

REQUEST FOR BOARD ACTION

HENDERSON COUNTY BOARD OF COMMISSIONERS

MEETING DATE: July 18, 2007

SUBJECT: 2007 Strategic and Capital Improvement Plan Monthly Update

ATTACHMENTS: Monthly Update

SUMMARY OF REQUEST:

Attached is the 2007 Strategic Plan and Capital Improvement Plan Monthly Update for the Board's information and review.

BOARD ACTION REQUESTED:

Staff recommends that the Board review the attached monthly update. Staff will be available for questions and discussion.

SUGGESTED MOTION:

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

**2007 – 2011 STRATEGIC PLAN
MONTHLY IMPLEMENTATION UPDATE
Approved June 4, 2007 in Conjunction with the FY2008 Budget**

Goal 1: To enhance public trust and confidence in County government through sound policy-making and implementation.	
Strategy 1.1: Improve government accountability and fiscal stewardship by increasing cost effectiveness of County government.	
	Status
Objectives: A. Limit operational growth for County-funded departments and agencies to tax growth benchmarks. (FY2008) [Objective Achieved; Ongoing] a. Provide incentives to employees/departments/agencies for implementing cost-savings measures. B. Implement zero-based budgeting. (FY2008) [Objective Achieved; Ongoing] C. Develop a cost recovery policy and implementation plan. (FY2008) D. Develop a funding formula for public school operational needs to include annual growth and schools expansion. (FY2008) E. Develop a funding formula for the community college operational needs. (FY2008) F. Implement an energy conservation policy and plan. (FY2008) G. Implement cost recovery plan. (FY2009)	<ul style="list-style-type: none"> • Staff currently studying options for school funding formulas. A report on this is forthcoming.
Strategy 1.2: Improve citizen participation and understanding.	
Objectives: A. Enhance the County’s public information program by developing and implementing a comprehensive education program. (FY 2008)	<ul style="list-style-type: none"> • Staff currently developing work plan for improved communications program.
Strategy 1.3: Responsibly plan for the County’s capital needs.	
Objectives: A. Implement Phase I of the 12-Year Capital Improvements Plan. (FY2008)	<ul style="list-style-type: none"> • Implementation underway.
Goal 2: To responsibly manage growth and its impacts.	
Strategy 2.1: Take a leadership role in sewer and water planning. [CCP: PS-01]	
	Status
Objectives: A. 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. [CCP: SW-01-G] (FY2010) B. Consider forming an inter-local sewer and water agreement. [CCP: SW-01-C] (FY2011)	
Strategy 2.2: To direct growth to areas where essential services and infrastructure are present, and protect sensitive natural areas and	

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key historic / cultural resources from extensive development. [CCP: GMS-01]	
Objectives: A. Develop a Land Development Code. (FY2008) a. Consolidate existing land development ordinances into a single Land Development Code (i.e. Zoning Ordinance Re-write). [CCP: GMS-01-B] (FY2008) B. Adopt and begin enforcing the Land Development Code. [CCP: GMS-01] (FY2008) C. Develop a Cost of Community Services Study. (FY2008)	<ul style="list-style-type: none"> • LDC development process ongoing with Board workshops scheduled for continued review and discussion.
Strategy 2.3: Begin community planning process [CCP, Section 4, Implementation Steps]	
Objectives: A. Begin two small area plans. (FY2008) B. Amend CCP Implementation Schedule, in addition to other minor/technical revisions, in order to accommodate for the completion of the Land Development Code. (FY2008)	<ul style="list-style-type: none"> • Staff expects to begin the Etowah-Horseshoe small area planning process in Aug 07 with development of planning committee.
Goal 3: To enhance the quality of life for all citizens through improved access to health care, children’s services, aging and elderly services, human services, public safety, and cultural and recreational resources.	
Strategy 3.1: Meet park needs through 2020. [CCP: R-01]	
	Status
Objectives: A. Develop a countywide parks master plan focusing on long-range facility needs. [CCP: R-01-A] (FY2008)	<ul style="list-style-type: none"> • Initial planning meeting held on 7/11/07.
Strategy 3.2: Promote a diverse range of home ownership and rental opportunities. [CCP: H-01]	
Objectives: A. Adopt and enforce a Minimum Housing Code [CCP: H-01-E] (FY2008) B. Begin enforcement of Minimum Housing Code. (FY2009) C. Lead the establishment of an affordable housing trust fund. [CCP: H-01-H] (FY2009)	
Strategy 3.3: Protect the County’s citizens through the provision of quality and responsive emergency services.	
Objectives: A. Develop and take action upon an E911 Improvement Study. (FY2008) B. Identify service levels of EMS and develop and implement an action plan for improvements. (FY2008) C. Address Emergency Medical Services (EMS) facility and operational needs. (FY2010)	<ul style="list-style-type: none"> • Organizational meeting to develop E911 Improvement Study held on 7/11/07.

