
REQUEST FOR BOARD ACTION

**HENDERSON COUNTY
BOARD OF COMMISSIONERS**

MEETING DATE: December 19, 2007

SUBJECT: 2007 Strategic Plan & Capital Project Update

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

SUMMARY OF REQUEST:

Attached is the monthly Strategic Plan and Capital Improvements Plan updates for the Board of Commissioners review and discussion.

BOARD ACTION REQUESTED:

No action required at this time.

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.	
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)	Status
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)	
Strategy 1.3: Responsibly plan for the County's capital needs.	
Objectives: A. Implement Phase I of the 12-Year Capital Improvements Plan. (FY2008)	A. See attached detail reports.
Goal 2: To responsibly manage growth and its impacts.	
Strategy 2.1: Take a leadership role in sewer and water planning. [CCP: PS-01]	
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)	Status
	A. Staff conducting research on sewer utility plan and developing scope for consultant assistance.
Strategy 2.2: 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. [CCP: GMS-01]	
Objectives: A. Develop a Land Development Code. (FY2008) [Objective Achieved; Ongoing] 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)	A. Cost of Community Services Study to be discussed at January 2008 Retreat.
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)	A. Etowah small area planning process underway.
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	

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and recreational resources.	
Strategy 3.1: Meet park needs through 2020. [CCP: R-01]	
Objectives:	Status
A. Develop a countywide parks master plan focusing on long-range facility needs. [CCP: R-01-A] (FY2008)	A. Report presented to BOC at 12/3/07 meeting.
Strategy 3.2: Promote a diverse range of home ownership and rental opportunities. [CCP: H-01]	
Objectives:	A. Staff currently drafting minimum housing code.
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. Improvement study underway.
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)	
D. Assessment of County's wireless communications system. (FY2011)	
Strategy 3.4: Provide professional and quality animal control services.	
Objectives:	A. Public Hearing on Animal Ordinance revisions including spay-neuter program held on 12/11/07. B. Volunteer program scheduled for discussion at 12/13/07 ASAC meeting.
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)	
Strategy 3.5: Address the needs of children within the community.	
Objectives:	A. Complete; Objective achieved with funding in FY2008 budget.
A. Coordinate children and family services via support for the United Agenda for Children. (FY2008) [Objective Achieved; Funded in FY08 budget]	
Strategy 3.6: Address the needs of aging and elderly within the community.	
Objectives:	A. Blue Route continued at 12/3/07 BOC meeting after additional funding granted.
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) [Objective Achieved; Ongoing]	
Goal 4: To protect and preserve the County's historic and natural resources.	
Strategy 4.1: Reduce Farmland Loss. [CCP: A-01]	
Objectives:	Status
A. Consider the costs and practicality of establishing a farmland protection fund for Henderson County. [CCP: A-01-A] (FY2009)	A. BOC approved \$5,000 allocation at 12/3/07 meeting to establish a Farmland Protection Plan and \$35,000 for enterprise
B. Review whether County's current policies regarding farmland preservation are adequate to protect agriculture land. (FY2010)	

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	program to assist area farmers in agriculture business.
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) [Objective Achieved; Ongoing]	
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 development ordinances. [CCP: N-02-E] (FY2008)	
D. Address coordination of watershed programs within the County. (FY 2008) [Objective Achieved; Ongoing]	
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)	
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)	
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) [Objective Achieved; Ongoing]	
B. Work with public school system to develop a growth projection model for planning for school facility needs. (FY2008)	
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)	
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)	

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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	December 2007
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PROJECT NAME	Historic Courthouse Rehabilitation
Budget	\$ 9,300,000
Estimated Completion Date	February 6, 2008

MONTHLY REPORT: Progress / Change Orders

Project began mid August 2006 and is approximately 80% 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 complete. Contractor is starting to install light fixtures, finish painting, elevator, bathrooms. 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	08-06-07
33- Cluster Mailbox	\$2,085.71	5-30-07	08-06-07
36- Acoustical Wall Panels Community Room	\$8,944.95	5-30-07	08-06-07
27- Concrete Grade Beam	\$10,237.01	6-26-07	08-06-07
34- Credit Cabinetry	(\$8,800.00)	6-26-07	08-06-07
35- Additional Data Drops	\$6,814.27	6-26-07	08-06-07
40- Revised Brick Lintels	\$10,033.13	6-26-07	08-06-07
41- 6 ft cove lights	\$3,673.36	6-26-07	08-06-07
42- Roof Hatch	\$1,276.96	6-26-07	08-06-07
2- Coffe Bar Conference Room	\$10,714.91	8-06-07	08-06-07
13- Credit on Rm 026	(\$1,156.75)	8-06-07	09-19-07
22- Add for 40HP Fire Pump	\$45,296.45	8-06-07	08-06-07



