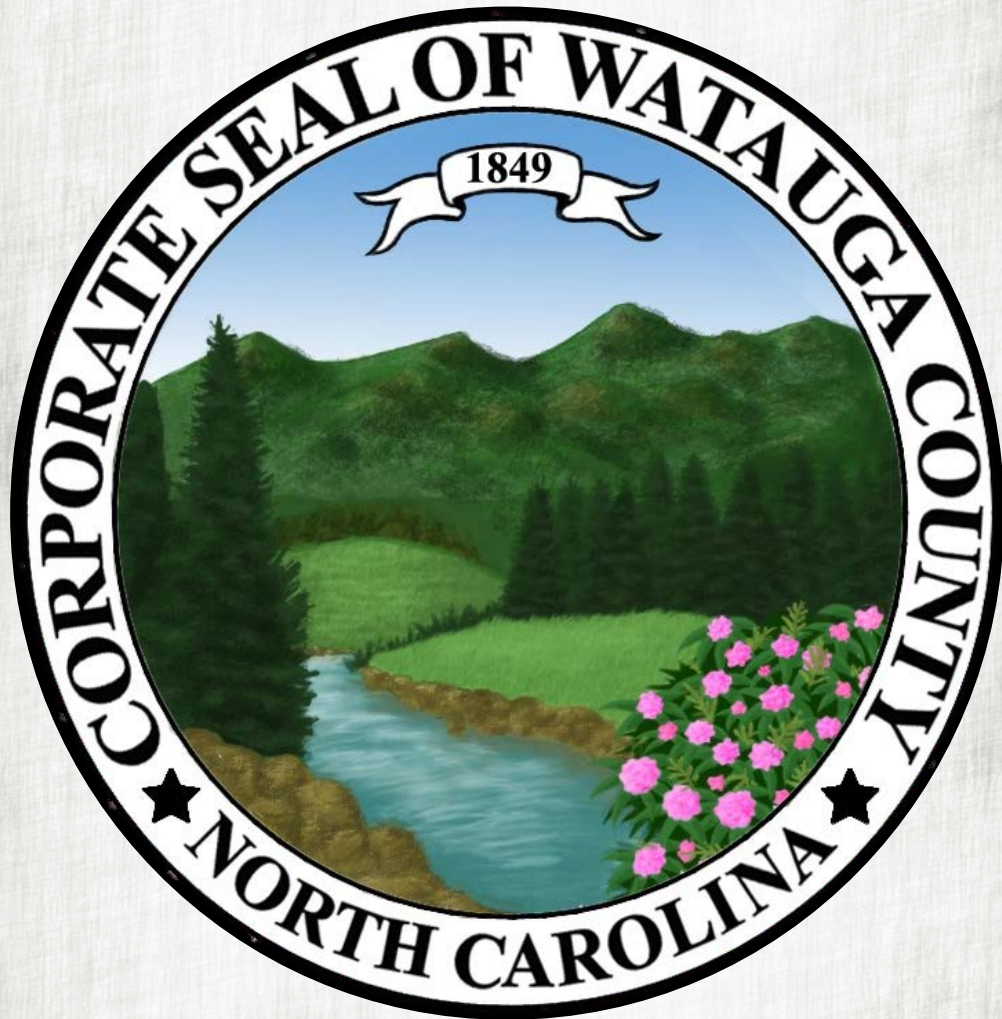


**Watauga County
Annual Retreat
February 16 & 17, 2017**



Board of Commissioners
John Welch, Chairman
Billy Kennedy, Vice-Chairman
Jimmy Hodges
Larry Turnbow
Perry Yates



WATAUGA COUNTY

OFFICE OF THE
COUNTY MANAGER

Administration Building, Suite 205 – 814 West King Street – Boone, NC 28607 – (828) 265-8000
TDD 1-800-735-2962 – Voice 1-800-735-8262 – FAX (828) 264-3230

MEMORANDUM

TO: Board of County Commissioners

FROM: Deron Geouque DTG
County Manager

SUBJECT: Annual Retreat

DATE: February 9, 2017

North Carolina economists are predicting that potential increases in military spending and federal tax cuts could boost the state economy. North Carolina has been fortunate to outpace the national economic growth. Watauga County, like the State, is also seeing positive economic trends with regards to revenues and expenditures. Property and sales tax are experiencing measurable increases and providing distance from recessionary levels. Residential property values are slightly above existing levels and commercial properties continue their significant upward trend. Current trends indicate sales tax revenue will exceed budget projections.

Commissioner input will be critical during the retreat process for staff to determine appropriate expenditures and funding levels. Information and reports on the County's current financial status will be provided for the retreat.

Staff will rely on the direction and guidance given by the Board at the retreat to prepare the upcoming Fiscal Year 2018 Budget. Should you have any questions or require additional information prior to or during the retreat please contact me.

TENTATIVE RETREAT AGENDA
WATAUGA COUNTY BOARD OF COMMISSIONERS
COMMISSIONERS' BOARD ROOM
WATAUGA COUNTY ADMINISTRATION BUILDING, BOONE, NC
FEBRUARY 16 & 17, 2017

TIME	TOPIC	PRESENTER	PAGE
THURSDAY, FEBRUARY 16, 2017			
12:30 PM	OPENING REMARKS AND LUNCH	MR. DERON GEOUQUE	
12:40 PM	FY 2017 REVIEW AND DISCUSSION OF 2018 BUDGET	MS. MARGARET PIERCE	1
	A. Revenues		2
	B. Expenditures		5
	C. Classification and Compensation Study		8
	D. Debt Service Report		18
	E. Budget Calendar		20
1:00 PM	UPDATE – STUDY ON FUTURE MEDIC BASE LOCATIONS	DR. MARVIN HOFFMAN	21
1:30 PM	REVIEW OF CURRENT CAPITAL IMPROVEMENT PLAN (CIP)	MR. DERON GEOUQUE & MR. ROBERT MARSH	68
	A. Current CIP Status Report		68
	B. Old AppalCART Facility		70
	C. Relocation of County Personnel		74
	1. Planning and Inspections		
	2. Veteran's Services		
	3. Red Cross		
	4. Tax Appraisal		
	D. New River Baseball Fields		85
	E. Landfill Road Relocation		87
	F. Recreation Center		92
	G. Telecommunication Upgrades		117
	1. Current Infrastructure	MR. JEFF VIRGINIA	
	2. Proposed Telecommunications Infrastructure Study	DR. MARVIN HOFFMAN	
	I. Wireless Connection Efforts		124
	H. School Facilities		128
3:30 PM	BREAK		
3:45 PM	UPDATE ON RECREATIONAL PROJECTS		129
	A. Guy Ford Paddle Access	MR. JOE FURMAN	129
	B. Middle Fork Greenway	MS. WENDY PATOPRSTY	132
4:30 PM	CALDWELL COMMUNITY COLLEGE & TECHNICAL INSTITUTE	DR. MARK POARCH	
5:00 PM	SCHOOL BOARD FUNDING ISSUES	DR. SCOTT ELLIOTT & SCHOOL BOARD MEMBERS	134
	A. FY 2018 Funding Needs		
	B. Schools' Capital Improvement Plan		
	C. Indoor Practice Facility		
6:00 PM	RECESS UNTIL FRIDAY, FEBRUARY 17, 2017, AT 9:00 AM		
FRIDAY, FEBRUARY 17, 2017			
9:15 AM	TOURISM DEVELOPMENT AUTHORITY (TDA)	MR. MATT VINCENT & MR. WRIGHT TILLEY	138
9:45 AM	ECONOMIC DEVELOPMENT		144
	A. Economic Development Partnership of NC	MR. BILL SLAGLE	144
	B. Housing Trust	MR. SCOTT EGGERS	
11:00 AM	SIGN ORDINANCE	MR. JOE FURMAN	146
11:15 AM	MISCELLANEOUS & COMMISSIONER MATTERS	MR. DERON GEOUQUE	150
	A. State Issues		
	B. Commissioner Matters		
11:45 PM	WRAP UP, GOALS & OBJECTIVES, BOARD DIRECTIVES		
12:00 PM	ADJOURN		

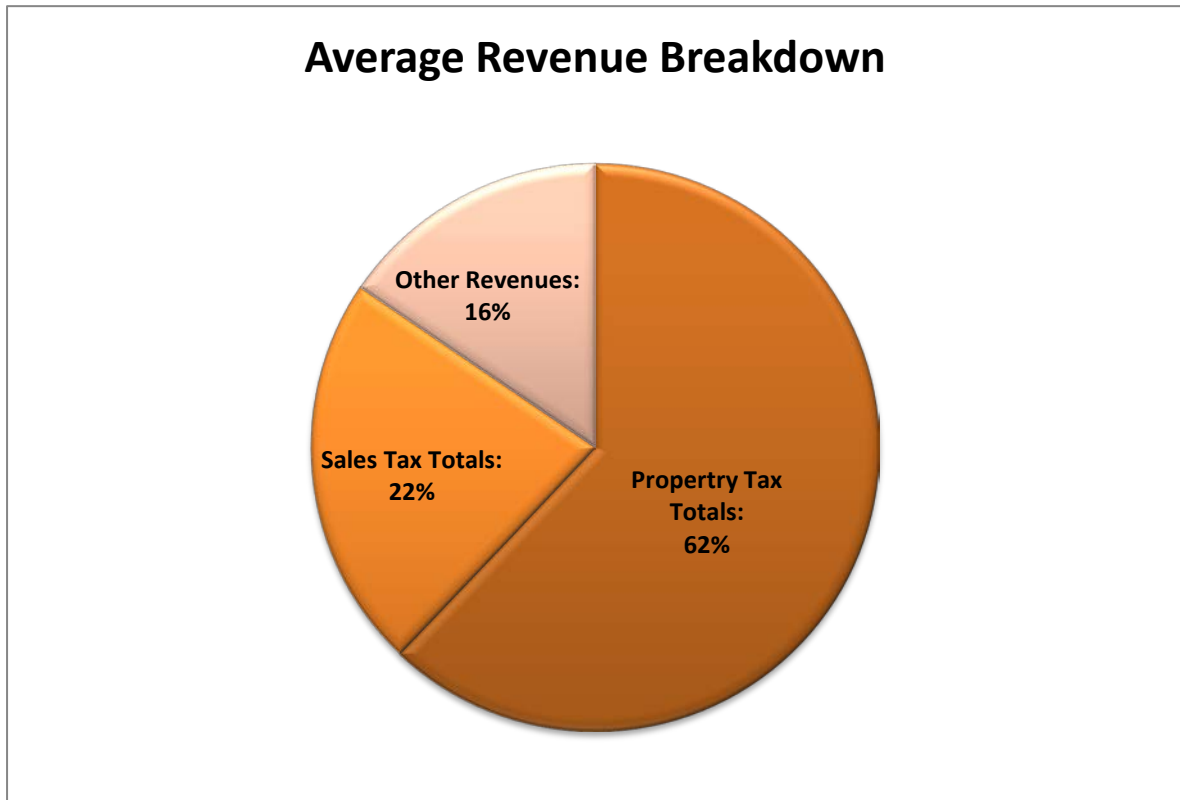
Budget Summary Report

2017 Annual Retreat

	Actuals Thru 6-30 of Each Year			FY 2016-17		
	FY 13-14	FY 14-15	FY 15-16	Annual Budget	Actual at 1/31/2017	Percent to Date
Revenues						
Property Taxes	28,588,116	27,939,146	28,151,345	\$ 27,620,168	26,322,709	95.3%
Sales Taxes	10,055,087	10,825,944	11,166,662	\$ 11,025,000	5,198,265	47.1%
Other Taxes	743,812	798,746	860,071	\$ 743,500	534,688	71.9%
Intergovernmental	4,412,949	4,289,183	5,180,714	\$ 4,381,242	1,719,024	39.2%
Permits and Fees	659,039	653,213	712,124	\$ 641,500	381,383	59.5%
Sales and Services	847,648	1,056,281	1,042,046	\$ 1,106,101	734,658	66.4%
Miscellaneous	752,251	722,994	529,455	\$ 406,314	269,300	66.3%
Transfer from Other Funds	-	-	4,100	\$ 776,750	776,750	100.0%
Fund Balance	-	-	-	\$ 4,852,507	-	0.0%
Revenue Subtotal:	46,058,902	46,285,507	47,646,517	\$ 51,553,082	35,936,777	69.7%
Expenditures						
General Administration	979,281	914,097	951,126	\$ 2,005,420	1,108,803	55.3%
Finance	355,653	365,420	364,879	\$ 392,240	223,414	57.0%
Tax	1,369,594	1,256,717	1,205,744	\$ 1,346,595	694,502	51.6%
Legal	37,699	64,148	195,299	\$ 50,000	38,232	76.5%
Court Facilities	1,810	1,429	2,256	\$ 7,132	5,258	73.7%
Elections	318,880	312,262	353,039	\$ 335,955	236,299	70.3%
Register of Deeds	462,785	480,579	535,123	\$ 505,840	265,979	52.6%
Information Technology	731,246	747,921	772,508	\$ 940,090	533,393	56.7%
Maintenance/Buildings	2,543,523	2,777,869	2,620,563	\$ 3,760,948	1,922,362	51.1%
Sheriff/Jail	5,379,784	5,383,221	5,448,482	\$ 6,065,402	3,300,279	54.4%
Emergency Services	2,067,924	2,137,928	2,228,116	\$ 2,501,994	1,575,332	63.0%
Planning & Inspections	583,212	611,038	612,252	\$ 653,445	324,055	49.6%
Ambulance & Rescue	1,092,124	1,176,568	1,175,037	\$ 1,210,900	638,572	52.7%
Animal Control	121,673	121,388	145,114	\$ 129,000	66,653	51.7%
Transportation	165,742	167,182	209,838	\$ 225,389	111,017	49.3%
Forestry	42,112	42,231	43,075	\$ 57,850	16,211	28.0%
Economic Development	75,727	50,292	45,988	\$ 96,839	30,048	31.0%
Cooperative Extension	230,746	245,905	231,786	\$ 271,325	116,472	42.9%
Soil Conservation	105,085	123,704	121,537	\$ 123,143	60,345	49.0%
Public Health	568,183	568,183	585,228	\$ 585,228	341,383	58.3%
Mental Health	171,194	171,194	171,194	\$ 171,194	85,597	50.0%
Project on Aging	1,137,374	1,181,439	1,172,453	\$ 1,267,937	653,739	51.6%
Veteran's Service	96,057	98,327	114,073	\$ 110,830	60,174	54.3%
Special Appropriations	445,443	420,552	462,673	\$ 429,488	255,756	59.5%
WCS, Board of Education	12,718,368	12,455,393	13,548,708	\$ 14,457,580	7,673,410	53.1%
CCC&TI, Watauga Campus	835,009	851,709	876,960	\$ 916,960	458,480	50.0%
Library	509,850	509,850	525,146	\$ 540,308	315,180	58.3%
Parks & Recreation	848,287	927,198	918,756	\$ 995,108	521,832	52.4%
Transfers to Other Funds	9,526,468	10,247,443	2,268,552	\$ 11,398,942	7,099,471	62.3%
Expenditures Subtotal:	43,520,833	44,411,187	37,905,505	\$ 51,553,082	28,732,248	55.7%
Social Services Fund						
Revenues						
Federal/State Programs	3,448,292	3,627,776	4,139,181	\$ 4,309,243	1,881,332	43.7%
Miscellaneous	31,124	7,216	14,688	\$ 15,584	9,747	62.5%
Transfer from General Fund	1,796,827	1,939,214	1,887,095	\$ 1,720,372	860,186	50.0%
Revenues Subtotal:	5,276,243	5,574,206	6,040,964	\$ 6,045,199	2,751,265	45.5%
Expenditures						
Administration	2,815,568	2,815,698	2,895,139	\$ 3,098,759	1,632,450	52.7%
Child Support Enforcement	178,109	174,180	186,642	\$ 192,165	105,887	55.1%
Programs	2,465,131	2,313,168	2,300,602	\$ 2,754,275	1,140,936	41.4%
Expenditures Subtotal:	5,458,808	5,303,046	5,382,383	\$ 6,045,199	2,879,273	47.6%
Solid Waste Fund						
Revenues						
Intergovernmental	107,109	113,698	153,795	\$ 131,791	32,125	24.4%
Charges for Services	4,337,281	4,346,486	4,654,870	\$ 4,312,843	3,842,620	89.1%
Miscellaneous	16,381	22,164	23,689	\$ 18,000	13,813	76.7%
Fund Balance Appropriated	-	-	-	\$ 115,024	-	0.0%
Revenues Subtotal:	4,460,771	4,482,348	4,832,354	\$ 4,577,658	3,888,558	84.9%
Expenditures						
Solid Waste Operations	4,547,597	4,132,355	4,110,041	\$ 4,382,588	2,473,510	56.4%
Recycling Operations	93,855	64,476	83,264	\$ 195,070	147,703	75.7%
Expenditures Subtotal:	4,641,452	4,196,831	4,193,305	\$ 4,577,658	2,621,213	57.3%

Primary County Revenues

	FY 11-12	FY 12-13	FY 13-14	FY 14-15	FY 15-16
Property Tax Totals:	\$ 27,953,698	\$ 27,908,138	\$ 28,588,117	\$ 28,151,345	\$ 28,151,345
Sales Tax Totals:	\$ 9,497,934	\$ 9,333,019	\$ 10,055,087	\$ 10,825,944	\$ 11,166,662
Other Revenues:	\$ 5,923,091	\$ 5,956,227	\$ 7,415,862	\$ 7,475,948	\$ 8,328,510
Total Revenues:	\$ 43,374,723	\$ 43,197,384	\$ 46,059,066	\$ 46,453,237	\$ 47,646,517



Potential Revenues

Article 46 Sales Tax

Annual Revenue Estimate: \$ 2,034,450

Property Tax

One Cent at 97.5% collection rate \$ 861,667

Revenue Neutral Tax Rate at Revaluation: 0.3272

2016-17	At Revenue Neutral Rate	\$ 28,193,735
	Amount Budgeted	\$ 26,970,168

Difference \$ 1,223,567

2015-16	At Revenue Neutral Rate	\$ 28,129,783
	Amount Budgeted	\$ 26,908,992

Difference \$ 1,220,791

2014-15	At Revenue Neutral Rate	\$ 27,991,145
	Amount Budgeted	\$ 26,776,370

Difference \$ 1,214,775

Sales Tax Change Summary Report

Thru Jan

AD VALORUM REVENUES	FY 13-14	FY 14-15	FY 15-16	FY 16-17
Watauga	\$ 9,979,094	10,733,455	11,043,628	7,054,233
Beech Mountain	\$ 1,331,630	1,447,740	1,568,557	991,568
Blowing Rock	\$ 1,191,511	1,294,838	1,446,305	965,544
Seven Devils	\$ 244,425	264,232	291,807	183,887

ESTIMATED PER CAPITA	FY 13-14	FY 14-15	FY 15-16	FY 16-17
Watauga	\$ 10,099,151	10,869,072	11,475,448	7,392,772
Beech Mountain	\$ 264,142	284,796	307,443	184,801
Blowing Rock	\$ 428,089	456,995	494,113	311,303
Seven Devils	\$ 72,078	77,801	85,001	52,249

DIFFERENCE IN METHODS	FY 13-14	FY 14-15	FY 15-16	FY 16-17
Watauga	\$ (120,057)	(135,617)	(431,820)	(338,539)
Beech Mountain	\$ 1,067,488	1,162,944	1,261,114	806,767
Blowing Rock	\$ 763,421	837,843	952,192	654,241
Seven Devils	\$ 172,348	186,432	206,805	131,637

EXPENSES*	FY 13-14	FY 14-15	FY 15-16	FY 16-17
Watauga	\$ 945,522	1,019,841	1,054,758	676,232
Beech Mountain	\$ 640,493	697,766	756,668	484,060
Blowing Rock	\$ 458,053	502,706	571,315	392,545
Seven Devils	\$ 103,409	111,859	124,083	78,982

*COUNTY TO FIRE DEPARTMENTS; TOWNS TO COUNTY

NET PROFIT/LOSS	FY 13-14	FY 14-15	FY 15-16	FY 16-17	Total To Date
Watauga	\$ 136,374	156,873	(34,511)	(59,184)	\$ 1,719,325
Beech Mountain	\$ 426,995	465,178	504,445	322,707	\$ 1,283,079
Blowing Rock	\$ 305,369	335,137	380,877	261,697	\$ 278,889
Seven Devils	\$ 68,939	74,573	82,722	52,655	

Fire Departments						4 Year Total	To Date	
	FY 12-13 allocation	FY 13-14	FY 14-15	FY 15-16	Thru Jan FY 16-17	Total To Date	under FY 12-13 allocation	Increase
Beaver Dam	\$ 32,000	37,011	39,422	38,697	24,509	\$ 139,640	\$ 128,000	\$ 11,640
Beech Mtn*	\$ 20,500	20,500	20,500	20,500	11,958	\$ 73,458	\$ 82,000	*
Blowing Rock	\$ 19,000	151,730	163,227	167,865	106,995	\$ 589,817	\$ 76,000	\$ 513,817
Boone	\$ 19,000	241,394	263,779	273,791	175,293	\$ 954,257	\$ 76,000	\$ 878,257
Cove Creek	\$ 27,000	75,717	80,280	87,297	56,066	\$ 299,360	\$ 108,000	\$ 191,360
Creston*	\$ 8,000	8,000	8,000	8,000	4,667	\$ 28,667	\$ 32,000	*
Deep Gap	\$ 28,500	61,005	64,188	69,372	44,494	\$ 239,059	\$ 114,000	\$ 125,059
Fall Creek	\$ -	-	-	3,146	2,145	\$ 5,292	\$ -	\$ 5,292
Foscoe	\$ 19,000	173,726	186,459	192,558	123,071	\$ 675,814	\$ 76,000	\$ 599,814
Meat Camp	\$ 27,000	65,904	74,089	76,532	48,982	\$ 265,507	\$ 108,000	\$ 157,507
Shawneehaw	\$ 32,000	32,413	34,704	36,912	23,827	\$ 127,855	\$ 128,000	\$ (145)
Stewart Simmons	\$ 27,000	48,930	51,913	41,457	27,876	\$ 170,175	\$ 108,000	\$ 62,175
Todd	\$ 16,000	20,657	22,420	22,870	14,605	\$ 80,554	\$ 64,000	\$ 16,554
Zionville	\$ 32,000	36,353	38,665	41,510	26,596	\$ 143,124	\$ 128,000	\$ 15,124

*Held harmless and receive old allocation amount.