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D. Assessment of County's wireless communications system. (FY2011)	
Strategy 3.4: Provide professional and quality animal control services.	
Objectives: A. Develop and implement a spay-neuter program to reduce the number of unwanted domestic animals. (FY2008) B. Evaluate volunteer capacity and implement a volunteer program at the animal shelter. (FY2008)	<ul style="list-style-type: none"> • Staff draft of spay-neuter policy to be presented to Animal Services Committee meeting on 7/16/07.
Strategy 3.5: Address the needs of children within the community.	
Objectives: A. Coordinate children and family services via support for the United Agenda for Children. (FY2008)	
Strategy 3.6: Address the needs of aging and elderly within the community.	
Objectives: A. Continue support of the public transportation program. (FY2008) B. Continue funding non-profit programs that assist the elderly and aging within the community. (FY2008)	
Goal 4: To protect and preserve the County's historic and natural resources.	
Strategy 4.1: Reduce Farmland Loss. [CCP: A-01]	
	Status
Objectives: A. Consider the costs and practicality of establishing a farmland protection fund for Henderson County. [CCP: A-01-A] (FY2009) B. Review whether County's current policies regarding farmland preservation are adequate to protect agriculture land. (FY2010)	
Strategy 4.2: Protect Water Quality. [CCP: N-02]	
Objectives: A. Begin enforcement of Sedimentation and Erosion Control standards within County land development ordinances. [CCP: N-02-D] (FY2008) B. Identify and incorporate Storm Water Management standards and requirements into County land development ordinances. [CCP: N-02-E] (FY2008) C. Begin development and enforcement of Storm Water Management standards within County land	<ul style="list-style-type: none"> • Sedimentation and Erosion Control enforcement to begin Oct 07. • Staff presented options for storm water management

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development ordinances. [CCP: N-02-E] (FY2008) D. Address coordination of watershed programs within the County. (FY 2008)	to Board in June 07 for initiating discussion.
Strategy 4.3: Protect key sites of historical and cultural significance from development. [CCP: N-05]	
Objectives: A. Conduct an inventory of historic / culturally significant sites / structures, as related to cemetery issue. [CCP: N-05-A] (FY2008)	
Strategy 4.4: Address solid waste management issues including recycling and upcoming pertinent solid waste legislation.	
Objectives: A. Develop a comprehensive 20-year Solid Waste Management Plan. (FY2008)	• Staff researching solid waste options and developing RFQ for plan.
Strategy 4.5: Promote energy efficiency and the use of sustainable and renewable energy sources within the County.	
Objectives: A. Conduct an energy efficiency study of all County-owned facilities. (FY 2008)	• Staff reviewing completed energy assessments.
Goal 5: To responsibly plan for the County's educational facility needs.	
Strategy 5.1: Take a leadership role in school facilities planning. [CCP: PS-01]	
	Status
Objectives: A. Implement Phase I of CIP for education (Mills River & Hillandale Schools) through debt service issuance. (FY2008) B. Work with public school system to develop a growth projection model for planning for school facility needs. (FY2008)	• Debt service for school construction included within FY08 budget.
Strategy 5.2: Promote schools to function as focal points for communities. [CCP: PS-02]	
Objectives: A. 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. [CCP: PS-02-B] (FY2009) B. Establish site selection criteria for new schools and site design criteria for all schools. [CCP: PS-02-C] (FY2009)	

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Goal 6: To help create a business climate that promotes a growing and diversified economy.	
Strategy 6.1: Support the development of the industrial sector of the County's economy.	
	Status
Objectives: A. Support economic development efforts to retain the County's existing businesses. (FY2008) B. Develop an inventory of land suitable for industrial use, meeting the criteria of size, access, utility availability and cost of acquisition. (FY2008) C. Research the feasibility of constructing an industrial park for new industry recruitment. (FY2009)	
Strategy 6.2: Support the County's agriculture industry as an important element of the County's economy.	
Objectives: A. Support economic development efforts to retain the County's existing businesses. (FY2008)	

HENDERSON COUNTY CAPITAL PROJECTS MONTHLY UPDATE

UPDATE MONTH	July 2007
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PROJECT NAME	Historic Courthouse Rehabilitation
Budget	\$ 9,300,000
Estimated Completion Date	January 2008

MONTHLY REPORT: Progress / Change Orders

Project began mid August 2006 and is approximately 55% complete. Majority of work to date relates to removal of existing wiring, plumbing, heating systems, abatement of asbestos and lead paint. Annex on 2nd avenue has been removed. Construction of new annex has begun and exterior brick work, window installation and roofing are near completion. Interior wall construction is underway with wiring, plumbing, sheet rock. Exterior column restoration and brick work is near completion. There have been several approved change proposal requests as follows:

