	Implement Changes and Conduct Trainings for Boards and Staff Liaisons		Not Started			Move from baseline of 0% to target of 100%	0%	05/27/2026		

#	Level	Name	Assigned To	Status	Start Date	Due Date	Metric Description	Current Value	Last Updated	Updates	Last Comment
10.4	Big Rocks	Identify and Foster Relationships with Neighborhood Champions	Jenny Floyd	Not Started	07/01/2026	06/30/2029	Move from baseline of 0% to target of 100%	0%			
10.4.1	Action Items	Generate List of HOA, Church, and Neighborhood Contacts		Not Started			Move from baseline of 0% to target of 100%	0%	05/27/2026		
10.4.2	Action Items	Develop Communication Strategy for Liaisons/Leaders		Not Started			Move from baseline of 0% to target of 100%	0%	05/27/2026		
10.5	Big Rocks	Develop Annual Community Engagement Plan	Jenny Floyd	Not Started	07/01/2026	06/30/2029	Move from baseline of 0% to target of 100%	0%			
10.5.1	Action Items	Establish Community Engagement Leaders in Each Department to Plan Events		Not Started			Move from baseline of 0% to target of 100%	0%	05/19/2026		
10.5.2	Action Items	Departments Submit Yearly Community Engagement Plan		Not Started			Move from baseline of 0% to target of 100%	0%	05/19/2026		
10.5.3	Action Items	Create a Centralized Calendar of Currently Scheduled Engagements		Not Started			Move from baseline of 0% to target of 100%	0%	05/19/2026		