Ten Year Funding Summary for Watauga County Schools

Fiscal Year	07/08	08/09	09/10	10/11	11/12	12/13	13/14	14/15	15/16	Budgeted
										16/17
Current Expense										
Current Operating	10,572,168	11,150,085	11,065,679	10,984,774	11,839,645	11,839,645	12,062,834	12,062,834	12,558,344	12,942,400
Annual Inc/(Dec)	831,824	577,917	(84,406)	(80,905)	854,871	-	223,189	-	495,510	384,056
	8.54%	5.47%	-0.76%	-0.73%	7.78%	0.00%	1.89%	0.00%	4.11%	3.06%
WCS Fund Balance	1,375,105	512,444	1,958,446	2,400,214	4,499,249	4,687,534	4,077,715	3,333,909	3,235,107	
Fund Bal Inc/(Dec)	(413,795)	(862,661)	1,446,002	441,768	2,099,035	188,285	(609,819)	(743,806)	(98,802)	

Capital Expense										
Fiscal Year	07/08	08/09	09/10	10/11	11/12	12/13	13/14	14/15	15/16	16/17
Additional Projects		225,000	3,496,624	50,000	-	-	-	-	-	-
Capital Projects Fund	250,000	200,000	-	-	-	-	640,400	300,000	375,000	700,000
QSCB Projects	-	-	1,219,216	-	-	-	-	-	-	-
Lottery/ADM Projects	456,845	860,693	83,264	650,493	966,108	268,964	220,637	820,740	242,724	337,500
Current Capital	832,360	650,404	326,909	407,814	321,574	340,400	-	175,000	275,000	300,000
Subtotal of Capital	1,539,205	1,936,097	5,126,013	1,108,307	1,287,682	609,364	861,037	1,295,740	892,724	1,337,500
Annual Inc/(Dec)	503,990	396,892	3,189,916	(4,017,706)	179,375	(678,318)	251,673	434,703	(403,016)	444,776
Debt Service	2,282,937	6,673,028	6,514,178	6,370,571	7,528,099	6,999,071	7,020,392	6,452,109	5,458,896	5,348,988
WCS Fund Balance	325,749	289,712	280,775	261,068	321,344	173,108	39,504	315,497	303,378	
Capital Bal Inc/(Dec)	47,386	(36,037)	(8,937)	(19,707)	60,276	(148,236)	(133,604)	275,993	(12,119)	

Total County Funding Excluding Debt Service	11,654,528	12,225,489	14,889,212	11,442,588	12,161,219	12,180,045	12,703,234	12,537,834	13,208,344	13,942,400
Annual Inc/(Dec)	878,969	570,961	2,663,723	(3,446,624)	718,631	18,826	523,189	(165,400)	670,510	734,056

Total Funding	14,394,310	19,759,210	22,705,870	18,463,652	20,655,426	19,448,080	19,944,263	19,810,683	18,909,964	19,628,888
Annual Inc/(Dec)	1,468,350	5,364,900	2,946,660	(4,242,218)	2,191,774	(1,207,346)	496,183	(133,580)	(900,719)	718,924

Average Annual Increase in Current Expense Funding: 2.94%

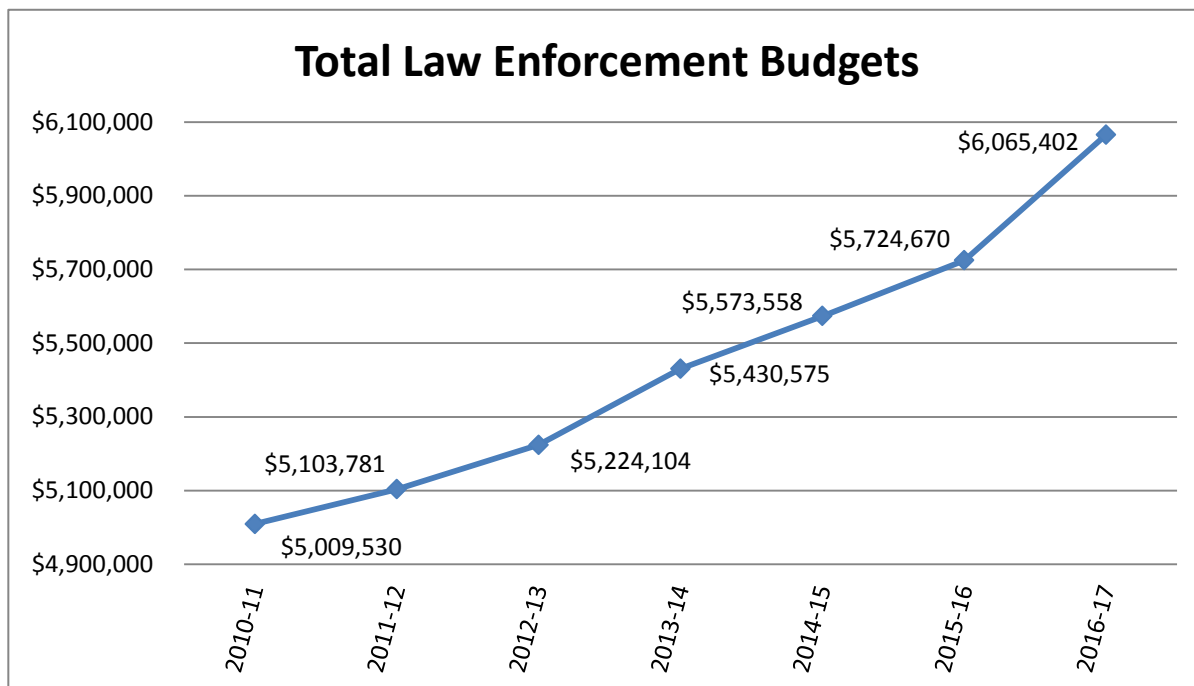
Total Dollar Increase in Current Expense Funding for the past 10 years: \$ 2,370,232

Average Annual Increase in Total Funding: 5.20%

Total Dollar Increase in School Funding for the past 10 years: \$ 5,234,578

Total Dollar Increase in School Debt Service for the past 10 years: \$ 3,066,051

Law Enforcement Budget History



Fiscal Years	Sheriff	Jail	Total for Law Enforcement	Percent of Change	Percent of County Budget
2016-17	\$ 3,879,397	\$ 2,186,005	\$ 6,065,402	5.95%	11.77%
2015-16	\$ 3,626,820	\$ 2,097,850	\$ 5,724,670	2.71%	11.69%
2014-15	\$ 3,464,017	\$ 2,109,541	\$ 5,573,558	2.63%	11.51%
2013-14	\$ 3,412,160	\$ 2,018,415	\$ 5,430,575	3.95%	11.65%
2012-13	\$ 3,231,368	\$ 1,992,736	\$ 5,224,104	2.36%	11.75%
2011-12	\$ 3,133,781	\$ 1,970,000	\$ 5,103,781	1.88%	11.77%
2010-11	\$ 3,156,861	\$ 1,852,669	\$ 5,009,530	4.98%	12.22%

SPECIAL APPROPRIATIONS

	2009-10	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17
APPALACHIAN THEATER OF THE HC	-	-	-	-	-	-	10,000	10,000
BEECH MTN PARKS & REC	5,000	5,000	2,500	2,500	2,500	-	-	-
BLOWING ROCK PARKS & REC-CAPITAL	25,000	-	-	-	-	-	-	-
BLOWING ROCK PARKS & REC	17,500	17,500	15,000	15,000	15,000	12,000	12,000	12,000
BLOWING ROCK CHAMBER OF COMMERCE	4,000	4,000	-	-	-	-	-	-
BLOWING ROCK PERFORMING ARTS CTR	10,000	-	-	-	-	-	-	-
BLUE RIDGE MEDIATION/DRUG COURT	-	-	35,000	19,250	19,250	40,000	21,000	21,000
BOONE AREA CHAMBER OF COMMERCE	14,000	14,000	7,500	-	-	-	-	-
CHILDREN'S COUNCIL	5,000	5,000	2,500	-	-	-	1,500	1,500
CHILDREN'S PLAYHOUSE	5,000	5,000	2,500	-	2,500	-	-	1,223
COMMUNITY CARE CLINIC	22,500	24,000	22,500	22,500	17,000	17,000	17,000	17,000
FOSCOE GRANDFATHER COMM. CENTER	2,000	2,000	-	-	5,000	5,000	5,000	5,000
FOSTER GRANDPARENT PROGRAM	1,100	1,100	1,100	1,100	-	-	-	-
GREEN VALLEY COMMUNITY PARK	15,000	15,000	10,000	10,000	8,000	8,000	8,000	8,000
HOSPITALITY HOUSE - WECAN	3,025	3,025	2,000	1,000	2,500	2,500	2,500	2,500
HOSPITALITY HOUSE	9,475	11,000	-	-	-	-	10,000	10,000
HUNGER COALITION	12,500	14,000	14,000	14,000	8,500	8,500	8,500	8,500
MOUNTAIN ALLIANCE	15,000	15,000	15,000	15,000	10,000	10,000	10,000	10,000
OASIS-BUILDING GRANT MATCH	-	10,000	10,000	-	-	-	-	-
OASIS	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000
PARENT TO PARENT	1,000	1,000	-	-	-	-	-	-
SOUTHERN APPALACHIAN HISTORICAL ASSN	12,000	12,000	12,000	20,400	12,000	12,000	22,000	22,000
VALLE CRUCIS COMMUNITY PARK	16,000	16,000	16,000	16,000	15,000	15,000	15,000	15,000
WAMY	10,714	10,714	10,714	10,714	10,714	10,714	13,214	2,500
WATAUGA COUNTY ARTS COUNCIL	8,800	8,800	8,800	8,800	8,800	8,800	8,800	8,800
WATAUGA HUMANE SOCIETY	10,000	-	475,000	78,000	79,482	80,356	81,401	81,482
WATAUGA OPPORTUNITIES	33,000	33,000	33,000	33,000	33,000	33,000	33,000	33,000
WESTERN YOUTH NETWORK	3,300	4,500	3,300	3,300	1,500	1,500	1,500	1,500
TOTALS:	270,914	241,639	708,414	280,564	260,746	274,370	290,415	281,005

Watauga County Classification and Compensation Study Schedule	
Date	Activity
January 17, 2017	Contract Executed
February 14 and 15, 2017	Project initiation , Meetings with Staff, Department Heads, etc.
February 28/March 1,2017	PAQ's Received/ Benchmark Organizations Identified
March 31, 2017	Class Descriptions Updated
March 31, 2017	Compensation and Benefits Survey Distributed
April 14, 2017	Compensation and Benefits Surveys Returned
April 14-28, 2017	Prepare and Evaluate Survey Data
May 1 -15, 2017	Develop Compensation Plan; Assign Classes to Grades; Develop Implementation Strategies
May 17, 2017	Submit Final Report for Discussion with Staff and Presentation to the Board of Commissioners
After May 17, 2017	Staff Training in Use of Job Evaluation (SAFE) System



Springsted Incorporated
 9097 Atlee Station Road, Suite 100
 Mechanicsville, VA 23116
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 Fax: 804-277-3435
 www.springsted.com

January 4, 2017

Mr. Deron Geouque
 County Manager
 Watauga County
 814 West King Street
 Boone, NC 28607

Re: Work Plan to Conduct a Classification and Compensation Study

Dear Mr. Geouque:

Springsted Incorporated is pleased to submit our work plan to conduct a classification, compensation, and benefits study for Watauga County. In accordance with our correspondence, we have developed a general outline of our services and cost estimate to provide a comprehensive review of the County's classification, compensation, and benefits system.

Our firm has assisted numerous jurisdictions throughout the United States in addressing human resources and compensation issues, as well as performing specialized management studies. We have conducted classification and compensation studies for a number of counties and governmental agencies and our management consulting services practice provides in-depth study and analysis on a variety of management topics. We feel that this experience coupled with our technical and human resources specialties will bring unparalleled expertise to your study in the areas of human resources administration.

Our proposal outlines how we will approach the scope of work and includes specific information on our approach to the work, estimated cost, and timeline.

Project Team

Springsted assigns a project team with extensive experience in classification and pay, human resources management, organizational and productivity improvement, financial management, and municipal operations. All project team members have excellent academic credentials and hands-on local government and human resources management experience.

Joel A. Davis

Vice President and Consultant

804-562-2383, jdavis@springsted.com



Mr. Davis joined Springsted in September 2013 and has considerable experience in wage and benefit administration, recruitment, hiring and retention, employee relations, payroll, employee training and development, and regulatory compliance; as well as preparation of job descriptions, personnel policies, and analysis of compensation levels. Additionally, Mr. Davis has considerable experience in city and town management as well. Prior to joining Springsted, Mr. Davis served as Human Resources Director/Public Information Officer for the City of Winchester, Virginia where he worked with the City Manager, City Council, and department managers on strategic planning, complex administrative projects, and assignment of staff resources to ensure productive and cost-effective operations for a 500 employee organization. Mr. Davis has also served as Assistant City Manager overseeing several departments including human resources in North Myrtle Beach, South Carolina, as Town Administrator for the Town of Harrisburg, North Carolina, as Town Manager for the Town of Spring Lake, North Carolina, and as a Recreation Director for Caswell County, North Carolina. He has a Master's Degree in Public Affairs from the University of North Carolina – Greensboro and a Bachelor's Degree in Political Science and Public Administration from Elon University.

Anne Lewis

Senior Vice President and Consultant



Ms. Anne Lewis brings 15 years of experience in municipal government including positions as an Emergency Management Deputy Director, Public Information Officer, Human Resources Manager, Parking Authority Executive Director, Housing Director, Transit Director and Convention & Visitors Bureau Executive Director. Prior to joining Waters & Company, she served as the Deputy City Manager for the City of Harrisonburg, Virginia, as well as the Assistant City Manager for the City of Winchester, Virginia. Ms. Lewis received her Bachelor's degree in Business Administration and Management, her Master of Science in Organizational Leadership and Public Administration, as well as a Graduate Certificate in Public Management, all from Shenandoah University in Winchester, Virginia.

Ann S. Antonsen

Vice President and Consultant



Ms. Ann Antonsen is a consultant with a strong background in organizational management and human resources that she uses effectively in developing position analyses, classification and compensation studies, performance management, evaluation system development, staff training, and in conducting executive search efforts for the public sector. She also specializes in performing organizational studies, revising and developing personnel policies and manuals, and in conducting organizational management training sessions and providing general human resources assistance.

Rebecca A. Dayton

Project Manager

Ms. Rebecca Dayton joined Springsted's Management Consulting Group in the winter of 2011. She has a human resources generalist knowledge base, specializing in classification and compensation studies, performance evaluations, executive search, and benefits review. Ms. Dayton has an Associate's degree in Education from Salem Community College. She also has course work towards a Bachelor's degree in Business Administration from Virginia Commonwealth University and from Strayer University.

Background

It is our understanding that Watauga County, North Carolina has identified a need to review and update its current classification and compensation program as it relates to recruitment and retention of the County's two hundred fifty (250) full-time and twenty-three (23) regular part-time employees who are allocated to approximately one hundred forty (140) job classifications.

Approach and Methodology

Delineated on the following pages is the proposed project approach and study methodology. The scope of services and tasks necessary to complete this project successfully are discussed in subsequent sections of this work plan. The project approach was developed to include significant employee involvement and is subject to adjustment if it is determined that more employee involvement is necessary or desirable.

Project Initiation – Data Collection

The Springsted Project Director will meet with the County Manager, Human Resources Coordinator, and other appropriate officials to establish working relationships and to finalize a comprehensive work plan and timetable. All current classification, compensation, and benefit data will be assembled and evaluated to determine the status of existing human resource management programs and to identify apparent issues and opportunities.

The purposes of the meeting are to:

- Introduce the Project Director
- Discuss the background and experience of Springsted Incorporated and the consulting team

- Discuss, in detail, the methodology to be used in conducting the study, the role of the consultant and the employees, and the amount and type of employee participation
- Ascertain the major issues the County wants the study to address
- Review the project schedule and determine significant milestones
- Determine the frequency and content of status reports
- Discuss methods of communicating the status of the study to employees
- Discuss how information about each employee's job and Americans with Disabilities Act (ADA) data will be obtained
- Review Springsted's copyrighted Systematic Analysis and Factor Evaluation (SAFE®) system of job evaluation.

After meeting with the County Manager, Human Resources Coordinator, and other appropriate officials, a staff meeting will be held with department directors to discuss the project objectives and procedures and to demonstrate and explain the use of electronic position analysis questionnaires (provided by Springsted) and to schedule their online distribution, collection, review, and verification.

In addition, individual interviews will be conducted with each department director to review organizational arrangement, mission, goals, and objectives and to determine what challenges, if any, they are experiencing with the existing classification and compensation system.

Springsted is sensitive to the human relations aspects of studies of this type. In accordance with this sensitivity, the consulting team proposes that they conduct a series of orientation and information sessions for all employees (approximately 8 sessions). The sessions will be scheduled at various times to allow employees to attend without requiring too many to be absent from the workplace at any one time. Each session will include a PowerPoint presentation detailing the process. During these sessions, project objectives and procedures will be discussed, questions answered, and comments and suggestions solicited.

Development of Classification System

Springsted has developed an innovative and proprietary *online Position Analysis Questionnaire (PAQ)*, which will be distributed to each employee to allow him/her to describe his/her job duties, responsibilities, and essential functions in detail. The questionnaire will also provide an opportunity for each employee's supervisor to review and comment on the data supplied by the employee without altering employee responses and provide specific comments concerning various job factors that affect the position. This allows the consultant to review complete, unedited responses from employees and supervisors. Using a smartphone, tablet, or computer, employees will find the online instrument very user-friendly and efficient.

Upon receipt of the PAQ data, the consulting team will review and conduct a task analysis of the content of all questionnaires and make preliminary classification decisions. Any questionnaires that require clarification and/or verification will be noted and the consulting team will conduct individual job audits via phone from our office with selected employees to ensure a complete understanding of the duties and responsibilities for each position.

Based on the information collected through the PAQs and audits, a consistent program of job classifications will be developed. This will include well-defined class descriptions for each position. It will also include the assignment of each employee to the appropriate class with respect to duties and responsibilities, skills and abilities, and minimum education and experience requirements. The consulting team will attempt to consolidate classifications, where feasible, in order to facilitate plan administration.

The revised/updated class descriptions will include a position title, general definition of work, essential functions, examples of typical tasks, necessary minimum knowledge, skills, and abilities, education and experience requirements, and special qualifications, if any. Special attention will be given to ensuring that bona fide occupational qualifications, licensing, certification, and special training, if dictated by standards of practice and/or job requirements, are included as minimum qualifications of classes.

Review of Preliminary Classifications and Class Descriptions

The consulting team will prepare a preliminary list of employee classifications, revise/update class descriptions, and submit them to the appropriate staff for review and comment. The consulting team will review the comments and make adjustments based upon the comments received. After all suggested changes have been evaluated, final classification decisions will be made and the class descriptions finalized. A list will be prepared concerning the appropriate Federal Fair Labor Standards Act (FLSA) status of each job class.

Job Evaluation and Development of Pay Plan

In order to determine appropriate salary levels of positions in the workforce, Springsted will conduct an extensive salary and benefits survey to compare County positions with analogous positions in other comparable public agencies in the area labor market, other governmental units of similar size, and private sector employers in the general area. The study team will consult with the staff in identifying the appropriate sources of survey data.

It is recommended that potential survey data pertain to organizations comparable to Watauga County, relate to those organizations with which the County is competing for employees, and represent the appropriate labor market. There are different labor markets for positions. Some positions are recruited from the local area, while others are recruited regionally and/or nationally. The consulting team will work closely with the staff in determining the appropriate labor market for positions.

Subsequent to consulting with the staff, appropriate benchmark positions will be identified to be included in the survey. It is proposed that the benchmark positions be selected according to the following criteria:

- Encompass the full range of positions in the study
- Pertain to positions that are experiencing a high rate of turnover
- Be based on an analysis of exit interviews
- Relate to a review of requests for reclassifications
- Conform to information obtained from discussions with department directors

Based on the wage data analysis and the classification system developed, the linear least squares method will be used to develop an appropriate salary curve and salary schedule. The salary schedule will contain sufficient pay grades to properly compensate employees for the development of their abilities over time. The schedule will also relate salary advances within grades to performance.

Springsted has developed and copyrighted a job evaluation system known as the *Systematic Analysis and Factor Evaluation* (SAFE®). This system has been successfully used for several years and has been reviewed by the United States District Court in conjunction with an Equal Employment Opportunity (EEO) suit and found acceptable to the Court.

It is important to note that the *Systematic Analysis and Factor Evaluation* system is a unique method of job evaluation. The SAFE® system was designed to measure job factors that apply specifically to local government.

The system rates and ranks jobs based on skill levels and work factors. The result is an equitable and consistent method of evaluating jobs and relating classes to the compensation plan. The system facilitates proper and equitable cross comparisons between and among classes, and minimizes the appearance of favoritism in evaluating, rating, and ranking jobs.