Proposed Change	Amount	CPR Approved	Change Order Approved
CPR#			
1- Additional Asbestos removal from Sheriff's Dept Annex	\$1,633.24	10-2-06	12-18-06
5- Relocation of 911 Fiber Optic Line - Conduit installation	\$20,656.00	11-13-06	12-18-06
7- Rerouting of storm sewer in rear parking lot	\$1,538.56	11-13-06	12-18-06
11- Additional Lead Paint Removal Upper level	\$13,260.85	11-13-06	12-18-06
14- Footing Poor Soil and Stone Backfill for new annex	\$13,515.89	11-14-06	12-18-06
6- Two New Windows Finance Directors Office	\$5,072.74	12-11-06	01-18-07
15- Additional Undercut and Stone Backfill for new annex	\$5,065.36	12-11-06	12-18-06
17- Re-route Plumbing Room 109	\$3,096.56	12-11-06	01-18-07
4- Restore not Replace West Windows Court Room Credit	(\$12,240.81)	12-18-06	12-18-06
18- Restore East Windows Sash Court Room	\$16,323.12	12-18-06	12-18-06
19- 911 Tower Fire Protection Credit	(\$2,110.00)	1-10-07	01-18-07
20- Add metal coping to HC roof	\$5,661.75	1-10-07	01-18-07
21- Add metal coping to Finance Annex roof	\$3,137.53	1-10-07	01-18-07
23- Alternate mounts for Lightning Protection	\$1,673.32	1-10-07	01-18-07
12- Alternate Outdoor Lighting	\$ 0	4-27-07	06-26-07
24- New Roof Decking	\$14,239.14	4-27-07	06-26-07
26-Replace Decayed Sofits Westside	\$3,658.94	4-27-07	06-26-07
28-Credit, Revised Acoustical Panel Design	(\$10,107.00)	4-27-07	06-26-07
29-Waterproofing Allowance Credit	(\$9,500.00)	4-27-07	06-26-07
30-Carpeting Allowance Credit	(\$1,923.00)	4-27-07	06-26-07
3 - Elevator to third floor	\$42,520.95	5-30-07	06-26-07
31-Two Bronze Plaques	\$7,922.12	5-30-07	
33-Cluster Mailbox	\$2,085.71	5-30-07	
36-Acoustical Wall Panels Community Room	\$8,944.95	5-30-07	
27- Concrete Grade Beam	\$10,237.01	6-26-07	
34- Credit Cabinetry	(\$8,800.00)	6-26-07	
35- Additional Data Drops	\$6,814.27	6-26-07	
40-Revised Brick Lintels	\$10,033.13	6-26-07	
41- 6 ft cove lights	\$3,673.36	6-26-07	
42- Roof Hatch	\$1,276.96	6-26-07	
Total Approved to Date	\$157,360.65		



Remaining Contingency \$42,639.35

The project has budgeted \$200,000 for change orders. To date there have been 42 items being considered as change proposal requests with only the above being approved to date. Some of these changes will result in credits, some will not be approved, and others approved will result in change orders. The above list will be update with each monthly report.

PROJECT COORDINATOR'S COMMENTS:

Upcoming Issues

Additional wiring for lights, data, A/V for museum area is being requested by Historic Courthouse Corporation. Costs for these items are being developed. It is anticipated that they will cover the additional cost of these items. With approved change orders and time extension, estimate completion date is being pushed out into January 2008.

Gary Tweed, County Engineer
Project Manager

June 27 2007
Date



**HENDERSON COUNTY
CAPITAL PROJECTS
MONTHLY UPDATE**

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

MONTHLY REPORT: Progress / Change Orders
Project is complete. Sanitary Sewer Lift Station has been placed in operation. One final pay application to be processed. This will be the last update.

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

Gary Tweed, County Engineer
Project Manager

June 27, 2007
Date



**CAPITAL PROJECTS
MONTHLY UPDATE**

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

MONTHLY REPORT: Progress / Change Orders
Project bids received and awarded to Cooper Construction. Construction contracts have been executed. Project was started in January with grading work. Building pad and steel work has been completed. Building steel is in place and roof completed. Building should be in dry by early June. Site work complete and driveway parking area ready for stone.

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

Gary Tweed, County Engineer
Project Manager

June 26, 2007
Date



**CAPITAL PROJECTS
MONTHLY UPDATE**

UPDATE MONTH	May 2007
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PROJECT NAME	Edneyville Park Phase I
Project Budget	\$ 1,000,000
Estimated Completion Date	Spring 2008

**MONTHLY REPORT:
Progress / Change Orders**

Architects and Engineers have been hired for the project. First meeting with Edneyville Community Club has been held. Project will include the development of a Master Plan with Phased Construction. First Phase will be the design and construction of a Community Center. Community Club is seeking to obtain additional grants for the project. Preliminary Master Plan and Concept Plan for Community Center is complete and follow up meeting with Community Club was held June 14th. Master Plan concept was approved by Community Club.

**MANAGER'S COMMENTS:
Upcoming Issues**

Preliminary cost estimate for Phase I is approximately 2.1 million. Architects are looking at ways to phase the building construction to meet the 1 million project budget.

Gary Tweed, County Engineer
Project Manager

June 27, 2007
Date