43-AV Screen Enclosure	\$1,678.92	8-06-07	09-19-07
45- Commissioner Office Revisions	\$12,428.17	8-06-07	09-19-07
46- Additional Concrete Slab for Porches	\$10,129.08	8-06-07	09-19-07
47- Change in Cabinet Paint to Bronze	\$ 272.96	8-06-07	09-19-07
38-Museum Tract Lighting(to be paid by HCH Committee)	\$22,617.42	6-29-07	08-06-07
44-Security System Package	\$70,598.34	9-05-07	09-19-07
48-Elevator Electrical Service Revision	\$13,153.90	9-05-07	09-19-07
49-Apple Festival Lighting Additions	\$9,660.13	9-05-07	10-30-07
50-Emergency Lighting Additions	\$3,303.65	9-05-07	09-19-07
51-Lighting Allowance Credit	(\$56,968.62)	9-18-07	10-30-07
52- Door and Hardware Credit	(\$3,784.28)	9-18-07	10-30-07
53- Add acoustical panel Womens Bathroom	\$231.05	10-2-07	10-30-07
55-Relocation 2 doors flush to 6 panel	\$1,681.18	10-2-07	10-30-07
56-Credit for not removing HVAC Equip.	(\$10,026.00)	10-2-07	10-30-07
60-Credit Omit Drywall under stairs	(\$756.00)	10-2-07	10-30-07
62-Extend Cast Iron Downspout Drains	\$4,560.98	10-2-07	10-30-07
63-Add Roof Drain at HVAC on annex	\$2,255.85	10-2-07	10-30-07
39-Audio Visual Electrical	\$56,723.66	10-9-07	10-30-07
54R- Jury Box Fronts	\$19,809.53	10-2-07	10-30-07
61R- Plumbing Changes	\$10,072.89	10-2-07	10-30-07
59-Finished Floor Credit	(\$809.45)	10-30-07	11-26-07
64-Downspout Credit	(\$1,485.06)	10-30-07	11-26-07
65-Additional Lead Paint Removal	\$2,129.48	10-30-07	11-26-07
66-Misc. Electrical Additions	\$6,138.72	10-30-07	11-26-07
67-CATV addition	\$6,214.11	10-30-07	11-26-07
68-Electrical Shades Power	\$4,663.57	10-30-07	11-26-07
69-Boiler Vent Size Increase	\$7,799.23	10-30-07	11-26-07
70-Annex Roof HVAC Flashing	\$1,615.20	10-30-07	11-26-07
71-Stairwell Fan Revisions	\$6,852.69	10-30-07	11-26-07
72-Sales Tax on Light Fixtures	\$2,841.03	10-30-07	11-26-07
57-Add Fan Coil Unit	\$7,539.46	11-19-07	11-26-07
75-Credit Roof Drain	(\$2,555.85)		11-26-07
79-Credit-Finance Water Damage	(\$1,245.00)	11-26-07	11-26-07
74-Rain Hood HVAC Equip.	\$349.24	11-26-07	
76-Rm3116, Wood Flooring	\$1,528.50	11-26-07	
77-Rm203-Ceiling to Drywall	\$178.89	11-26-07	
80-Valance Blocking	\$1,493.23	11-26-07	
78R-Window Awning Room 014	\$2,557.39	11-27-07	
 Total Approved to Date	 \$425,713.41		
 Items budgeted outside project contingency			
 Tract Lighting by Committee	 (\$22,617.42)		
 Security System Package	 (\$70,598.34)		
 Audio Visual Electrical	 (\$56,723.66)		
 CATV System Wiring	 (\$6,214.11)		
 Shades Electrical	 (\$4,663.57)		
 Total Project Changers	 \$264,896.31		



Contingency Overage**\$64,896.31**

The project bid included \$200,000 for contingency. The County budgeted an additional funds to cover Landscaping, Audio Visual Equipment, and Contingency Overages. To date there have been 80 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. Some items in the museum area will be funded by the Historic Courthouse Committee like the tract lighting at \$22, 617.42. The Board added a security system package at a cost of \$70,598.34 that was not a part of the original contract. The Audio Visual Package has been budgeted at approximately \$200,000. The Audio Visual, CATV, and Shades Electrical work is being included under the building contract as shown above and not being applied to building contingency. The project should come within budgeted funding.

PROJECT COORDINATOR'S COMMENTS:**Upcoming Issues**

With approved change orders and time extension, estimate completion date is currently February 6, 2008. The Landscape Plan and Audio Visual Equipment were not part of the original contract and will be bid separately. Bids on Audio Visual Equipment to be received Dec. 10th. Landscape to go to bids soon.

Gary Tweed, P.E.
Project Coordinator

November 26, 2007
Date



CAPITAL PROJECTS MONTHLY UPDATE

UPDATE MONTH	December 2007
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PROJECT NAME	Etowah Branch Library
Project Budget	\$ 1,269,626
Estimated Completion Date	January 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 in the dry. Sheet rock work near completion. Site work complete and driveway parking area has been paved. Contractor is estimating that they may finish the project by the end of December. This will depend on if concrete floor dries sufficiently enough to install cork flooring. Landscaping has been completed. Project is beginning to come to end.

MANAGER'S COMMENTS: Upcoming Issues

None at this time.

Gary Tweed, P.E.
Project Coordinator

November 26, 2007
Date



CAPITAL PROJECTS MONTHLY UPDATE

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

MONTHLY REPORT: Progress / Change Orders
<p>Architects and Engineers have been hired for the project. Several meetings with Edneyville Community Club have 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 and August 14th. Master Plan concept was approved by Community Club. Architects have complete on site soils evaluation. Architects have developed a building plan to allow for an open sided gym in the event that funding is not available for an enclosed gym. Architects are preparing preliminary designs of the building.</p>

MANAGER'S COMMENTS: Upcoming Issues
Architect is requesting evaluation by Health Department to assist in the design of the septic system.

Gary Tweed, P.E.
Project Coordinator

November 26, 2007
Date