Each position, or group of positions, will be evaluated and assigned to an appropriate salary grade based on the classification system and prevailing rates paid by survey participants. The elements considered in determining the relative value of classifications are:

- Training and Ability
- Level of Work
- Physical Demands
- Independence of Actions
- Supervision Exercised
- Experience Required

- Human Relations Skills
- Working Conditions/Hazards
- Impact on End Results

Fringe benefits data will also be surveyed. The benefits to be surveyed include, but are not limited to, holidays, annual leave, sick leave, insurance coverage (including cost and portion paid by the entity), pension (including entitlements and costs) and other benefits identified in the meetings previously described in this section.

Implementation Strategy and Staff Training

At the conclusion of the study, Springsted will work with the staff in developing a plan for implementing the study recommendations. The plan will coincide with the needs of the County and the employees while maintaining the County’s financial integrity. Springsted also will train members of the staff in the methodology used to develop, maintain, and update the classification and pay plan. A manual on the use of the SAFE® job evaluation system and training will be provided to designated staff in the methodology used to rate, rank, and assign grades using the SAFE® job evaluation system. The SAFE® job evaluation system is a copyright protected product and the County shall take necessary steps to ensure its protection. The training program will include the development and/or revision of class descriptions along with rating, ranking, and salary grade assignments of positions.

Final Report

Springsted staff will meet with the County Manager, Human Resources Coordinator, and appropriate staff to present and explain the findings outlined above at a time designated by the County. The final report will be a document that contains the following:

- Detailed study methodology
- Discussion of the consulting team’s findings, conclusions, and recommendations regarding employee classification, salary structure, fringe benefits, compensation plan, estimated cost, and implementation plan
- An updated pay plan that is market competitive
- The results of the Salary and Benefits Survey
- Schematic list of classes and the assignment of each class to a salary grade

The Springsted team will remain available to the staff for additional consultation after the study has been completed.

Project Timeline

Springsted takes pride in meeting its time commitments. The schedule to commence this project coincides with Springsted’s completion of other studies. This will ensure that the proposed staff members will be available to concentrate on this study. Springsted is prepared to initiate the study within 60 days after receiving the official notice to proceed and will complete the study within 90 business days. A tentative detailed project schedule is provided below.

Task	February-17	March-17	April-17	May-17
Project Initiation; Data Collection; Meetings With County Staff				
Development of Classification System; Revise/Update Class Descriptions				
Review of Preliminary Classifications and Class Descriptions				
Prepare/Evaluate Survey Data				
Develop Compensation Plan; Assign Classes to Grades; Develop Implementation Strategies				
Submit Final Report for Discussion With Staff and Presentation to the Board of Commissioners				
Staff Training in Use of Job Evaluation (SAFE) System				

There are factors that impact upon meeting the schedule that are beyond the consulting team's control. The proposed time frame is contingent upon a timely decision, the receipt of the data from the survey participants when requested, and the timely receipt of feedback and comments on the submitted preliminary data.

Professional Fees

Springsted Incorporated will perform all the tasks delineated in this work plan for a professional fee of **\$35,870**, plus out of pocket expenses, which are not expected to exceed **\$3,000**. Out-of-pocket expenses include, but are not limited to, travel and sustenance, overnight or messenger deliveries, conference calling beyond our internal capabilities, photocopying, and mailing costs. Copies of the Final Report and final study documents will be provided in electronic format and on a flash drive.

Springsted would invoice Watauga County for work completed based on the following schedule:

Time of Invoice	Percentage Invoiced	Cumulative Percentage Invoiced
Completion of Project Initiation (or Employee Orientation)	25%	25%
Completion of Position Analysis Questionnaires	25%	50%
Completion of Draft Report	40%	90%
Completion of Final Report	10%	100%

Additional Work

Should the County request and authorize additional work, we would invoice the County at an agreed upon fee or our standard hourly fees. Additional Implementation Plans will be billed at a cost of \$750/plan. In addition, we would charge, at cost, for any related out-of-pocket expenses.

Title	Hourly Rate
Principal & Senior Officer	\$260
Senior Professional Staff	\$215
Professional Staff	\$160
HR Analyst/Project Coordinator	\$100
Associates	\$75

Additional work would include work outside the scope of services as agreed to include, but are not limited to:

- Additional class descriptions
- Additional on-site meetings
- Additional reports
- Additional implementation plans
- Additional job audits
- Work related to a special request

Watauga County, NC
January 4, 2017
Page 7

We look forward to working with the County on this important project.

Respectfully Submitted,

Joel A. Davis

Joel A. Davis, Vice President
Consultant

JAN 25 2017

AGREEMENT

THIS AGREEMENT made and entered into this 17th day of January 2017, by and between WATAUGA COUNTY, NORTH CAROLINA, hereinafter referred to as the "County", party of the first part, and SPRINGSTED INCORPORATED, hereinafter referred to as "Consultants", party of the second part,

WITNESSETH

WHEREAS, and in consideration of the mutual benefits accruing to the parties hereto, the Consultants hereby agree to perform all necessary professional management consultant services for completion of a Classification and Compensation Study described in the Work Plan dated January 4, 2017, as attached, and upon the terms and conditions hereinafter provided:

1. That certain written work plan for conducting a Classification and Compensation Study for the County submitted by Consultants becomes a part of this contract and is hereinafter referred to as "Scope of Service", a copy of which is attached hereto and made a part hereof.
2. Consultants' compensation for the services as outlined in the Scope of Services, shall be made upon certified billing and progress reports to be made monthly to the County by Consultants for work performed during the preceding month, with payment to be made by the County within thirty (30) days from receipt of such billing. The cost to the under this contract of said proposal will not exceed the sum of \$35,870, plus direct out-of-pocket expenses not expected to exceed \$3,000.
3. Consultants shall make available all data, notes and memoranda completed during the study and upon completion of the study will forward such materials to the County for its use.
4. This Agreement may be terminated by either party upon seven (7) days' written notice should the other party fail substantially to perform in accordance with its terms, through no fault of the other.
5. All claims, disputes and other matters arising out of or relating to this Agreement or the breach hereof shall be governed by the laws of the State of North Carolina. Venue shall be in Watauga County, North Carolina.
6. (a) During the performance of this contract, the Consultants agree not to discriminate against any employee or applicant for employment because of race, religion, color, sex or national origin, age, disability, or any other basis prohibited by state law relating to discrimination in employment except where their bona fide occupational qualification reasonably necessary to the normal operation of the contractor. Notices setting forth the above language

shall be posted in conspicuous places, available to employees and applicants for employment.

- (b) The Consultants, in all solicitations or advertisements for employees placed by or on their behalf, will state that they are an equal opportunity employer.
- (c) Notices, advertisements and solicitations placed in accordance with federal law, rule or regulation shall be deemed sufficient for the purpose of meeting the above requirements.
- (d) The Consultants will include the provisions of paragraphs (a), (b) and (c) in every subcontract or purchase order of over \$10,000, so that the provisions will be binding upon each subcontractor or vendor.

- 7. Consultant's federal identification number is 41-1754318.
- 8. During the performance of this contract, Consultants agrees to (i) provide a drug-free workplace for their employees; (ii) post in conspicuous places, available to employees and applicants for employment, a statement notifying employees that the unlawful manufacture, sale, distribution, dispensation, possession, or use of a controlled substance or marijuana is prohibited in the workplace and specifying the actions that will be taken against employees for violations of such prohibition; (iii) state in all solicitations or advertisements for employees that they maintain a drug-free workplace; and (iv) include the provisions of the foregoing clauses in every subcontract or purchase order of over \$10,000, so that the provisions will be binding upon each subcontractor or vendor.
- 9. The Consultants do not, and shall not during the performance of this contract, knowingly employ an unauthorized alien as defined in the Federal Immigration Reform and Control Act of 1986.

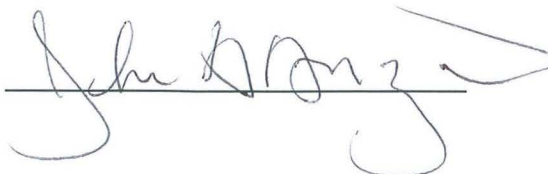
WATAUGA COUNTY, NORTH CAROLINA

By:  _____

This instrument has be preaudited in the manner required by the local Government Budget and Fiscal Control Act.

1-18-2017 
Date Deputy Finance Director

SPRINGSTED INCORPORATED

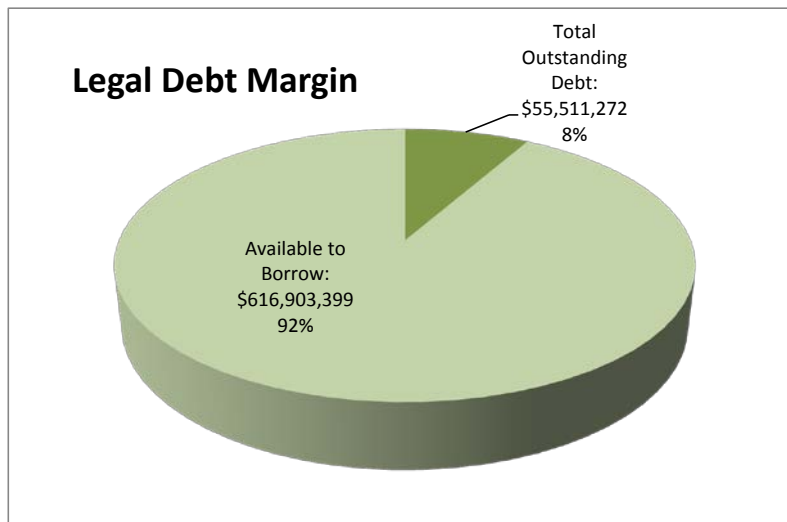
By:  _____

Debt Service Summary

Fiscal Year	2012 School Debt	QSCB SCHOOL BB&T	Jail/ Sheriff PNC	Tweetsie/ Land Wells Fargo	Total General Fund Debt Service
	LOBs	5.8%, .422%	3.24%	5.942%	
2016-17 (P)	3,360,000	129,028	333,333	260,000	4,082,361
(I)	1,830,025	29,934	28,350	28,967	1,917,276
Total	5,190,025	158,962	361,683	288,967	5,999,637
2017-18 (P)	3,355,000	129,028	333,333	260,000	4,077,361
(I)	1,695,625	22,451	17,550	13,518	1,749,144
Total	5,050,625	151,479	350,883	273,518	5,826,505
2018-19 (P)	3,355,000	129,028	333,333	65,000	3,882,361
(I)	1,561,425	14,967	6,750	966	1,584,107
Total	4,916,425	143,995	340,083	65,966	5,466,468
2019-20 (P)	3,350,000	129,027			3,479,027
(I)	1,427,225	7,484			1,434,709
Total	4,777,225	136,511			4,913,736
2020-21 (P)	3,370,000				3,370,000
(I)	1,269,375				1,269,375
Total	4,639,375				4,639,375
2021-22 (P)	3,385,000				3,385,000
(I)	1,117,725				1,117,725
Total	4,502,725				4,502,725
2022-23 (P)	3,420,000				3,420,000
(I)	948,475				948,475
Total	4,368,475				4,368,475
2023-24 (P)	3,455,000				3,455,000
(I)	777,475				777,475
Total	4,232,475				4,232,475
2024-25 (P)	3,490,000				3,490,000
(I)	604,725				604,725
Total	4,094,725				4,094,725
2025-26 (P)	3,465,000				3,465,000
(I)	491,300				491,300
Total	3,956,300				3,956,300
2026-27 (P)	3,505,000				3,505,000
(I)	318,050				318,050
Total	3,823,050				3,823,050
2027-28 (P)	3,545,000				3,545,000
(I)	142,800				142,800
Total	3,687,800				3,687,800
Principal	\$41,055,000	\$516,111	\$999,999	\$585,000	\$43,156,110
Interest	\$12,184,225	\$74,836	\$52,650	\$43,451	\$12,355,162

Outstanding Debt at June 30

	<u>Total</u>	<u>Decrease</u>
2008-09	\$104,056,864	\$ (4,765,169)
2009-10	97,912,027	(6,144,837)
2010-11	96,037,719	(1,874,308)
2011-12	84,610,273	(11,427,446)
2012-13	76,681,313	(7,928,960)
2013-14	68,877,142	(7,804,171)
2014-15	61,681,492	(7,195,650)
2015-16	55,511,272	(6,170,220)
2016-17	49,511,634	(5,999,638)
2017-18	43,685,129	(5,826,505)
2018-19	38,218,661	(5,466,468)
2019-20	33,304,925	(4,913,736)
2020-21	28,665,550	(4,639,375)
2021-22	24,162,825	(4,502,725)
2022-23	19,794,350	(4,368,475)
2023-24	15,561,875	(4,232,475)
2024-25	11,467,150	(4,094,725)
2025-26	7,510,850	(3,956,300)
2026-27	3,687,800	(3,823,050)
2027-28	\$ -	\$ (3,687,800)



Legal Debt Margin: \$672,414,671

Total Outstanding Debt: \$55,511,272

Available to Borrow: \$616,903,399

Fiscal Year 2017-18 BUDGET SCHEDULE

January 2017

Capital Improvement Plan packets to departments.

January 30, 2017

Capital Improvement Program requests returned.

February/March 2017

Requests for funding sent to outside agencies.

February 16 and 17, 2017

Board of Commissioners Retreat with staff. There are typically two sessions with some presentations.

February 21, 2017

Department head staff meeting - budget information packets disbursed. Worksheets and all supporting documents are due by email to Margaret by March 23. Early submission is encouraged.

April 2017

Individual agency and department meetings will be during April with budget staff.

May 2, 2017

Staff submits recommended budget to Board of Commissioners for review prior to work sessions.

May 2017 (Dates to be determined)

Budget work sessions held with staff and Board of Commissioners. There are two sessions planned.

May 16, 2017

Public hearing held on County Manager's proposed budget.

June 6, 2017 or June 20, 2017

Budget adoption.



Watauga County EMS Staffing and Location Study

Executive Summary

February 1, 2017

To the Watauga County Board of Commissioners

This study was initiated at the request of the Watauga County Board of Commissioners to assist in evaluating four proposals relating to staffing and location of future EMS bases with the goal of improving EMS response time.

The study is based on a thorough analysis of 911 call and EMS response records for the period of 2013 to 2016. During that period, MEDIC responded to 21, 242 calls, 8,492 of which were dispatched as emergency calls.

This study considers four alternatives for upgrades to the EMS services and presents an evaluation of the impact each alternative based on six criteria concerning their impacts on EMS response times within the County. The alternatives include adding a crew at an existing Base, placing a crew in Blowing Rock, as well as adding crews in two other locations.

A key part of the study involved assessing how population growth in the County will affect the workload and response time of MEDIC units. Increases in population will very likely result in more Emergency Medical Service calls in the county. Moreover, understanding where this growth will occur can guide improvements in response time in particular parts of the County.

In matters of life and death, rapid response is essential. Few tax-supported services are more important to the public than their safety and health. Among the many public safety demands facing local government, perhaps the most critical challenge is how quickly local government can provide life-saving emergency medical care.

Watauga County is known for its impressive quality of medical services. However, due to the distances involved in traveling across the county, all areas will never have equal response times for emergency medical services.

This study consider alternatives that build upon the existing high quality of EMS capabilities that already exist in Watauga with the goal of improving services to the largest number of people.

Because there are pending requests to the County for locating additional EMS crews and stations in various locations, with the goal of reducing response time for emergency calls, Watauga County requested an objective, data-based study with recommendations for future EMS locations.

This study reviews the key factors associated with EMS response times ranging from when a call is made to 911, through the dispatch process and the time needed to have an EMS unit on scene.

After a thorough consideration of the factors involved, geography and distance are shown to be the key factors that will most directly affect EMS response times. Moreover, due to the local traffic congestion in and around Boone, the options available for improving EMS response time come down to adding locations from which crews can respond.

Data clearly show that response times vary considerably throughout the county due to distances involved from the existing EMS bases and because of traffic delays. Substantial reduction in response times is possible but only if additional EMS crews are deployed at additional locations in the county.

Methodology Used to Rank Improvements in EMS Response Times

In order to evaluate the options for staffing and adding EMS locations, a methodology was developed that sets forth six factors and assigns points according to how well the particular option addressed a particular evaluative criteria. These factors take into account expected population growth, traffic congestion and other factors in their impact of response times.

Each of the staffing alternatives under consideration is complex. In order to evaluate an alternative, it was necessary to establish use a range of scores based on the importance of the factor and apply those scores to each EMS alternative under consideration.

- **What is the impact in reducing response time compared to the current system?**
- **Will the alternative materially lessen the number of times that the Rescue Squads are placed on standby?**
- **Various sections of the county will be affected differently by certain EMS alternatives. How many times in a year is a particular alternative expected to improve response times?**
- **Does the particular option lessen the number of times EMS units will have to fight heavy traffic congestion while responding to an emergency call?**
- **How will the alternative address the growth scenarios identified by the local planning offices?**

Summary Table One	
Criteria for Assessing EMS Staffing Alternatives	Potential Score
Reduction of Response Time in Minutes—one point for each minute of reduction in response time	1-10
Will the alternative make more resources available where most calls occur?	1-5
Reduction in Number of Squad Standby Alerts	1
Reduction in number of responses to emergency calls through heavily congested intersections	0-3
Numbers of Emergency Calls to Be Affected by Study Option (in hundreds of calls)	1-10
Addresses Impact of Population Growth	1-3

The tables that follow come from the body of the report and quickly take the reader to the key questions to be answered in considering several alternatives for expanded MEDIC staffing.

Data is presented which focuses on the substantial growth challenges that Watauga County will experience within the next ten years. It is clear that growth within the County will be uneven, ranging from close to negligible in some areas to quite significant in others. One of the purposes of this study is to analyze which of several EMS alternatives best addresses the rapid growth in the county that will impact the need for expanded EMS operations.

Summary Table Two identifies the alternatives under consideration and the scores assigned to each alternative.

Summary Table Two Alternative Options for Improved EMS Response Time		
Option	Comments	Score
Alternative 1 Build EMS Base 4 in East Boone and staff with a 24/7 MEDIC crew	<ul style="list-style-type: none"> Significant reduction in Response Time for MEDICS units to reach Meat Camp, Deep Gap, and East Boone with some improvement in response to Stewart Simmons – Overall reduction estimated at 6 minutes in these areas 	6
	<ul style="list-style-type: none"> Addresses expectations of high growth along US 421 East of Boone 	4
	<ul style="list-style-type: none"> Some reduction in Rescue Squad standby alerting 	1
	<ul style="list-style-type: none"> Reduction in MEDIC responses to emergency calls through heavily congested intersections 	2
	<ul style="list-style-type: none"> Increases EMS Resources in central Watauga where most calls originate since there will be a fourth crew on duty in Boone 	3
	<ul style="list-style-type: none"> Expected to affect 1000 responses per year 	10
	<ul style="list-style-type: none"> Choosing Site and Construction Will Take Time 	Total 26
Alternative 2a Add a 12 hour MEDIC Crew in Blowing Rock	<ul style="list-style-type: none"> Significant reduction in Response Time for MEDICS units to reach typical calls in Blowing Rock Fire District (estimated at 7 minutes) 	7
	<ul style="list-style-type: none"> Increases EMS Resources in center of County where most calls originate since there will be fewer instances of Station 2 being empty due to response into Blowing Rock 	2
	<ul style="list-style-type: none"> Some reduction in Rescue Squad standby alerting 	1
	<ul style="list-style-type: none"> Reduction in MEDICS responses to emergencies through heavily congested intersections 	0
	<ul style="list-style-type: none"> Addresses (limited) population growth expected in Blowing Rock Fire District and opening of Chestnut Ridge 	1.5
	<ul style="list-style-type: none"> Alternative affects approximately 250 calls per year 	2.5
	Total 14	

<p>Alternative 2b Add a 12 hour MEDIC Crew in Boone at Base 2</p>	<ul style="list-style-type: none"> • Impact on typical response time for MEDICS unit to arrive on scene within Blowing Rock Fire District (data shown to be average 7 minutes currently) and at Chestnut Ridge • Increases EMS Resources in center of County where most calls originate • Addresses (high) growth expected in Boone Fire District • Some reduction in Rescue Squad standby alerting • Reduction in responses to emergency calls through heavily congested intersections • Approximately 600 calls per year will be affected 	<p style="text-align: center;">0</p> <p style="text-align: center;">3</p> <p style="text-align: center;">4</p> <p style="text-align: center;">1</p> <p style="text-align: center;">0</p> <p style="text-align: center;">6</p> <hr/> <p style="text-align: center;">Total 15</p>
<p>Alternative 3 Build EMS Base 5 near 105-105 Bypass Intersection and staff with 24/7 MEDIC crew</p> <p>To be implemented near end of 2020-2025 planning period</p>	<ul style="list-style-type: none"> • Significant reduction in MEDIC Response Time in southern portion of Boone, Foscoe, Seven Devils - Reduction in Response Time estimated at 5 minutes in these areas • A fifth crew will be made available to respond to calls throughout County, meeting EMS call volume for the foreseeable future. • Significant reduction in Rescue Squad standby alerting • Reduction in responses to emergency calls through heavily congested intersections • Addresses likely growth scenarios for ten year planning period • Expected to respond to 500 calls per year • Note: Choosing Site and Construction Will Take Significant Lead Time 	<p style="text-align: center;">5</p> <p style="text-align: center;">5</p> <p style="text-align: center;">1</p> <p style="text-align: center;">5</p> <p style="text-align: center;">1</p> <p style="text-align: center;">5</p> <hr/> <p style="text-align: center;">Total 22</p>

TASK II:

Using the best available data, including building permits, tourism data, university enrollment growth, and census projections, how will EMS call volume increase in Watauga County through 2025?

FINDING:

Based on the current EMS call rate (110.1 calls per 1000 population in 2016), the EMS call volume can be expected to substantially increase in the near future due to population growth. This will likely result in overtaxing available crews and slowing responses.

Based upon conversations with local planning officials, population growth in the county will likely exceed the current projections made by the Census Bureau and the NC Office of State Budget and Management. Furthermore, it is likely that multiunit housing construction in Boone will likely accelerate over the next five years, possibly as soon as 2018, when water lines are extended along US 421 east of Boone, increasing the supply of water that can be made available to developments.

As a whole, Watauga County will likely continue to experience significant growth, but the growth will be mostly in and around the Town of Boone.

Growth in the county is driven by:

- the area's continued attractiveness and quality of life for year round residents;
- seasonal residents who maintain second homes in the area;
- the popularity of the area for visitors for major cultural and athletic events as well as summer and winter recreational activities;
- the continued expansion of Appalachian State University;
- Boone and Blowing Rock's position as banking, retail and medical care centers.

In addition to population growth, there is evidence that demand for EMS units will also increase because people appear to be using EMS units more than in the past.

Whether it is due to an increase in the elderly segment of the county population (with increases in fall and illnesses associated with old age) or due to an expansion of the population under 25 years of age (with increases due to alcohol-related automobile accidents, substance abuse, skiing injuries or other risky behavior), it is likely that demands placed on the EMS units will increase beyond that due just to population growth.

Because the demand for EMS services is expected to increase due both to population and increased EMS usage, Summary Table Three projects future EMS call volume in two ways. First, it applies the rate the current rate of 110.1 calls per 1000 residents to the Census and Office of State Budget and Management population projections for Watauga County. An additional projection of MEDIC calls using a call rate of 112 calls per 1000 population is also shown.¹

Summary Table Three			
Projections for Watauga County Population and EMS Call Volumes, 2016-2025			
Year	Population	MEDIC Call Volume	Rate per 1000 Persons
2016	53,706	5,911 (actual)	110.1
Year	Estimated County Population ²	Call Volume Projection Based on 110 calls per 1000 persons	Call Volume Projection Based on 112 calls per 1000 persons
2017	54,094	5,954	6,059
2018	54,482	5,996	6,102
2019	54,874	6,040	6,146
2020	55,264	6,082	6,150
2021	55,655	6,126	6,233
2022	56,045	6,168	6,277
2023	56,434	6,211	6,321
2024	56,825	6,254	6,304
2025	57,215	6,297	6,408
Change 2016-2025	6.5%	Increase over Expected 2016 Call Volume= 6.5%	Increase over Expected 2016 Call Volume 7.5%

¹ In mid-2016 the rate of calls was assumed to 101.9 per 1000 calls based on MEDIC data from 2008-2014. Final data for 2016 showed that rate of calls had increased to 110.1 calls per 1000 population. In order to present the potential increases in the rate of calls, a second projection was made using a rate of 112 calls per 1000 population.

² Population estimates published by the US Census Bureau.

CONCLUSIONS

- This report has presented objective evidence that MEDIC will continue to experience significant increases in its call volume each year through 2025.
- MEDIC call volume will increase due to population growth and increased demand for responses from MEDIC.
- Additional MEDIC staffing is needed in order to handle the increased call volume.
- Population growth will be concentrated in and around Boone where approximately 65% of all MEDIC calls presently originate.
- Substantial multiunit projects currently in the planning stage will add to the portion of the county's population residing in the Boone Fire District.
- Traffic congestion in Boone already delays the ability of MEDIC to quickly respond to priority calls in the Meat Camp, Deep Gap, Foscoe, Stewart Simmons and Todd Fire Districts with little likelihood that road construction will relieve that congestion.
- Once completed, the expansion of the Boone water supply and the availability of developable land will likely result in substantial construction east of Boone.
- As pointed out by Kevin Rothrock, Blowing Rock will not likely experience much new construction due to the topography, federal ownership of large tracts of land, and development standards designed to retain Blowing Rock's village atmosphere.
- Except as noted above, the lack of water and sewer service outside Boone and Blowing Rock will likely lead to a slow growth scenario for much of Watauga County.
- Improvements in MEDIC response time in rural sections of Watauga County will require adding additional bases from which MEDIC can respond.

RECOMMENDATIONS

- Due to rising land costs and development pressures, **it will be in the best interests of the County to quickly acquire property for the construction of two future EMS bases.** Stations will be needed within five years east of Boone and at a location near the Bypass off 105 south of Boone.
- **In the near term and in order to handle the current call volume, a twelve hour crew should be placed in Boone at existing Base 2 (Alternative 2B).** Although Alternative 2A and 2B are identical in cost for personnel,

Alternative 2B (Adding a 12 hour crew in Boone) makes the crew available where the bulk of the calls originate and does not detract from the response time in Blowing Rock. MEDIC President Craig Sullivan made clear that adding a 12 hour crew in Blowing Rock would involve having that crew responding to calls in Boone, Foscoe, Deep Gap and Meat Camp when the crews at the existing EMS bases are committed. The bulk of the calls in Blowing Rock are non-emergency calls and the Blowing Rock Fire and Rescue Services units provide critical life support prior to the arrival of MEDIC units.

Overall, the study found that increases in staffing and addition of EMS bases are the keys to reductions in response time for EMS units. However, when considering the impact of various staffing options, it is recommended that greater weight be given to those that affect the largest numbers of persons and take into account where growth will most likely occur.

Invaluable assistance came from numerous persons during the completion of this report. They are acknowledged in Section III at the end of the report. However, I am responsible for any errors or omissions and for the interpretation of the data.

Marvin K. Hoffman

Watauga County EMS Staffing and Location Study

Study Background

This study was initiated at the request of the Watauga County Board of Commissioners in order to evaluate four staffing options under consideration for expanding EMS operations. A primary desire expressed by county officials was to have a set of objective criteria to evaluate how each option will lead to reductions in emergency responses time by EMS units in Watauga County. A related concern expressed by the county was to have information on how best to locate EMS resources to meet Census Bureau and local land use planning office projections about near-term growth in Watauga County.

EMS care begins at the time someone calls for help, continues through the alerting and dispatch of appropriate units, travel by the EMS units to the scene, the rendering of care on-scene and concludes with transporting the patient to appropriate medical facilities

Factors Affecting EMS Response Times:

- a. Location and number of available MEDICS EMS units**
- b. Processing of 911 calls**
- c. First Responder units that Arrive On Scene Prior to Arrival of Medics for high priority EMS calls**
- d. Traffic Congestion Affecting MEDICS Emergency Response**
- e. Increases in call volume due to population growth and special events**

Each of the factors set out above has some bearing on how quickly EMS units can arrive on scene to provide care to patients requiring emergency attention. Not all of the factors have the same influence on response time but they have cumulative effects on how quickly an EMS unit arrives on scene when someone places a call for emergency assistance. In general, geography and traffic play the strongest roles in EMS response time in Watauga County. Reduction in response time will likely be possible only with the deployment of additional EMS crews.

Each of these factors was reviewed and data is presented that allows the reader to understand the effect of each on EMS response time. Response time data was analyzed on 21,242 EMS calls (routine and emergency) occurring during 2013-2016.³

³ Watauga MEDICS, incorporated, Annual Report to Watauga County”, 2013, 2014, and 2015. Data was provided by MEDIC in electronic from its call database. Information about patients and addresses was redacted by MEDIC.

SECTION ONE

Overview of the Watauga County Emergency Medical System

WATAUGA MEDIC

Watauga County residents and visitors receive emergency medical care from EMS units operated under a contract between the county and Watauga Medics, Incorporated (MEDIC). MEDIC provides advanced paramedic emergency care as well as nonemergency patient transportation to and from medical facilities in Watauga County. MEDIC units provide these services on both a scheduled and emergency call basis.

Craig Sullivan is the President of Watauga Medical Services, Incorporated. Oversight of quality of care by MEDIC is provided by Dr. Jennifer Stoeber, MD, under a contract between Dr. Stoeber and Watauga County.

MEDIC currently operates from three EMS Bases. The third EMS Base opened in mid-January 2017.

EMS Base 1 is located near the Watauga County Agriculture Center at 921 W King Street in Boone. This station primarily covers the near-western and south western portions of Watauga County and parts of Boone. This facility is staffed 24/7 with two crews certified at the Paramedic or Emergency Technician level and at least three ambulances.

EMS Base 2 is located at 133 Longvue Street in southeastern Boone, near the Watauga Medical Center. It serves the eastern, northeastern and southeastern portions of Watauga County, Blowing Rock and approximately half of the area of the Town of Boone. This facility is staffed 24/7 with a crew certified at the Paramedic or Emergency Technical level and at least two ambulances

EMS Base 3, located near the intersection of US321 and US421 in Vilas, opened in mid-January 2017. EMS calls in western Watauga (Vilas, Sugar Grove, Shawneehaw, Bethel, Beaver Dams and Zionville) will be served by EMS Base 3 now that it is operational. This facility is now staffed 24/7 with a crew certified at the Paramedic or Emergency Technical level and at least one ambulance.

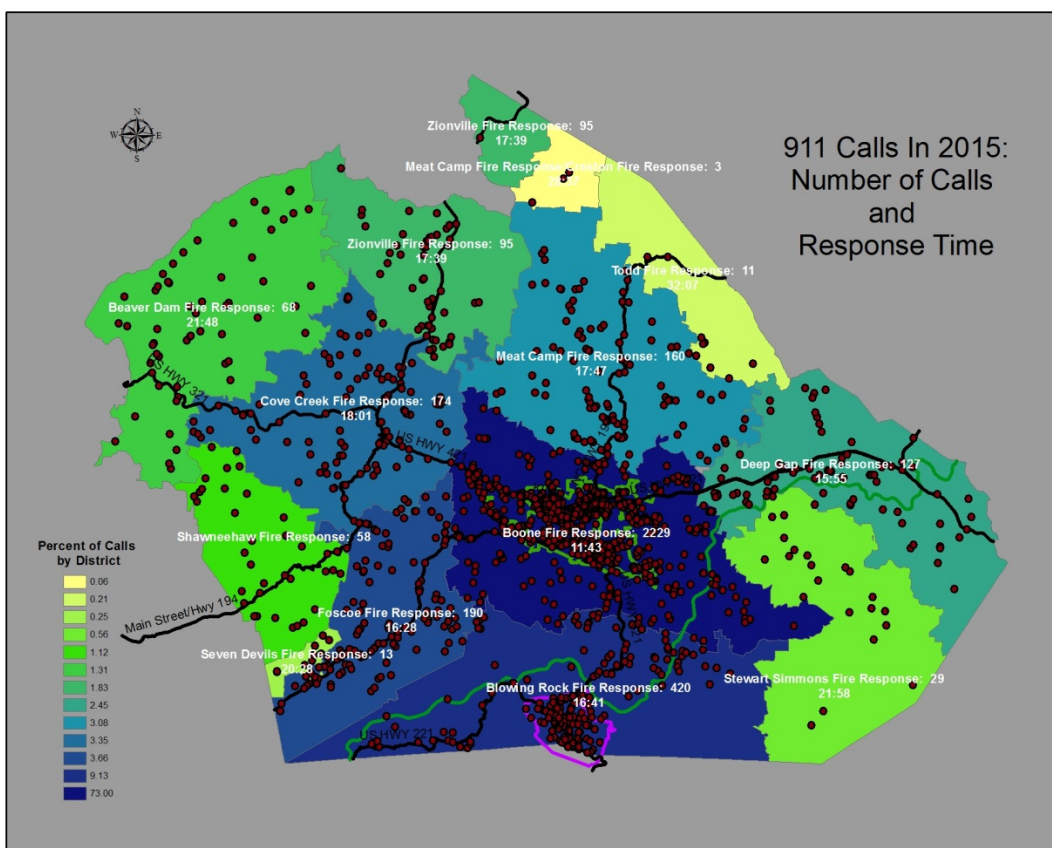
As shown in Figure One, most MEDIC calls involve travel in and around Boone and Blowing Rock. In fact, over a four year period involving 21,242 calls, (including both emergency and routine traffic) 65% were within the Boone Fire District. This should not be surprising since largest

portion of the County’s population resides in the Boone Fire District and several of the skilled nursing care facilities are also located within the Boone Fire District.⁴

Although the majority of the calls are relatively short in distance, units may be tied up for long periods of time at automobile accidents and during law enforcement situations. Furthermore, the ambulances may be involved with emergency or nonemergency transportation to Johnson City, Winston-Salem and other facilities outside the county.

Following each call, the ambulance is restocked, refueled, and cleaned before being put back in service. Downtime between calls is used for review of procedures and in-service training.

Figure One
Distribution of EMS Calls in 2015



Data furnished to the county by MEDIC indicates that daily call volumes do vary but the workload is trending upward.

⁴ This graphic includes all calls (routine transport and emergency) during 2015. Alpha and Bravo calls are not emergency calls and including them in the graphic shows increased response times for all calls. However, the graphic does give an idea of where in the county EMS calls typically occur.

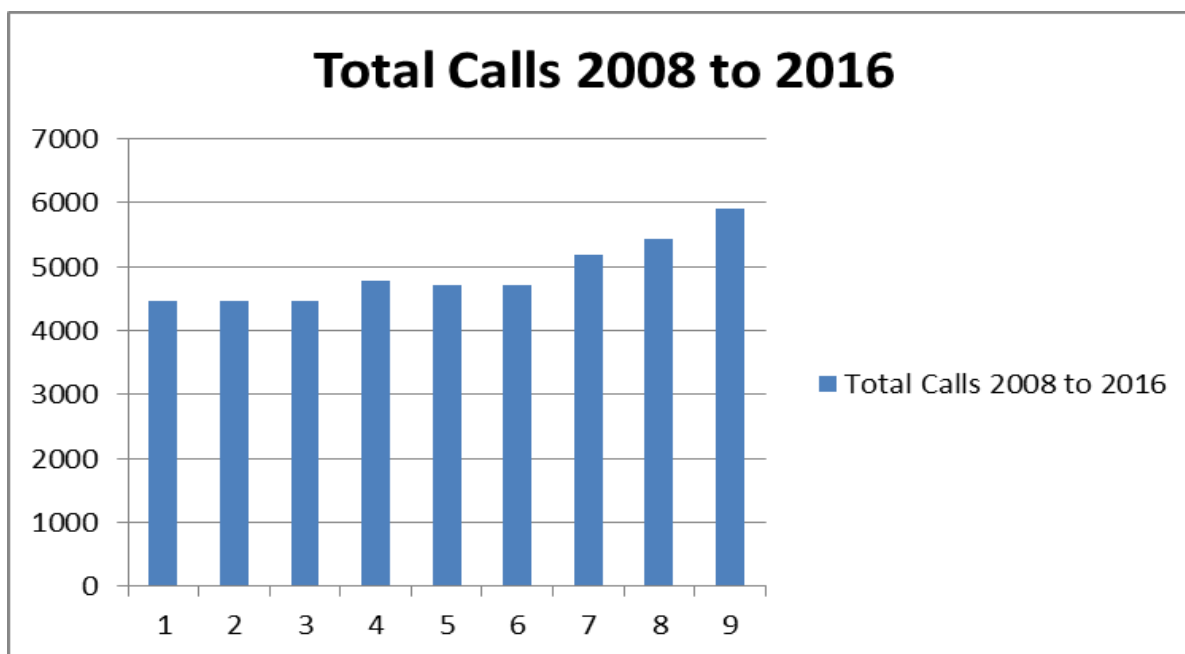
Set out below in Table One is information for 2011-2016.

Table One				
Variation in MEDC Call Volume, 2011-2016				
Year	Average Number of Calls Per Day	Maximum Calls Handled in One Day	Fewest Calls Handled in One Day	Total Calls For Year
2016	16.19	29	5	5,911
2015	14.89	52	4	5,435
2014	14.22	37	4	5,191
2013	12.89	29	4	4,705
2012	12.82	25	1	4,714
2011	13.10	26	1	4,783

Although daily call volume can vary, the clear trend is for more calls to MEDIC each year. For example, data furnished by MEDIC shows that it responded to 5911 calls in 2016, compared to a total of 4460 calls shown in MEDIC Annual Report for 2008. This is a 21.8% increase over an eight year period.

Figure Two visually portrays the trends in MEDIC call volume (nonemergency plus emergency traffic) from 2008-2016.

Figure Two



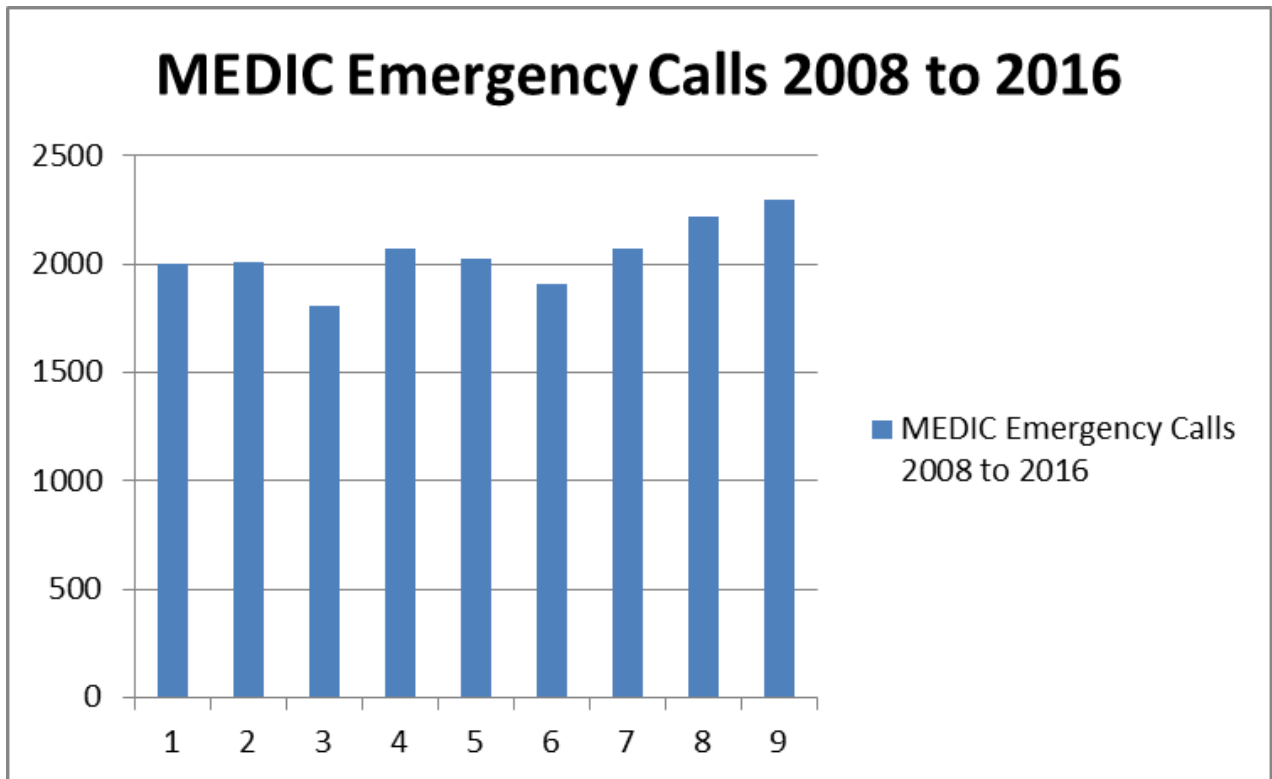
Note: YR1=2008; YR2=2009; YR3=2010; YR4=2011; YR5=2012; YR6=2013; YR7=2014; YR8=2015; YR9=2016

Table Two contains information about the Emergency Calls that MEDIC responded to over a nine-year period.

Table Two			
Emergency Calls, By Year			
Year	Emergency Calls For Year	Average Number Per Day	Emergency Calls as a Percentage of Yearly Total
2016	2,292	6.3	38.78
2015	2,220	6.1	40.85
2014	2,074	5.7	39.95
2013	1,906	5.2	40.51
2012	2,087	5.6	43.00
2011	2,074	5.7	43.38
2010	1,806	4.9	40.38
2009	2,006	5.5	44.97
2008	2,002	5.5	44.89

Figure Three focuses only on emergency calls handled by MEDIC. The data shows 2,292 emergency calls in 2016, compared to 2,002 emergency calls in 2008. This is a 14.4% increase in emergency calls over the eight year period.

Figure Three



Note: YR1=2008; YR2=2009; YR3=2010; YR4=2011; YR5=2012; YR6=2013; YR7=2014; YR8=2015; YR9=2016

EMS Partners

When all on-duty MEDICS units are responding to calls, MEDIC is backed up by the Watauga Rescue Squad and the Blowing Rock Fire and Rescue Service.

Within the Boone Fire District, Boone Fire automatically responds on Delta and Echo calls and, at other times, when requested to assist MEDIC.

Volunteer First Responders from each of the county volunteer fire departments respond to assist MEDIC on Charlie, Delta and Echo calls and to vehicle wrecks.⁵

⁵ Emergency Medical Dispatch codes provide a degree of confidentiality about patient conditions and are used to prioritize calls handled by the 911 Centers.

Alpha - Non life-threatening where time will not affect patient outcome.

Bravo - Non life-threatening where time may affect outcome (i.e. acute illness, minor fractures and/or immobilizing injuries due to pain).

Charlie - Potentially life-threatening where time may affect outcome (i.e. Major fractures and blunt trauma)

Delta - Life-threatening of highest priority (cardiac arrest, respiratory difficulty/arrest, etc.)

Echo - Full Arrest or Imminent Death

Boone Fire Department

For medical calls within the Boone Fire District having Delta or Echo priority, Boone Fire Department is simultaneously dispatched along with MEDIC. In addition, Boone Fire may be dispatched on lower priority calls when assistance is needed to carry out patients as well as for rescue situations in the Boone Fire District.

Boone Fire Department operates three fire stations each of which is manned 24/7 by at least two paid personnel. Boone Fire has 26 Firefighters trained at the EMT Basic level, 4 to the EMT Intermediate Level and 3 to the EMT Paramedic Level. Boone Fire has heavy rescue, extrication, water rescue and high angle rescue capabilities in addition to its fire-fighting responsibilities. Each of Boone's three stations has a quick response vehicle with Basic Life Support equipment.

Boone Station 1 is located in downtown Boone at 721 West King Street.

Boone Station 2 is located at 1075 State Farm Road.

Boone Station 3 is located at 3228 Bamboo Road, near the Mt. Vernon Baptist Church.

Blowing Rock Fire and Rescue Services

During medical calls within its response area, Blowing Rock Fire and Rescue is simultaneously dispatched with MEDICS. Blowing Rock Fire and Rescue personnel are highly trained and equipped for Technical Rescue and Extrication, fire-fighting and emergency medical calls.

Blowing Rock Fire and Rescue is one of two primary backup responders when all MEDICS units are tied up. In such situations, BRRS units, along with those of the Watauga Rescue Squad, are placed on standby for medical dispatch until a MEDIC unit becomes available for calls. If a call is received while the squads are on standby, one or the other is dispatched, depending upon the location.

Blowing Rock Fire and Rescue is located at 8001 Valley Boulevard in Blowing Rock. There are paid fire and rescue personnel on duty 24/7 who are certified at least at the Emergency Medical Technician level. These personnel respond to medical calls within the Blowing Rock Fire District with Quick Response Vehicles with Advanced Life Support equipment.

Blowing Rock Fire and Rescue Station 2 is located at 6165 US 221 South. This station covers a portion of the Blowing Rock Fire District which is west of Blowing Rock. This station is unmanned but has equipment for fire and medical response.

The Town of Blowing Rock recently purchased property at 2409 Aho Road, near its intersection with the Blue Ridge Parkway, and is constructing its Fire Station 3 in order to improve response in

the portion of the Blowing Rock Fire District which is located outside the town limits and east of Blowing Rock.

Blowing Rock Fire and Rescue has at least two paid personnel on duty who staff its main station around the clock. Blowing Rock Fire and Rescue personnel respond to medical calls outside the town but within its fire district, a portion of which is in Caldwell County.

Watauga County Rescue Squad

Watauga Emergency and Rescue Squad is a volunteer organization that operates from its base at 200 Quail Street, Boone, off Highway 105 Extension, near the 105-421 intersection.

Watauga Rescue has 46 members (18 EMT-Paramedics, 6 EMT-Intermediates, and 22 EMT-Basic) and operates three ambulances and two rescue vehicles for extrication and technical rescue operations (trench collapse, mountainside falls and swift water rescue).

Watauga Rescue operates 3 Advanced Life Support ambulances, 2 heavy rescue vehicles, a Quick Response Vehicle with Advanced Life Support equipment, as well as other specialized equipment needed for rescues or searches.

Watauga Rescue Squad is the primary backup unit for MEDIC when all MEDIC units are on calls; Watauga Rescue personnel are placed on standby for dispatch until a MEDIC unit becomes available for calls. Blowing Rock Fire and Rescue is also placed on standby and is ready to respond until MEDIC units clear their calls.

The Growing Problem of EMS Resource Depletion

It is not uncommon for all MEDIC units to be tied up for varying lengths of time which results in Watauga Rescue and Blowing Rock Fire and Rescue being placed on standby in case additional calls come in before MEDIC units become available.

Data set out below shows a clear trend for EMS resource depletion which occurs when all MEDIC units are committed on calls.

Table Three summarizes data obtained from the Watauga 911 Center about the number and duration of dispatches to the Rescue Squads for standby because all MEDIC units are tied up.

Table Three					
Resource Depletion and Alerts to Rescue Squad for Standby Because All MEDIC Units Tied Up					
Year	Watauga Rescue	Blowing Rock Rescue	Minutes on Standby		
	Standby Alerts	Standby Alerts	Average	Minimum	Maximum
2016	254	254	41.6	1	330
2015	176	176	37.4	1	253
2014	132	132	38.9	1	357
2013	192	192	42.1	1	417
2012	172	172	44.3	2	375
2011	152	152	39.6	1	285

First Responders

Citizens of Watauga County receive crucial services from First Responders who are part of each of the volunteer fire departments serving Watauga County.⁶ First responders operate under the supervision of MEDICS.

Because of their proximity, first responders are automatically dispatched to assist MEDIC and to more quickly deliver life-saving care until a MEDIC unit can arrive from an EMS Base. On-scene first responders alert the 911 Center when helicopter transportation to an advanced trauma center will be needed. First responders are dispatched to vehicle accidents and when assistance may be needed in carry-outs.

Outside Boone and Blowing Rock, because of the distances involved, first responders frequently arrive on scene before a MEDIC unit. First responders are trained to perform life-saving techniques including airway maintenance, cardiopulmonary resuscitation, and hemorrhage control until MEDIC personnel with higher levels of EMS certification arrive on scene. Some individual First Responders hold higher levels of EMS certification because of their primary employment.

A request was made to the County Fire Marshal's Office to gather information about the fire department first responder program.

⁶ Some portions of Watauga County are served by departments in adjacent counties due to their location being closer than a Watauga fire department.

Table Four summarizes the responses about staffing and AED capabilities received from each fire department in the county.

Table Four		
Fire Department First Responder Program		
Fire District	First Responders and Paramedics	Automatic Electronic Defibrillator(s)
Beaver Dams	13	Yes
Beech Mountain	15/3	21
Cove Creek	15	10
Deep Gap	5	Yes
Foscoe	8	8
Meat Camp	NR	NR
Seven Devils	NR	NR
Shawneehaw	4	Yes
Stewart Simmons	8 (Daytime)	3
Zionville	13	Yes
NR denotes no reply		

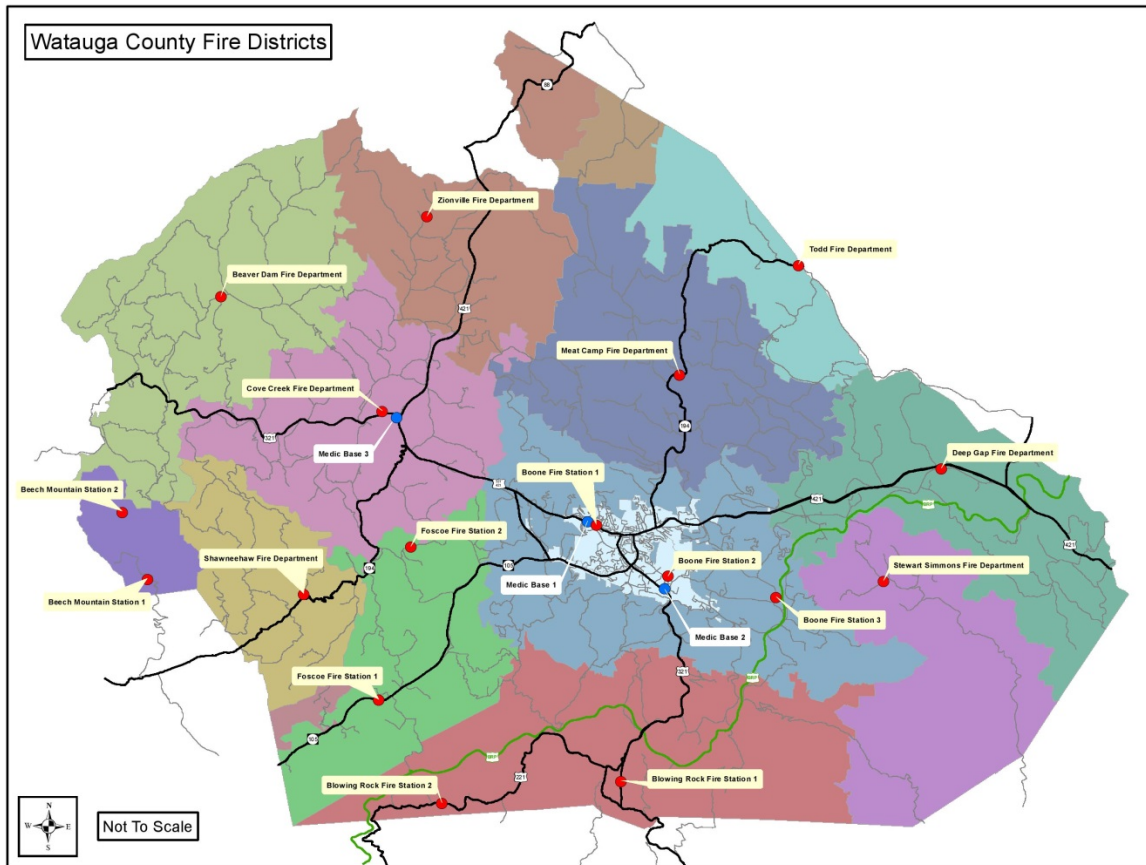
Table Five is based on MEDIC call records and displays the number of times each of the volunteer fire department first responder units were dispatched along with MEDICS in the 2013-2016 timeframe of this study.

Table Five					
Numbers of First Responder Calls to Assist MEDIC					
FIRST RESPONDERS	2013	2014	2015	2016	TOTAL 2013-2016
Beaver Dams	108	97	105	94	404
Blowing Rock Fire	217	365	415	416	1413
Cove Creek	196	236	223	272	927
Creston	1	2	0	1	4
Deep Gap	121	103	151	144	519
Fall Creek	3	8	7	10	28
Foscoe	199	221	206	225	851
Meat Camp	145	168	172	174	659
Seven Devils	9	20	12	8	49
Shawneehaw	28	27	32	31	118
Stewart Simmons	25	28	32	30	115
Todd	14	13	14	17	58
Zionville	93	115	106	89	403

Figure Four is a map that shows the areas of each Fire District, station and EMS base within the county.

Figure Four

Watauga Fire Districts and Stations



Watauga Medical Center

The Watauga Medical Center is located at 336 Deerfield Road in Boone. It is a comprehensive 117 bed general and surgical facility with a fully staffed 24/7 Emergency Department that serves Watauga County and surrounding areas in the High Country. Burn, severe trauma, and cardiac patients are stabilized and transported to trauma centers in Johnson City, Winston-Salem or Charlotte. Depending upon the severity of the situation, transport may be done by MEDIC or by one of the medical helicopter units located at one of the major trauma centers in Johnson City, Winston-Salem or Charlotte.

EMS Dispatch Centers

Quality emergency medical care begins when a call is received that indicates the need for an ambulance.

Information gathered and observations made during this study, extending over a year-long period, indicate that the 911 dispatch centers in Watauga County provide a high quality of service to the public.

It should be noted that there are situations such as vehicle accidents and adverse weather conditions that result in numerous calls coming into 911 about the same emergency. Each has to be handled as quickly as possible by a limited number of on-duty staff of 911 dispatchers.

Persons needing emergency medical service call 911. There are two 911 Centers serving Watauga County. Each is staffed 24/7 with personnel who are trained emergency medical dispatchers. The Telecommunicators at both centers are trained to quickly process each call, give life-saving information to the caller and to alert the appropriate agency or agencies.

Within the boundaries of the Boone Fire District, wireline calls are automatically routed to Boone Police Department Dispatch Center.

On the Appalachian State campus, because of technical limitations, campus telephones cannot directly dial 911 but must dial 9-911. Campus telephones dialing 9-911 are connected to the Boone Police Department which transfers the call to ASU Police while simultaneously dispatching MEDIC or Boone Fire. Appalachian State University widely publicizes 262-8000 as the ASU Police Department number for on-campus emergency assistance. These calls are received directly at the ASU Police Department which is staffed 24/7.

Elsewhere, throughout the county, 911 calls from wireline phones go to the Watauga County Emergency Communications Center.

Cellular callers may reach either Boone or Watauga communications center depending upon which cell tower picks up the call. Either Communications Center can quickly reroute the call if the location is within the responsibility of the other Center.

Trained 911 operators at Boone Police and Watauga 911 centers screen calls to learn the nature of the emergency and then dispatch the appropriate unit or agency according the location and nature of the call.

The computer aided dispatch (CAD) system database contains each address in Watauga County (including Boone and Blowing Rock). Based on the location and the nature of the call, CAD

recommends to the dispatcher which units should be dispatched to the call. Times, locations, units, are entered and stored into the CAD systems that operate at Watauga, Boone and ASU.

Dispatchers assign a priority to each medical call which reflects whether the situation is a life-threatening medical emergency or one that may be temporarily deferred or set for a scheduled time. The priority categories range from low to high:

Alpha – Non life-threatening where time will not affect patient outcome.

Bravo – Non life-threatening where time may affect outcome (i.e. acute illness, minor fractures and/or immobilizing injuries due to pain).

Charlie – Potentially life-threatening where time may affect outcome (i.e. Major fractures and blunt trauma)

Delta – Life-threatening of highest priority (cardiac arrest, respiratory difficulty/arrest, etc.)

Echo – Full Arrest or Imminent Death

Call Volumes Received by 911 Centers

The two 911 Centers in Watauga County are quite busy and handle emergency calls coming in on 911 as well as numerous administrative calls to a variety of agencies. The 911 Centers receive numerous calls during severe weather and multiple calls concerning automobile accidents.

Watauga 911

Table Six displays data from Watauga 911 showing that its dispatchers are quite busy in handling telephone calls.

Table Six				
Watauga County 911 Center Telephone Traffic, 2015-2016				
Month	911 Incoming	911 Hangups	Total Calls	Average Call Duration (seconds)
Jan 2015	753	28	4357	82.1
Feb 2015	749	52	3722	89.8
Mar 2015	626	33	4191	82.2
Apr 2015	694	76	3585	81.5
May 2015	822	33	4267	81.2
Jun 2015	1032	35	5549	74.1
July 2015	1124	41	5145	83.5
Aug 2015	949	32	4877	86.3
Sept 2015	920	39	4324	100.4
Oct 2015	903	42	4661	89.3
Nov 2015	873	24	4207	88.1
Dec 2015	771	20	3992	92.0
Total 2015	10216	455	52877	86.4
Jan 2016	815	2327	4085	83.5
Feb 2016	758	27	4141	89.4
Mar 2016	805	36	4664	80.6
Apr 2016	717	34	4480	87.7
May 2016	839	40	4465	86.9
Jun 2016	903	51	4558	90.2
July 2016	1192	144	5624	82.7
Aug 2016	1077	55	5122	83.2
Sept 2016	895	41	4615	91.7
Oct 2016	1009	57	4569	90.0
Nov 2016	1021	42	4592	90.5
Dec 2016	821	27	4164	90.7
Total 2016	10852	877	55059	87.2

Boone 911 Telephone Traffic

The 911 Dispatch Center located at the Boone Police Department is also quite busy. It handles all 911 wireline calls originating in the Boone Fire District as well as telephone and radio traffic for Boone Police, MEDIC and, after hours, Boone Public Works and Utilities. Table Seven contains telephone and cell traffic coming into the Boone 911 Center during 2015 and 2016.

Table Seven				
Boone 911 Center Telephone Traffic				
Month	911 Incoming	911 Hangups	Total Calls	Average Call Duration (seconds)
Jan 2015	555	65	734	118.5
Feb 2015	556	49	717	155.7
Mar 2015	543	82	737	165.8
Apr 2015	594	63	781	100.8
May 2015	591	49	780	104.8
Jun 2015	628	68	839	111.2
July 2015	615	57	798	108.8
Aug 2015	736	59	992	99.2
Sept 2015	721	59	933	98.1
Oct 2015	647	74	852	112.1
Nov 2015	632	50	734	115.1
Dec 2015	604	67	793	114.1
Total 2015	5882	742	9750	115.8
Jan 2016	592	55	786	117.8
Feb 2016	634	67	846	118.3
Mar 2016	598	68	772	120.5
Apr 2016	640	63	893	124.1
May 2016	551	101	2732	79.6
Jun 2016	618	41	4903	82.8
July 2016	792	52	5124	80.9
Aug 2016	778	32	5503	83.7
Sept 2016	731	29	5339	84.9
Oct 2016	733	27	5107	79.0
Nov 2016	624	23	5011	79.2
Dec 2016	503	18	4212	84.4
Total 2016	7794	576	41208	85.0

There was no indication that either Watauga 911 or Boone 911 fails to quickly respond to calls or alert the proper agencies.

Data on Response Times to Priority EMS Calls by Fire District, 2013-2016

Data from MEDIC call records was statistically analyzed using the IBM Statistical Package for the Social Sciences (SPSS)⁷ to determine average response times for emergency calls (Charlie, Delta or Echo priority) in each of the Fire Districts in the County for 2013-2016.

Table Eight displays the results of the analysis.

Fire District	2013 Average (N)		2014 Average (N)		2015 Average (N)		2016 Average (N)	
Beaver Dams	22.2	59	22.9	45	21.7	47	22.1	41
Boone	6.9	1087	7.4	1172	7.2	1214	6.4	1295
Blowing Rock	12.7	157	14.0	225	12.6	257	13.1	287
Cove Creek	14.0	123	13.4	141	12.7	182	12.9	182
Deep Gap	15.3	192	14.2	164	14.6	117	14.6	123
Foscoe	12.6	131	13.6	147	13.5	127	13.3	158
Meat Camp	13.3	96	14.3	109	13.5	119	14.4	115
Seven Devils	20.6	8	20.7	18	16.6	12	19.2	20
Shawneehaw	21.3	22	21.4	28	26.8	34	22.0	35
Stewart Simmons	27.8	14	26.5	18	21.8	27	26.0	21
Todd	14.8	11	23.0	8	20.6	7	19.5	9
Zionville	16.9	53	16.1	74	17.3	86	15.9	116

Anticipated Effect of the Addition of EMS Base 3 near Vilas

The data in Table Eight cannot take into account the anticipated reduction in response time in western Watauga County due to EMS Base 3 just opened in mid-January 2017. Assuming an average emergency response speed of 50 mph from Base 1 to western Watauga, it is likely that the addition of the new Base 3 will reduce response time (both day and night) on average by 7.08 minutes in Western Watauga since the unit at the new Base will be able to reach almost any location in its response area faster than a unit traveling from Base 1.

Traffic Congestion In and Around Boone Adversely Affects Many EMS Responses

The 2013 Watauga Comprehensive Traffic Plan identifies the 105-321 intersection as the most congested in the High Country. DOT traffic counts show 40,000 vehicles per day passing through that intersection.⁸

⁷ IBM Corp. Released 2014. IBM SPSS Statistics for Windows. Version 22.0, Armonk, NY. IBM Corp.

Much of the EMS traffic passes through this intersection which at times is quite congested which adversely affecting MEDIC response time. Response time for a MEDIC unit to arrive either from Base 1 or Base 2 in the Eastern, Northern, or Southern portions of Watauga County is adversely affected by travelling through the 105-321 intersection as well as the 105-421 Intersection.

There are seasonal variations in traffic conditions in and around Boone. For example traffic congestion improves after ASU holds commencement and the improvement generally continues prior to arrival of tourists. In the Fall Semester, after the leaves come down, up through the time that snowfalls begin, traffic is generally better. After the end of ski season and prior to spring, traffic improves. Alternatively, Boone is most congested during the peak of Summer tourism, on Fall Football weekends, before and after Appalachian's Commencement; and, particularly so during Moving-In Day on Campus.

Data was requested from NCDOT Traffic Engineering concerning hourly traffic counts from its electronic sensors at the 105-321 and the 105-421 intersections. Unfortunately, the hourly traffic count data that can be obtained is limited and applies to traffic in 2015. Visual observation of congestion at the two intersections yielded a subjective analysis of the traffic flow. The data that was obtained from NCDOT confirmed the variability by time of day of large numbers of vehicles in the congested intersections. Appendix I is a map furnished by NCDOT showing the most recent traffic counts made by NCDOT.

Table Nine scores the congestion on particular EMS response paths from Base 1 and Base 2 throughout the day.

⁸North Carolina Department of Transportation, 2013 Watauga County Comprehensive Transportation Plan, found at http://www.wataugacounty.org/App_Pages/Dept/BOC/Forms/Watauga%20CTP_Final_Report.pdf

Table Nine Congestion Scoring for EMS Responses Travel in and Around Boone by Hour of Day						
Hour of Day	Base 1 unit traveling East on King St	Base 1 unit traveling on Rivers St	Base 1 unit traveling on 321 to BR	Base 2 unit traveling on 321 to BR	Base 2 unit traveling on 321S to 105	Base 2 unit traveling to western Watauga
1	0	0	0	0	0	0
2	0	0	0	0	0	0
3	0	0	0	0	0	0
4	0	0	0	0	0	0
5	0	0	0	0	0	0
6	0	0	0	0	0	0
7	1	2	2	2	2	2
8	2	3	3	3	3	3
9	3	3	3	3	3	3
10	3	3	3	3	3	4
11	3	3	4	3	3	4
12 noon	4	4	4	4	4	5
13	4	4	4	4	4	5
14	3	3	4	3	3	4
15	3	3	3	3	3	4
16	3	3	3	3	3	5
17	6	5	6	5	5	6
18	4	4	6	3	4	6
19	3	4	4	3	4	5
20	2	3	3	2	3	3
21	3	3	2	2	3	3
22	2	2	2	1	2	3
23	0	0	2	0	0	0
24	0	0	0	0	0	0
Congestion Score	49	52	58	47	52	65

The scores shown are the estimated increase in travel time along that route due to traffic congestion at that hour in the day. A "0" would denote that response time is a function primarily of distance, while a "4" would be an estimate that congestion at major intersections and a heavily traveled route adds an addition 4 minutes to the response time. The importance of scoring

congestion in and around Boone arises reflects the substantial and adverse impact traffic congestion has on MEDIC response times.

Depending upon the time of day and the route needed to reach the call, EMS units from either Base 1 or Base 2 face substantial congestion in responding through Boone traffic. This delays the initiation of advanced life support care to the patient. The greatest impacts occur when Base 2 has to respond at midday along 321 and through campus to western Watauga because Base 1 units are already committed to calls. Alternatively, units responding to a call east or north of Boone from Base 1 through downtown Boone at midday or at 5 p.m. encounter very heavy congestion which significantly delays the initiation of advanced life support level care.

Traffic and Expected Near-Term Growth in Watauga County

If traffic is bad now, it is likely to worsen with residential and commercial growth that is expected within Watauga County. Interviews were conducted with local government planning and growth management officials in Boone, Blowing Rock and Watauga County. These interviews were conducted to better understand trends for new development in each jurisdiction. Information about pending or planned projects will impact the number of people moving into Watauga County which will, in turn, impact future demands on the EMS system.

Development in Unincorporated Areas Outside Towns and Their Planning Areas

Mr. Joe Furman, Watauga County Director of Planning, indicated that substantial growth is not expected within his office's area of responsibility. Single family home construction is expected to continue at a slow pace. For example, Echota is expected to continue its expansion near Foscoe. Previously approved development at Heavenly Mountain will likely be limited. Resale of existing homes will continue at rates comparable to prior years. Reliance on wells and septic tanks will, by and large, result in rather slow growth outside the town planning jurisdictions. Table Ten summarizes building permit activity within the jurisdiction of Watauga County Planning.

Table Ten						
Watauga County Planning Department						
Single Family Building Permits						
Township	2010	2011	2012	2013	2014	2015
Bald Mountain	3	5	0	3	2	6
Beaver Dam	2	4	4	1	4	3
Blowing Rock	12	3	10	9	10	12
Blue Ridge	15	7	21	15	15	10
Boone	-	-	-	-	-	-
Brushy Fork	9	6	7	7	4	4
Cove Creek	5	7	11	5	4	5
Elk	7	10	12	17	16	19
Laurel Creek	3	3	4	5	8	3
Meat Camp	6	8	11	7	2	9
New River	16	8	14	27	8	4
North Fork	1	0	1	1	1	2
Shawneehaw	4	3	2	3	4	6
Stony fork	3	4	8	5	5	5
Watauga	24	18	14	17	19	13

Consultant's assessment for growth in County Planning Area:

Score: 1

Overall growth will occur at a low rate, except in a small number of subdivisions.

Most construction in County jurisdiction will be single family residential with a small amount of business development.

Growth in county jurisdiction is not likely to exceed Census Bureau growth projections through 2025.

Development within Town of Blowing Rock Jurisdiction

Mr. Kevin Rothrock, Planning Director for Blowing Rock, indicated that several factors will likely limit growth in Blowing Rock's Planning jurisdiction.

Much of the undeveloped land near Blowing Rock is owned by the U.S. Government or is unsuitable for development because of the steepness of slopes. Topography will limit extension

of sewer service in a large portion of Blowing Rock's Extraterritorial Jurisdiction (ETJ). Without sewer service, growth along US321 near Tweetsie will be limited.

Renovation and additions to existing homes and businesses typify the permits issued by Blowing Rock. He indicated that development at and adjacent to the Foley Center at Chestnut Ridge will constitute the largest portion of expansion in Blowing Rock's jurisdiction.

Chestnut Ridge is a high quality 87,500 square foot facility that will provide post-acute and palliative care and is expected to have 112 skilled care beds.

Table Eleven is based on the 2015 Annual Report furnished by Mr. Rothrock.

Table Eleven					
Building Permit Activity, Blowing Rock Planning Department					
	2011	2012	2013	2014	2015
Building Permit Applications	346	321	288	315	298
New Homes	1	3	8	12	3
Home Additions/Renovations	182	180	158	216	214
Multifamily	0	0	0	0	0
New Commercial	4	2	2	2	5
Commercial Additions/Renovations	111	83	90	85	79

Consultant's assessment of growth in Blowing Rock Planning Jurisdiction:

Score 1

Low rate of growth for new residential, emphasis on high quality construction and expansion of business tax base, considerable emphasis on renovation of existing structures.

Growth within the Blowing Rock Planning jurisdiction is not likely to exceed Census growth projections through 2025.

Development within Town of Boone Jurisdiction

Mr. Bill Bailey indicated that substantial growth will be likely within the Town of Boone over the foreseeable future. This will include substantial numbers of multifamily units and multiple bedroom apartments and condominiums that will likely to characterize growth in Boone over the

next five years. Once the Town of Boone completes the water system expansion project in 2018, it is likely that the area along US421 east of Boone will experience considerable development.

Table Twelve identifies large multifamily developments approved or pending approval since completion of the 2010 U.S. Census.

Table Twelve Town of Boone Multifamily Buildings 2011-2016		
Project	Completed/Permitted Under Construction/Vested/ Approved/Pending	# of Bedrooms
Glen Wilde	Constructed	72
Highland Woods	Constructed	71
Greenway Cove	Constructed	48
Exchange – Phase 2	Constructed	24
Robbins Ridge Townhomes	Constructed	32
Turtle Creeks Phase 3	Constructed	126
Mountaineer Crossing – Phase 1	Constructed	72
Mountaineer Crossing – Phase 2	Constructed	132
Butler MF Apartments	Constructed	18
King Street Mixed Use Project	Constructed	30
Watauga Green	Constructed	164
Winkler Square	Constructed	42
Oak Street Apartments	Constructed	18
Appalachian Suites	Constructed	30
Shadowline Square	Under Construction	502
The Standard at Boone	Constructed	560
Skyline Terrace	Under Construction	276
University Overlook	Under Construction	24
The Marketplace	Under Construction	159
Rivers Walk	Vested	380
King and College	Pending	64
Total		2844

Consultant's assessment:

Score: 3.

Within Boone Planning area, there will be a low rate of growth for new single family residential, but a **very high rate of growth for multifamily unit construction**, as well as redevelopment of commercial sites.

Completion of 421 Water Line will further accelerate development

Growth in Boone Planning jurisdiction will very likely to exceed Census growth projections through 2025.

A Methodology to Rank Improvements in EMS Response Times

In order to give a means of assessing the importance of various aspects of proposed changes in EMS Staffing and/or Base Operations, a ranking system was devised. Set out below are ranges of scores that reflect the researcher's professional opinion about the importance of population growth, traffic congestion and response times when evaluating three EMS alternatives.

Each of the alternatives under consideration is complex; in order to sort out the several ways in which an EMS alternative should be evaluated, it is necessary to assign a score to each of the four ways that an EMS alternative should be evaluated.

- **What is the impact in reducing response time compared to the current system?**
- **Will the alternative materially lessen the number of times that the Rescue Squads are placed on standby?**
- **Various sections of the county will be affected differently by certain EMS alternatives. How many times in a year is the alternative expected to improve response times?**
- **How will the alternative address the growth scenarios identified by the local planning offices?**

Table Thirteen	
Criteria for Assessing EMS Staffing Alternatives	Potential Score
Reduction of Response Time in Minutes—one point for each minute of reduction in response time	1-10
Will the alternative make more resources available where most calls originate?	1-5
Reduction in Number of Squad Standby Alerts	1
Reduction in number of responses to emergency calls through heavily congested intersections	0-3
Numbers of Emergency Calls to Be Affected by Study Option (in hundreds of calls)	1-10
Addresses Impact of Population Growth	1-3

Ranking Four EMS Alternatives in Addressing Growth and Reduced Response Time

Four alternatives were evaluated for reducing response time and giving residents and visitors improved times from the 911 call to on-scene arrival by EMS personnel. Each alternative was evaluated in light of the scoring methodology outlined above. This assessment is based upon growth scenarios identified by local land use planners as well as traffic flow data.

Table Fourteen identifies the four alternatives, assigns scores for evaluating each alternative and ranks the three alternatives in terms of a recommended implementation sequence.

Table Fourteen		
Alternative Options for Improved EMS Response Time		
Option	Comments	Score
Alternative 1 Build EMS Base 4 in East Boone and staff with a 24/7 MEDIC crew	<ul style="list-style-type: none"> • Significant reduction in Response Time for MEDIC units to reach Meat Camp, Deep Gap, and East Boone with some improvement in response to Stewart Simmons – Overall reduction estimated at 6 minutes in these areas 	6
	<ul style="list-style-type: none"> • Addresses expectations of high growth along US 421 East of Boone 	4
	<ul style="list-style-type: none"> • Some reduction in Rescue Squad standby alerting 	1
	<ul style="list-style-type: none"> • Reduction in MEDIC responses to emergency calls through heavily congested intersections 	2
	<ul style="list-style-type: none"> • Increases EMS Resources in central Watauga where most calls originate since there will be a fourth crew on duty in Boone 	3
	<ul style="list-style-type: none"> • Expected to affect 1000 responses per year 	10
	<ul style="list-style-type: none"> • Choosing Site and Construction Will Take Time 	
		Total 26

<p>Alternative 2a Add a 12 hour MEDIC Crew in Blowing Rock</p>	<ul style="list-style-type: none"> • Significant reduction in Response Time for MEDIC units to reach typical calls in Blowing Rock Fire District (estimated at 7 minutes) 7 • Increases EMS Resources in center of County where most calls originate since there will be fewer instances of Station 2 being empty due to response into Blowing Rock 2 • Some reduction in Rescue Squad standby alerting 1 • Reduction in MEDICS responses to emergencies through heavily congested intersections 0 • Addresses (limited) population growth expected in Blowing Rock Fire District and opening of Chestnut Ridge 1.5 • Alternative affects approximately 250 calls per year 2.5 	<p style="text-align: right;">Total 14</p>
<p>Alternative 2b Add a 12 hour MEDIC Crew in Boone at Base 2</p>	<ul style="list-style-type: none"> • Impact on typical response time for MEDICS unit to arrive on scene within Blowing Rock Fire District (data shown to be average 7 minutes currently) and at Chestnut Ridge 0 • Increases EMS Resources in center of County where most calls originate 3 • Addresses (high) growth expected in Boone Fire District 4 • Some reduction in Rescue Squad standby alerting 1 • Reduction in responses to emergency calls through heavily congested intersections 0 • Approximately 600 calls per year will be affected 6 	<p style="text-align: right;">Total 15</p>

<p>Alternative 3 Build EMS Base 5 near 105-105 Bypass Intersection and staff with 24/7 MEDIC crew</p> <p>To be implemented near end of 2020-2025 planning period</p>	<ul style="list-style-type: none"> • Significant reduction in MEDIC Response Time in southern portion of Boone, Foscoe, Seven Devils - Reduction in Response Time estimated at 5 minutes in these areas 	5
	<ul style="list-style-type: none"> • A fifth crew will be made available to respond to calls throughout County, meeting EMS call volume for the foreseeable future. 	5
	<ul style="list-style-type: none"> • Significant reduction in Rescue Squad standby alerting 	1
	<ul style="list-style-type: none"> • Reduction in responses to emergency calls through heavily congested intersections 	5
	<ul style="list-style-type: none"> • Addresses likely growth scenarios for ten year planning period 	1
	<ul style="list-style-type: none"> • Expected to respond to 500 calls per year 	5
	<ul style="list-style-type: none"> • Note: Choosing Site and Construction Will Take Significant Lead Time 	
	Total	22

Section II

Projections Concerning Future EMS Call Volume

Watauga County is fortunate to have a robust economy and to be largely immune from the economic stagnation that is found in many counties in North Carolina. It should be noted that more than half of the counties in the United States lost population between 2010 and 2014. The UNC Carolina Population Center reported that 49 of North Carolina's 100 counties lost population between 2010 and 2014.⁹

In addition to counting the population every ten years, the US Census Bureau also makes projections for the near-term future based upon a variety of factors including birth rates, deaths, as well as current rates of growth and applies those factors to the most recent base-line population numbers.

Table Fifteen summarizes data obtained from the US Census Bureau and the Office of State Management and Budget concerning the population in Watauga County. Enrollment data published for Appalachian State University is drawn from the Appalachian State University Factbook published annually.

Table Fifteen				
County and Municipal Populations and Appalachian Enrollment, 2008-2016				
Year	Watauga County Total	Town of Boone	Official Appalachian State Enrollment (September)	Town of Blowing Rock
2008	49,499	16,208	15,108	1,284
2009	50,121	16,927	15,387	1,284
2010	50,922	17,212	15,674	1,240
2011	51,079	17,177	16,023	1,237
2012	52,450	18,022	16,168	1,235
2013	52,676	18,156	16,424	1,232
2014	52,923	18,130	16,636	1,233
2015	53,315	18,227	16,777	1,173
2016 ¹⁰	53,710	18,324	17,064	1,116
Percentage Change 2010-2015				
2010-2015	4.55%	5.90%	7.04%	-5.40%

⁹ NC-in-focus-share-of-counties-with-population-loss-2010-2014, <http://demography.cpc.unc.edu/2015/04/09/>, found on May 15, 2016.

¹⁰ Because the Intercensal Populations Estimates for Cities and Towns for 2016 will not be available until March 21, 2017, this figure is derived by applying the rate used by the Census Bureau for 2015.

The estimates are not infallible but are considered the best official data available. These numbers are used to allocate state gasoline tax revenues, beer and wine tax collections and to plan for school construction needs. The methodology used accounts for births, deaths, building permits using statistical techniques accepted by market researchers, land use planners and demographers.

Watauga County has for the past two decades shown growth rates higher than the state as a whole. Local factors affecting that growth include:

- Overall quality of life in the area
- Appalachian State University and the cultural, educational and athletic opportunities it brings to the area
- Quality of medical care in the area
- Quality of public schools
- Local cultural events including Horn in the West, Art in the Park, as well as local music events
- Tourist attractions drawing visitors to the area including the Blue Ridge Parkway, Grandfather Mountain, Blowing Rock, Tweetsie Railroad, and Horn in the West
- A climate that offers four distinct seasons including skiing, hiking, canoeing, bicycling and numerous opportunities to observe our local environment as the seasons change

The type growth experienced in Watauga County has several medical consequences that differ from other counties with similar population totals. The attractiveness of this area for retirees as well as the access to winter sports and ice leads to increased orthopedic injuries. The presence of a large and growing university tends to be associated with increased demands for EMS transports. In fact, data suggests that both the young and older segments of the local population are expanding and each group will continue to place increased demands on EMS beyond current trends

While growth occurs throughout the county, the public has concern over the rate of growth within particular sections of the county. Some sections of the county show a strong desire to preserve a small town or community atmosphere and this tends to produce very different feelings towards where and how much growth should occur. Clearly, growth in Boone is far greater than that in Blowing Rock which is reflected in the small decrease in Blowing Rock's population. The differences are due to community concerns over slow growth, high quality development standards.

One of the purposes of this study is to project future demands for service so that the county can develop orderly plans for the increases in demands for EMS resources.

Demands for EMS services arise because of continued long-term expansion of the county population as well as because of temporary surges in the numbers of persons in the area due to cultural, athletic and tourist events. These events, including Appalachian State University sporting events and concerts, as well as Art in the Park and the Horse Show in Blowing Rock, bring considerable economic activity to the area and result in increases in calls for EMNS. These temporary surges appear to be adequately handled by MEDIC bringing in off duty personnel to staff reserve ambulances. While there are some increases in call volume during these events, their primary effect of the events is to aggravate serious traffic congestion in and around Boone. This is discussed in a separate section below.

Projected Population Changes within Watauga County

Conversations with the local planning officials reveal different expectations about growth with various sections of the county through 2025.

- Multiunit housing in Boone will likely expand substantially in numbers in the next five years, possibly as soon as 2018, when water lines are extended along US 421 east of Boone.
- Growth in various sections of the county will be uneven:
 - a. Watauga County will not likely experience much growth in its planning area.
 - b. Blowing Rock will not likely experience much growth beyond Chestnut Ridge.
 - c. Boone will experience considerable multi-unit and commercial growth.
- Regardless of location, Watauga County as a whole will likely continue to experience significant growth which will drive increased demand for EMS units.
- Overall growth will be driven by:
 - a. the quality of life in the area for year round residents;
 - b. seasonal residents who maintain second homes in the area;
 - c. the popularity of the area for visitors for major cultural and athletic events as well as summer and winter recreational activities;
 - d. the continued expansion of Appalachian State University;
 - e. the importance of Boone and Blowing Rock as banking, retail and medical care centers

Based on the data analyzed in this study, Watauga County should expect to face a significant and steady increase in the number of Emergency Medical Service responses over the foreseeable future.

The North Carolina Office of State Management and Budget (OSMB) develops population projections based on Census Bureau data and also uses its own methodology to refine projections of future growth within North Carolina and its counties. In the case of Watauga County, it seems unlikely that the rate of population growth will slow; more likely, it will be at least as great as that projected below.

Projected Growing Demand for MEDIC Services

In addition to population growth, there is evidence that demand for EMS units will also increase because people appear to be using EMS units more than in the past.

Whether it is due to an increase in the elderly segment of the county population (with increases in fall and illnesses associated with old age) or due to an expansion of the population under 25 years of age (with increases due to alcohol-related automobile accidents, substance abuse, skiing injuries or other risky behavior), it is likely that demands placed on the EMS units will increase beyond that due just to population growth.

Because the demand for EMS services is expected to increase due both to population and increased usage, Table Sixteen projects future EMS call volume in two ways. First, it applies the current rate of 110.1 calls per 1000 residents to the Census and Office of State Budget and Management population projections for Watauga County. An additional projection of MEDIC calls using a call rate of 112 calls per 1000 population is also calculated.¹¹

¹¹ In mid-2016 the rate of calls was assumed to 101.9 per 1000 calls based on MEDIC data from 2008-2014. Final data for 2016 showed that rate of calls had increased to 110.1 calls per 1000 population. In order to present the potential increases in the rate of calls, a second projection was made using a rate of 112 calls per 1000 population.

Table Sixteen			
Projections for Watauga County Population and EMS Call Volumes, 2016-2025			
Year	Population	MEDIC Call Volume	Rate per 1000 Persons
2016	53,706	5,911 (actual)	110.1
Year	Estimated County Population ¹²	Call Volume Projection Based on 110 calls per 1000 persons	Call Volume Projection Based on 112 calls per 1000 persons
2017	54,094	5,954	6,059
2018	54,482	5,996	6,102
2019	54,874	6,040	6,146
2020	55,264	6,082	6,150
2021	55,655	6,126	6,233
2022	56,045	6,168	6,277
2023	56,434	6,211	6,321
2024	56,825	6,254	6,304
2025	57,215	6,297	6,408
Change 2016-2025	6.5%	Increase over Expected 2016 Call Volume= 6.5%	Increase over Expected 2016 Call Volume 7.5%

In summary, reasons for projecting an increase in EMS calls include the following factors:

- The number of Multiunit Apartment/Condo units now under construction substantially exceeds the rate for multiunit construction that was built into the Census population projections made in 2014.
- Pending applications for additional multiunit apartments nearly exceed those currently under construction.

¹² Population estimates published by the US Census Bureau.

- Growth associated with Appalachian State University's new College of Health Sciences and associated growth in the proposed adjacent Medical District around the Health Sciences Building near the Watauga Medical Center.
- Anticipated construction along US 421 when water and sewer service is available.
- Continued Growth at Appalachian State University near downtown Boone

Accelerated growth could be driven by:

- a. Speedy resolution of water problems that will open additional areas for growth
- b. Appalachian may grow faster than its recent rate of growth
- c. Continued expansion of cultural and sporting venues
- d. Continued growth of Boone as a regional medical center
- e. Appalachian's College of Health Sciences

CONCLUSIONS

- This report has presented objective evidence that MEDIC will continue to experience significant increases in its call volume each year through 2025.
- The call volume will increase due to population growth and increased demand for responses from MEDIC.
- Additional MEDIC staffing is needed in order to handle the increased call volume.
- Population growth will be concentrated in and around Boone where approximately 65% of all MEDIC calls presently originate.
- Substantial multiunit projects currently in the planning stage will add to the portion of the county's population residing in the Boone Fire District.
- Traffic congestion in Boone already delays the ability of MEDIC to quickly respond to priority calls in the Meat Camp, Deep Gap, Foscoe, Stewart Simmons and Todd Fire Districts with little likelihood that road construction will relieve that congestion.
- Once completed, the expansion of the Boone water supply and the availability of developable land will likely result in substantial construction east of Boone.
- As pointed out by Kevin Rothrock, Blowing Rock will not likely experience much new construction due to the topography, federal ownership of large tracts of land, and development standards designed to retain Blowing Rock's village atmosphere.
- Except as noted above, the lack of water and sewer service outside Boone and Blowing Rock will likely lead to a slow growth scenario for much of Watauga County.
- Improvements in MEDIC response time in rural sections of Watauga County will require adding additional bases from which MEDIC can respond.

RECOMMENDATIONS

- Due to rising land costs and development pressures, it will be in the best interests of the County to acquire property for the construction of future EMS bases. Stations will be needed within five years east of Boone and at a location near the Bypass off 105 south of Boone.
- **In the near term and in order to handle the current call volume, a twelve hour crew should be placed in Boone at existing Base 2 (Alternative 2B).** Although Alternative 2A and 2B are identical in cost for personnel, Alternative 2B (Adding a 12 hour crew in Boone) makes the crew available where the bulk of the calls originate and does not detract from the response time in Blowing Rock. MEDIC President Craig Sullivan made clear that adding a 12 hour crew in Blowing Rock would involve having that crew responding to calls in Boone, Foscoe, Deep Gap and Meat Camp when the crews at the existing EMS bases are committed. The bulk of the calls in Blowing Rock are non-emergency calls and the Blowing Rock Fire and Rescue Services units provide critical life support prior to the arrival of MEDIC units.

SECTION III

Data Sources:

A large amount of data was gathered and analyzed in this study. Unless otherwise noted, the data sources are unpublished and non-public due to HIPPA rules concerning the confidentiality of patient information. Information taken from 911 file and MEDIC response records did not include patient names or other information which would identify the patient. Information concerning call locations was limited to the Fire District and did not include street addresses.

The study also uses information from other sources which are identified below:

North Carolina Department of Transportation, 2013 Watauga County Comprehensive Transportation Plan, found on May 2, 2016

at http://www.wataugacounty.org/App_Pages/Dept/BOC/Forms/Watauga%20CTP_Final_Report.pdf

US Census, Intercensal Population Estimates 2010,

<http://www.census.gov/popest/data/intercensal/cities/cities2010.html>

Town of Boone Master Plan

Blowing Rock Fire and Rescue Services, Heat Map for Watauga EMS Calls

Town of Blowing Rock Master Plan

Watauga MEDICS, Annual Reports to Watauga County for 2008, 2009, 2010, 2011, 2012, 2013, 2014, 2015.

Watauga MEDIC, Redacted EMS Call Database, 2013, 2014, 2015

Watauga 911 Center Telephone Call Summary Report, 2014, 2015

Town of Boone Redacted EMS Dispatch Database, 2015

Town of Boone 911 Center Telephone Call Summary, 2014, 2015

Town of Boone Planning and Inspections Department, Approved and Pending Multiunit Housing Projects, 2016

Interview, Mr. Joe Furman, Watauga County Planner

Interview, Mr. Bill Bailey, Boone Planning Director

Interview, Mr. Kevin Rothrock, Blowing Rock Director of Planning

Interview, Mr. Dan Meyer, Director, Boone Area Chamber of Commerce

Interview, Mr. David Graham, Transpiration Planner, High Country Council of Governments

Interview, Chief Jimmy Isaacs, Boone Fire Department

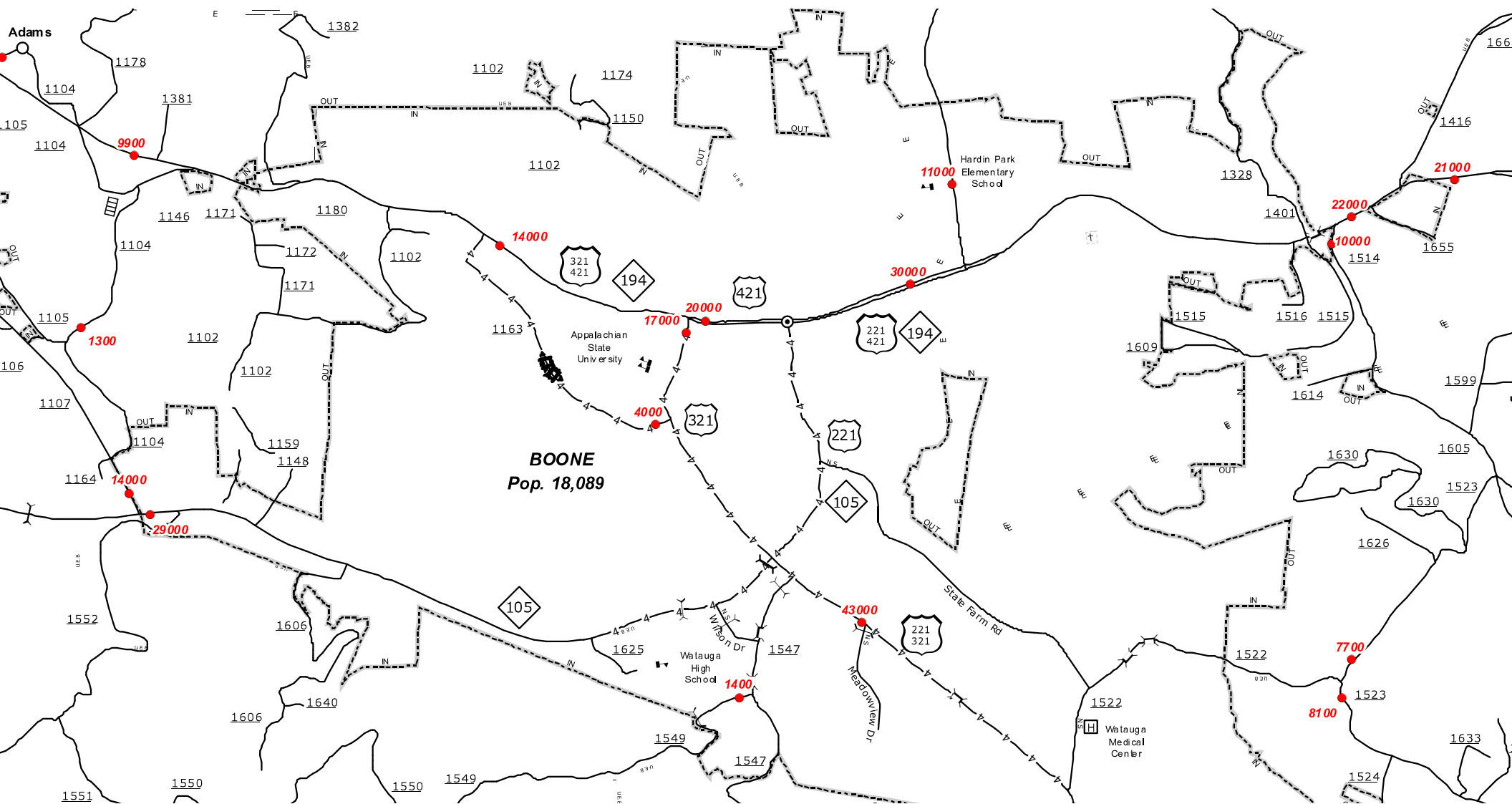
Interview, Chief Kent Graham, Blowing Rock Fire Department

Interview, Mr. Jeff Virginia, Director Emergency Services and 911, Watauga County

Interview, Ms. Jennifer Song, State Demographer, NC Office of State Management and Budget

Interview, Mr. Rob Shepherd, Assistant Director of Business and Membership Development Services, NC League of Municipalities

Technical assistance with mapping given by Chris Miller, GIS Coordinator, Town of Boone



CAPITAL PROJECTS SUMMARY

Project Description	6/30/2016 Balance	2016/17 Budget	Budget Amendments		6/30/2017 Balance
			In	Out	
Caldwell Community College	150,995	50,000			200,995
Information Technology Needs	432,313				432,313
East Annex Renovations	323,742				323,742
Eastern Community Center	51,887				51,887
Emergency Communications	832,654		250,000		1,082,654
Facilities Maintenance	-	65,500	250,000		315,500
Future County Buildings	551,451				551,451
Industrial Park (EDC)	383,605				383,605
Recreation Complex/Pool Repair	5,105,846	384,500	2,000,000		7,490,346
Recreation-Future Park Development	193,913				193,913
Watauga Co. Schools-CIP	1,153,727	400,000	306,682	776,750	1,083,659
Totals:	\$ 9,180,133	\$ 900,000	\$ 2,806,682	\$ 776,750	\$ 12,110,065

Project Description	Actual Additions				
	FY 2011-12	FY 2012-13	FY 2013-14	FY 2014-15	FY 2015-16
Caldwell Community College	-	100,000	-	-	50,000
Data Processing	-	-	-	-	-
East Annex Renovations	-	-	-	-	-
Eastern Community Center	-	-	-	-	-
Emergency Communications	-	-	-	-	-
Future County Buildings	-	-	17,829		
Industrial Park (EDC)	-	-	-	-	-
Recreation Complex/Pool Repair	-	-	870,236	2,094,595	1,843,552
Recreation-Future Park Development	-	-	-	-	-
Watauga Co. Schools-CIP	4,139,370	-	640,400	300,000	375,000
Totals:	\$4,139,370	\$100,000	\$1,528,465	\$2,394,595	\$2,268,552

MAJOR PROJECTS LIST													
(Asphalt, HVAC and Roofs)													
Building	Date Installed	HVAC Component	16-17	17-18	18-19	19-20	20-21	21-22	22-23	23-24	24-25	25-26	26-27
Courthouse	2001/2007	No			\$ 3,000			\$310,000					\$ 50,000
East Annex	1999	No		\$118,000				\$ 60,000					
Admin. (warranty)	2006	No										\$ 37,500	
Health Dept.	2001 (SS metal)	No			\$ 12,236		\$ 12,236						
Anderson	2016 (proposed)	No							\$ 24,000				
Library	2006 (SS metal)	No		\$ 9,423							\$ 60,000		
Records Storage	2015	No											
WWCC	2008 (SS metal)	No			\$ 4,350		\$ 30,000						
West Annex	1998/1999	\$ 60,000	\$174,500		\$ 4,350								
			\$ 60,000										
Human Services	1997	\$ 220,000		\$ 25,792		\$ 417,500	\$128,960						
						\$ 220,000							
App. Enterprises	1998	No					\$112,000						\$ 30,000
LEC Kitchen	2004	No										\$ 7,000	
LEC	2006	\$ 130,000			\$ 12,000				\$130,000			\$ 480,000	
Rec. Admin.	1985	No		\$ 12,000	\$ 44,500		\$ 10,600						
Aquatic Center	2016	No											
Old CC Gym (metal)	2009	No					\$ 16,750						
Old CC Gym (flat)	2002	No											
Howard's Knob Park				\$ 2,500			\$ 2,500						
Brookshire Park				\$ 6,950			\$ 6,950						
TMSC					\$ 8,000								
Water Street Lot				\$ 2,000									
Ginn Lot				\$ 3,000									
Wat. River Access				\$ 1,200									
Rocky Knob				\$ 12,000									
	annual total:		\$234,500	\$192,865	\$ 88,436	\$ 637,500	\$319,996	\$370,000	\$154,000	\$ -	\$ 60,000	\$ 524,500	\$ 80,000
Asphalt	budget	running	\$ 65,500	\$172,635	\$384,199	\$ 46,699	\$ 26,703	\$(43,297)	\$102,703	\$402,703	\$642,703	\$ 418,203	\$638,203
HVAC	300,000	CIP change	\$ -	\$107,135	\$211,564	\$(337,500)	\$(19,996)	\$(70,000)	\$146,000	\$300,000	\$240,000	\$(224,500)	\$220,000
Roofs	250,000 roof												
	50,000 paving												

Old AppalCART Facility

Before



Carwash



Office

Old AppalCART Facility

In Progress



Old AppalCART Facility

In Progress



Inside



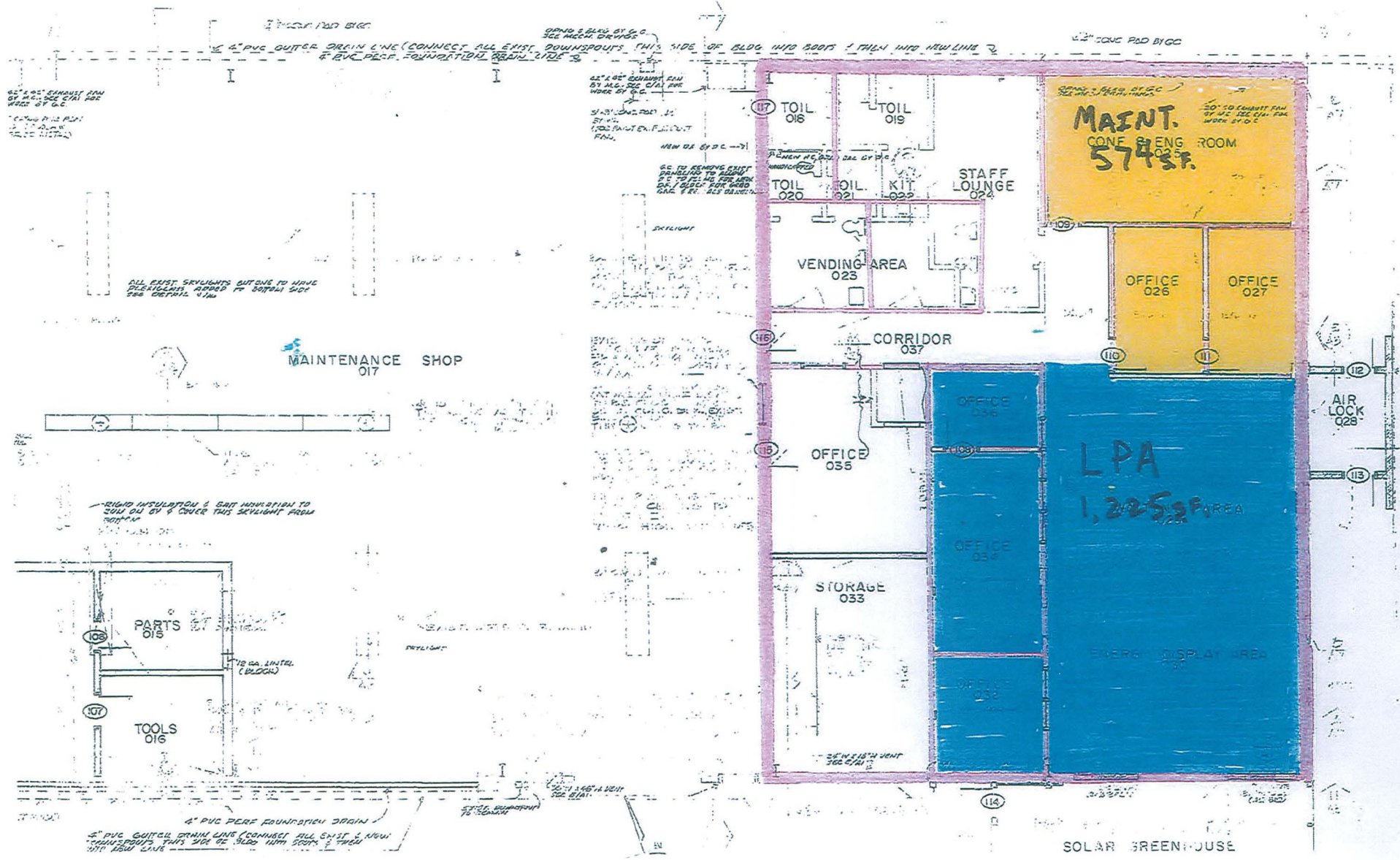
Old AppalCART Facility

In Progress



Inside





Watauga County

Capital Improvement Plan FY 2018

Project Title: Health Department Renovations 2017 Requesting Department or Agency: Administration

Fund: _____

Project Description: Renovate interior offices to accommodate the relocation of the Planning and Inspections staff to the second floor of the Health Department. Second floor will be shared with Environmental Health and District Health administrative staff.

Construction \$120,000 + Design \$14,400 = Total Cost \$134,000

Project Justification: Improve service to public seeking building and environmental permits.

Manager's Priority Ranking: _____

Adjusted Ranking: _____

	Budget Year 2017-18	Planning Year 2018-19	Planning Year 2019-20	Planning Year 2020-21	Planning Year 2021-22	Planning Year 2022-23	Total
Project Cost Elements: (list expenditure categories)							
	\$134,000						\$134,000
Totals:							
Revenue Sources: (list expenditure categories)							
General Fund	\$134,000						\$134,000
Totals:							
Annual Operating Budgetary Impact: (list expected annual operating costs and effects)	none						
Net Annual Operating Effect:							

David R. Jones Architecture

285 Deer Crest Lane
 PO Box 1247
 Boone, North Carolina 28607
 828-386-4088
jonesaia@bellsouth.net

February 2, 2017

Beth Lovette, Health Director
 Appalachian District Health Department
 126 Poplar Grove Connector
 Boone, North Carolina 28607

RE: Re-programming/Feasibility Study for the Watauga County Health Department and Potential Relocation of Some Watauga County Agencies

Dear Mrs. Lovette:

Appalachian District Health Department (ADHD) has requested that I perform a study that will look at re-programming the needs of the ADHD, Watauga County Health Dept. and if additional space is left over after the evaluation, then look at the feasibility to relocate some Watauga County Agencies to the Health Department building. The potential County agencies discussed for possible relocation to the Health Department building include Veterans Affairs, American Red Cross and Watauga County Planning & Inspections Department.

INTRODUCTION – Purpose of Study

Over the past several years the Watauga County Health Department's operational needs and function requirements have changed from the original facility program outline. There are fewer clinical services provided and more staff are working out of the health dept. in community/home health programs. Some staff require only a part time desk area and are out in the field the remainder of their work period. There are also other workers (floaters) from other counties that require space to work in while at the facility. The primary task of this study is to redefine the current space needs of the Health Dept. and second, to determine if space is available for the above mentioned County agencies to relocate to the Health Dept. Building.

The intent of this study is to provide the following directives:

1. Provide a more efficient work space for the public and staff, which will include re-positioning some departments closer and/or adjacent.

2. Determine that the Health Department has maintained spaces for all existing personnel, provided for storage requirements and has kept some areas available for future growth.
3. Determine if the Health Department does have additional space for other County agencies to relocate to the building.
4. Relocate personnel first to accomplish meeting revised programming, and second, any actual renovation/alteration work to be as a last resort to achieve desired needs.
5. Consider public and staff safety issues through the whole process.

COMMENTS/CONCERNS/NOTES – As Discussed in Early Staff Meetings

HEALTH DEPARTMENT

- The Health Department is providing fewer clinical services.
- Administration will be investigating scanning/offsite record storage options. This would free up area in the existing Medical Records room.
- All departments have some storage requirements, and for most areas it is a big problem. More storage space overall.
- The large Waiting Room is no longer required.
- Community Health has added 5 positions.
- The exterior of the building needs an upgrade with camera security.
- The east Lower Lobby exterior door should have a keypad for controlled entry.
- The Educational Conference Room is used for a break area. Need to expand current break area at Nurses' cubicles, too small. Utilize existing cubicles.
- Clinic has two door openings to the Lobby. Need to add keypads to Door 53 (Lobby) and Door 38 (Nurses Cubicles 141). Also need to add a new wall, door with keypad to close off Corridor 165.
- Groups need to have evening access to the Conference Rooms.
- Health Department wants to look at the current keying system for door locksets.
- W.I.C. is looking to expand client service after hours in the front of the building. Breast pump storage needs to be lockable.
- Currently not all clerical cubicles and nurse cubicles are used. Some are used for storage. Current need for space for floaters from other counties. Cubicles could provide space for these people.
- Social Worker 169 space, currently Lab Waiting, to become Lab Mgr. Office. Lab Mgr. existing office to become Office.
- Need nurse access through Storage 168.

ENVIRONMENTAL HEALTH (EH)

- Base Plan, EH remains in current location. Door 77 and 93 require keypad locksets to close off both corridors from main corridors.
- Security cameras throughout.
- EH Director, Andy, has two more positions coming in and one floater position.

WATAUGA COUNTY DEPARTMENTS

VETERANS AFFAIRS

- Records need to be secured in office.
- Require access to meeting room/conference room. Groups 6-10 or 8-15.
- Need to be adjacent to the American Red Cross office.
- Must maintain privacy for Vets.
- Need a small waiting area and most meetings/visits are drop in.
- Currently, people have to pass through Karen's office to get to April's office. Can be disruptive when Karen is with someone.
- Need visibility to waiting and accessibility is a critical factor.
- Currently, the postage machine and color copier are shared with other county departments down the hall. Access will have to be provided. Possibly share with County P&I if located just across the hall in Alternate Plan.
- No security cameras are located on existing East Annex (rock) Building.

AMERICAN RED CROSS

- Need visibility for people coming and going.
- Mostly they have drop ins instead of appointments.
- Can share waiting area with VA. Need access to office 24/7 in the event of a disaster situation.
- Need access to a conference room for groups of 4-8, 10-12 and 18-20. Some conference room meetings are 6:00 to 8:00 pm. Also there are some training periods on the weekends.
- The American Red Cross is not a County agency, but the County provides a space for them.
- There are 2 vehicles and one Red Cross trailer, 6'x14'
- They will need access to a Response Conference Room for disaster situations.
- They require more storage space and at least double of existing for future. Some storage space can be off Health Dept. site. Possibly, down at County's Maintenance Warehouse/Storage building.
- The Red Cross has their own printer and WiFi.

PLANNING & INSPECTIONS

- Currently, three building inspectors, two office personnel, planner and director. Plans are to be able to have space for another building inspector.
- Need storage space for maps, plan storage and 6 years of permit files.
- A small waiting area is required.
- They need a copier/work room space and break area for refrigerator, coffee maker, microwave, etc.
- Currently the Building Inspectors have an open floor plan space.
- They will need a small conference room for small groups 4-6.

SECURITY – EXTERIOR AND INTERIOR

Currently, the building has a keypad lockset at the rear, main level door. The main entry front doors enter directly into the Lobby and Reception windows. The third entry point is on the lower level, east side and enters directly into the elevator lower level lobby and accesses the stairwell. There is a camera but I believe it is not operational and is not monitored. Someone can enter the building at this door, undetected and make their way up to the second floor. I recommend a keypad access for this door. All visitor traffic shall enter the main entrance and access the second floor from the main lobby elevator and/or stairwell. There are not any security cameras positioned at the three points of building entry.

The building does not have any exterior cameras that monitor the parking lot or entrances. You probably already have a building lock down procedure set in place. If not, one should be adopted and incorporated into your safety procedures.

EXISTING HEALTH DEPARTMENT BUILDING DATA

OCCUPANCY: Business

CONSTRUCTED: 2001 – 2002 (15 years old)

CONSTRUCTION TYPE: II-A (1-hour protected)

GROSS BUILDING AREA: Main Floor	11,590 SF
Upper Floor	10,895 SF
Lower Floor	788 SF
TOTAL	23,273 SF

PROPOSED RE-PROGRAMMED FLOOR PLAN SCHEMES

BASE SCHEME, SHEET A-1 & A-2 (REFER TO FLOOR PLANS)

Description:

Sheet A-1, Main Floor Plan; relocation of several personnel, provide some offices in Community Health cubicle area, enlarge Nurse break area into existing cubicles, close off Corridor 165 with new wall and door, take part of Charts (records) Area to create Outreach and C.H. Storage rooms.

Sheet A-2, Upper Floor Plan; locate Veterans Affairs and Red Cross offices closest to the elevator and stairwell, Planning and Inspections to be located to the rear (south side) of the building. Cons, 1) P&I has to be split in two and 2) too far for the public to find on their own.

ALTERNATE #1 SCHEME, SHEET A-1 (SAME AS ABOVE) & SHEET A-3

Description:

Sheet A-1, Main Floor Plan (SAME AS ABOVE)

Sheet A-3, Alternate #1 Upper Level Floor Plan; Environmental Health moves to the rear (south side) office suites, Planning and Inspections moves into the old EH area. Veterans Affairs is located adjacent to the elevator and stairwell. The Red Cross office is adjacent to P&I and near the VA offices. Red Cross storage is adjacent to VA. Door 93 receives a keypad lockset for additional security for the corridor.

ALTERNATE #2 SCHEME, SHEET A-1 (SAME AS ABOVE) & SHEET A-4

Description:

Sheet A-1, Main Floor Plan (SAME AS ABOVE)

Sheet A-4, Alternate #2 Upper Level Floor Plan; same as above except the Red Cross office moves to be adjacent to the VA offices and shares the VA Waiting 208 area, P&I Waiting/Reception 259 moves to first office on the left.

WATAUGA COUNTY AGENCIES SF COMPARISONS (EXISTING VS. NEW)

<u>AGENCY</u>	<u>EXISTING</u>	<u>NEW</u>
Planning & Inspections	1,673 SF	1,693 SF
Veterans Affairs	384 SF	379 SF
American Red Cross	316 SF	174 SF (87 SF Waiting shared w/ VA, off-site storage)

WATAUGA COUNTY HEALTH DEPT. - PROBABLE COST ESTIMATE ALTERNATE #2 SCHEME

Renovated Areas (Com. Health) 277.36 SF x \$40/SF =	\$11,094.40
Renovated Areas (Storage O.R. & C.H.) 173.25 x \$35/SF =	\$6,063.75
New Corridor Door, Frame, Wall =	\$1,960.00
Break Area 142 (New cabinets) =	\$2,457.35
Additional Keypad Locksets (5) with installation =	\$4,000.00
<u>SUB-TOTAL</u>	<u>\$25,575.50</u>
Contingency Allowance 20%	5,115.10
<u>TOTAL</u>	<u>\$30,690.60</u>

WATAUGA COUNTY AGENCIES - PROBABLE COST ESTIMATE ALTERNATE #2 SCHEME

VA Window, Cabinets	\$3,012.50
ADD Corridor Door @ Corridor 244	1,960.00
P&I Renovated Areas (Removing walls, HVAC, paint)	26,540.00
P&I New Carpet Office Only	7,962.00
<u>P&I New Carpet Corridor Only</u>	<u>2,196.00</u>
<u>SUB-TOTAL</u>	<u>\$41,670.50</u>
Contingency Allowance 20%	8,334.10
<u>TOTAL</u>	<u>\$50,004.60</u>

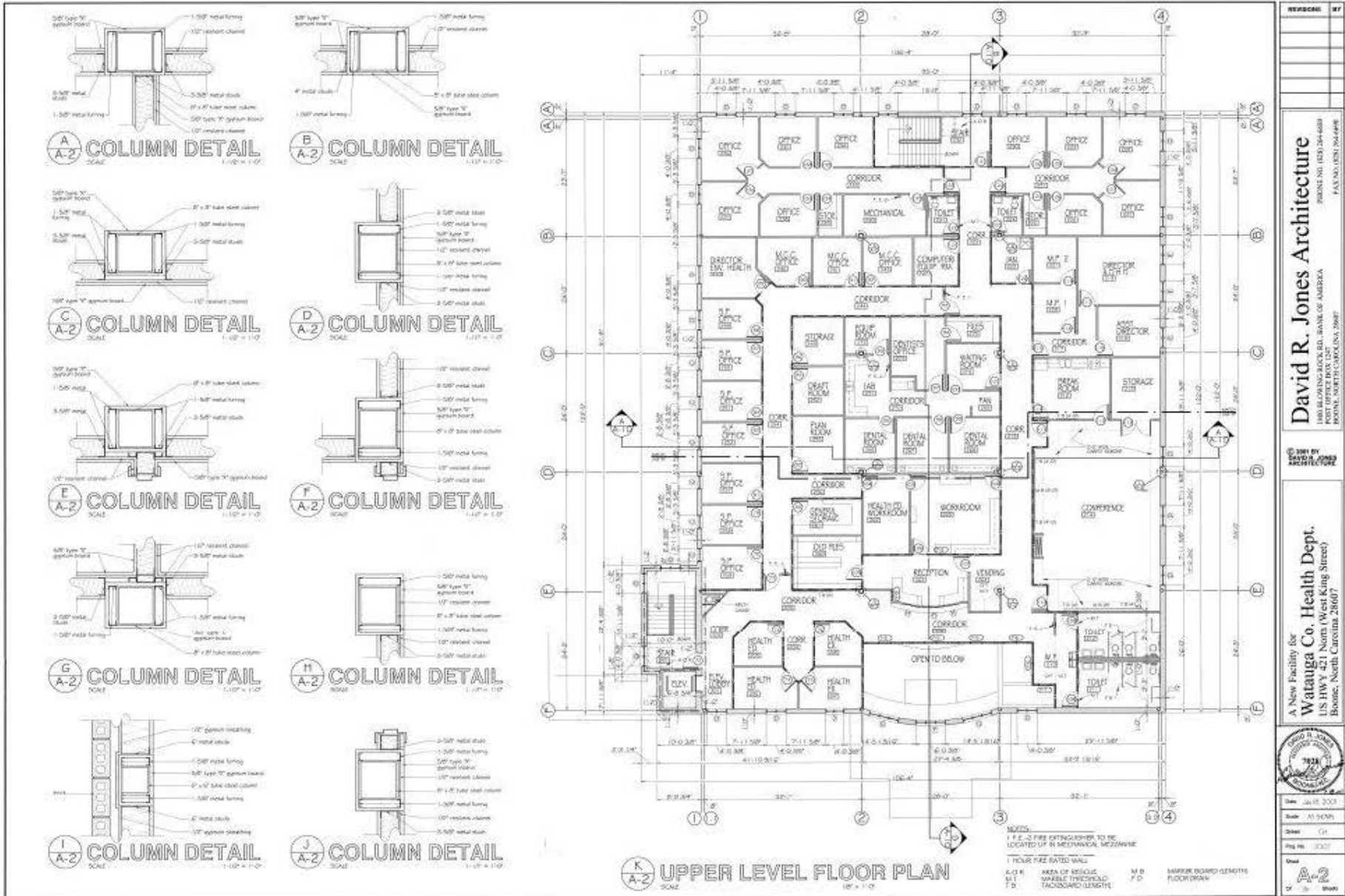
Please note that these are Preliminary Probable Cost Estimates and only to be used for making scope of work decisions. The actual scope of work is still developing and will require further investigation and study by all parties. Once we have the final scope of work determined then I will do a revised Preliminary Probable Cost Estimate and have a general contractor perform an Estimate of Costs. This will establish the budgetary costs for the project. Also, note that the above cost figures do not include any amounts for equipment or furniture. Architectural/engineering fees are not included as well.

As always, should you have any questions concerning any of the above information, please feel free to contact me.

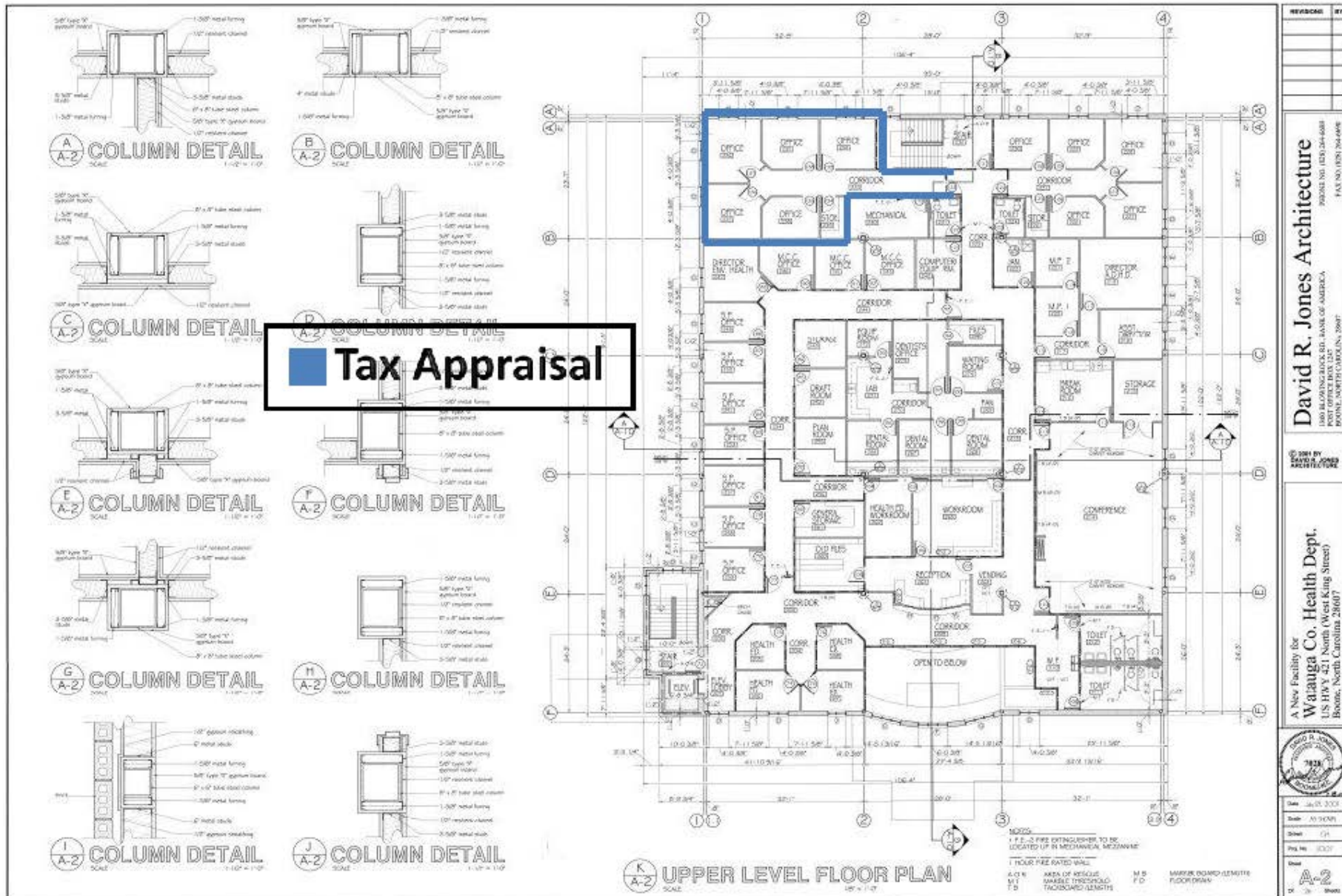
Sincerely,

A handwritten signature in black ink, appearing to read "David R. Jones". The signature is fluid and cursive, with a long horizontal stroke extending to the right.

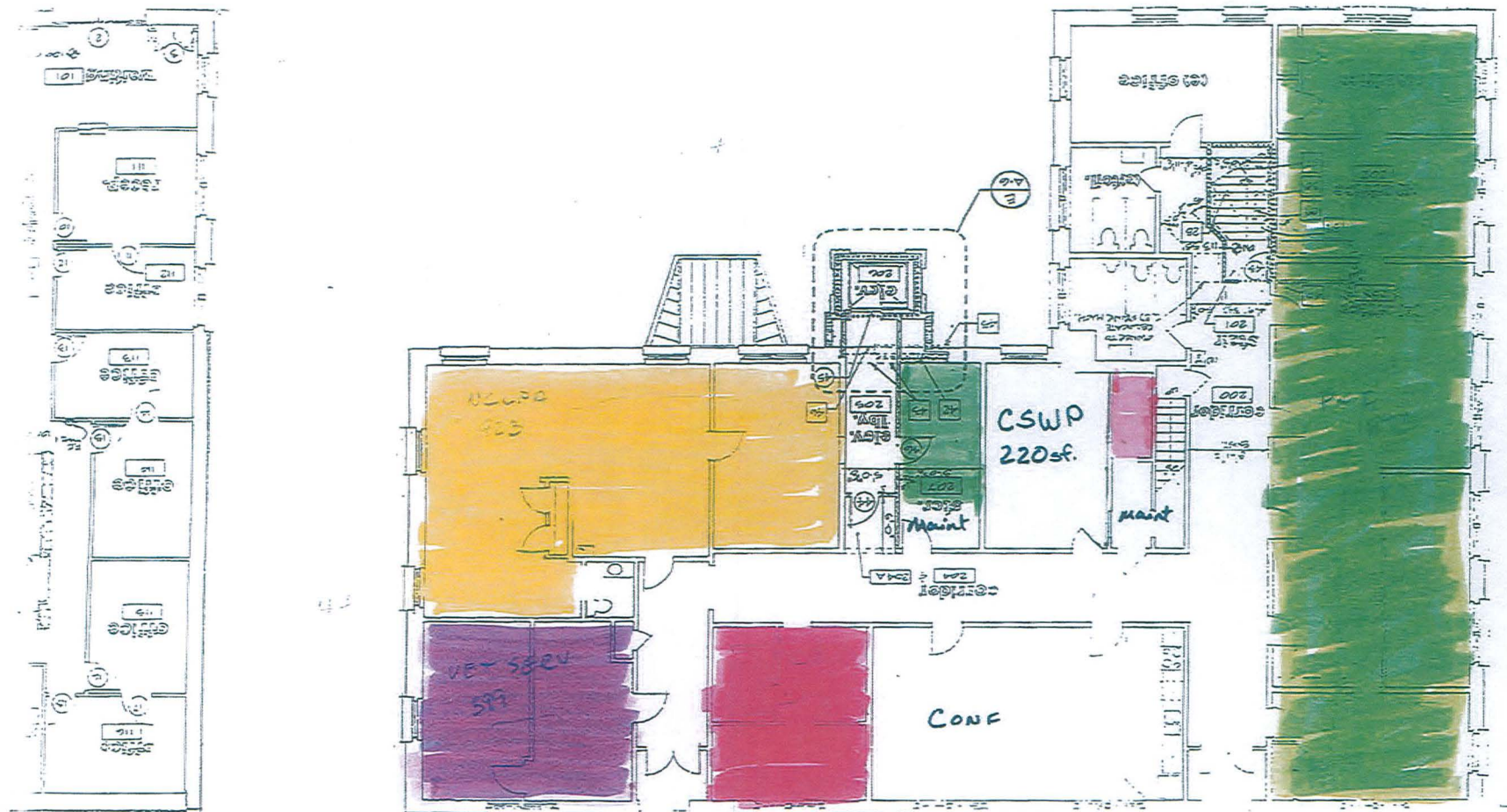
David R. Jones, AIA (Randy)
David R. Jones Architecture







<p>David R. Jones Architecture 1000 W. MAIN ST., SUITE 1000 BOONE, NORTH CAROLINA 28607 PHONE: 828.261.1111 FAX: 828.261.1111</p>	<p>A New Facility for Watauga Co. Health Dept. US HWY 421 North (West King Street) Boone, North Carolina, 28607</p>
<p>DATE: JUL 15, 2011 SCALE: AS SHOWN DRAWN: JH CHECKED: JH PROJECT NO.: 11011</p>	<p> David R. Jones Professional Engineer State of North Carolina License No. 1321 Exp. 12/31/2014</p>



Rev 2/9/16



	P&I	1804 sf
	VET SERV	400 sf
	REDCROSS	350 sf
	LPA	930 sf

Watauga County

Capital Improvement Plan FY 2018

Project Title: New River Baseball Fields Requesting Department or Agency: Parks and Recreation

Fund: _____

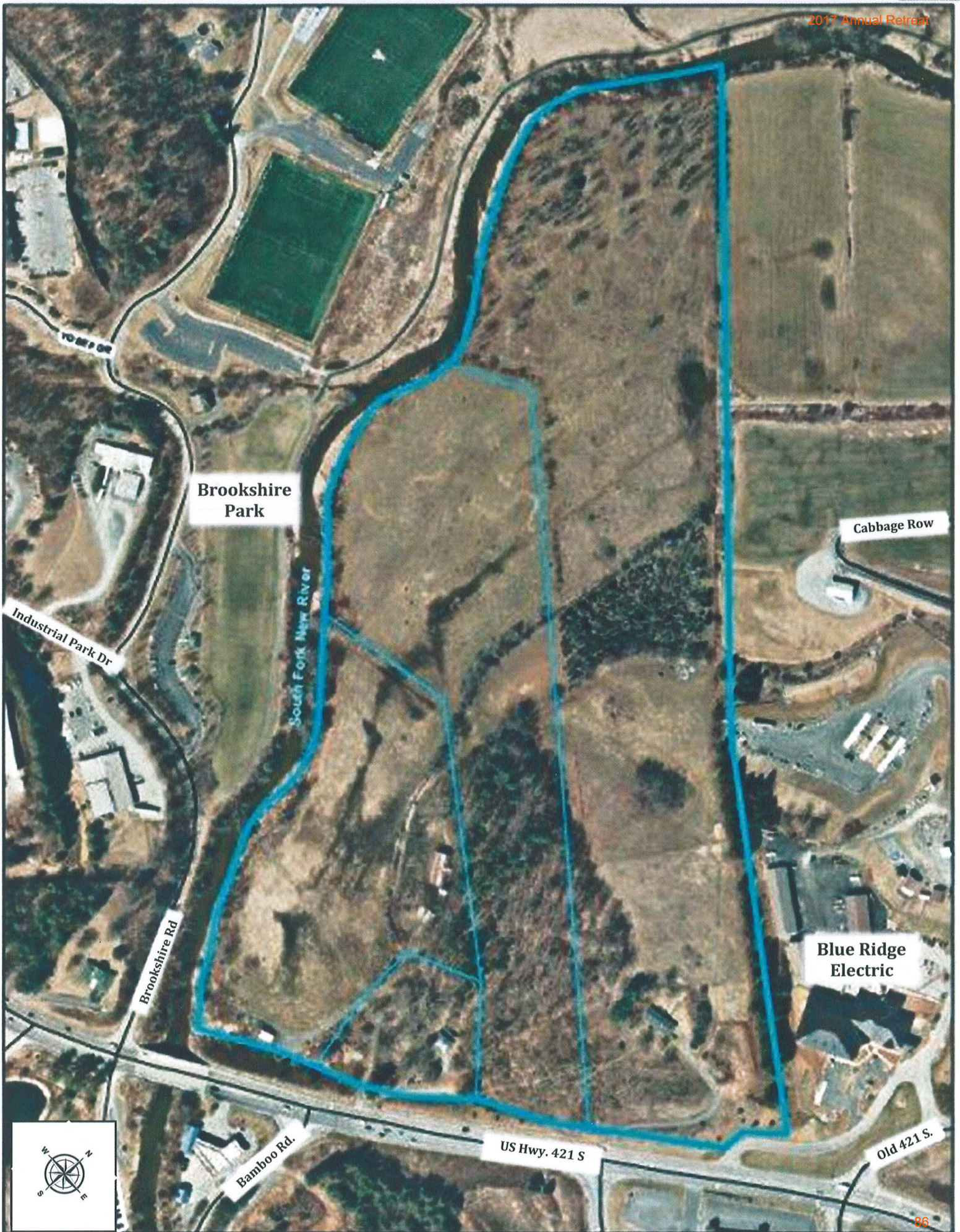
Project Description: Construct (2) 325' baseball fields with sports lighting, fencing, covered dugouts and bleachers. Design \$50,000 + Construction \$500,000 = Total \$550,000. FEMA Compliance and site development (road, storm water) costs are not included in this CIP request. These costs cannot be determined until a site plan is completed.

Project Justification: TOB will provide undeveloped site at no cost to the county.

Manager's Priority Ranking: _____

Adjusted Ranking: _____

	Budget Year 2017-18	Planning Year 2018-19	Planning Year 2019-20	Planning Year 2020-21	Planning Year 2021-22	Planning Year 2022-23	Total
Project Cost Elements: (list expenditure categories)							
Design	\$50,000	\$500,000					\$550,000
Totals:							
Revenue Sources: (list expenditure categories)							
	\$50,000	\$500,000					\$550,000
Totals:							
Annual Operating Budgetary Impact: (list expected annual operating costs and effects)							
		\$25,000	\$25,000	\$25,000	\$25,000	\$25,000	\$125,000
Net Annual Operating Effect:							



Brookshire Park

Cabbage Row

Blue Ridge Electric



Deron.Geouque

From: Pettyjohn, Michael A <mpettyjohn@ncdot.gov>
Sent: Thursday, January 26, 2017 3:05 PM
To: Deron.Geouque
Subject: RE:

I am fine, and I hope you are doing well. We are putting together our estimate for the work needed on Innovative Drive. May need some help on funding.

Thanks

Mike Pettyjohn, PE
Division Engineer
Division 11
N. C. Department of Transportation

336 667 9111 office
mpettyjohn@ncdot.gov

801 Statesville Road
PO Box 250
N. Wilkesboro, NC 28659-4716



 Nothing Compares

Email correspondence to and from this address is subject to the North Carolina Public Records Law and may be disclosed to third parties.

From: Deron.Geouque [<mailto:Deron.Geouque@watgov.org>]
Sent: Wednesday, January 25, 2017 11:06 AM
To: Pettyjohn, Michael A
Subject:

Hello Mike.

Hope you are well. I was just checking the status on the relocation of Landfill Road to Innovative Drive.

Thank you.

Sincerely,

Deron Geouque
Watauga County Manager
814 West King Street
Boone, NC 28607
(P) 828-265-8000
(F) 828-264-3230



WATAUGA COUNTY

OFFICE OF THE
COUNTY MANAGER

Administration Building, Suite 205 – 814 West King Street – Boone, NC 28607 – (828) 265-8000
TDD 1-800-735-2962 – Voice 1-800-735-8262 – FAX (828) 264-3230

November 16, 2015

NCDOT, Division 11
Mike Pettyjohn, PE
P.O. Box 250
North Wilkesboro, NC 28659

Dear Mr. Pettyjohn:

Mr. Dave Everett, Owner of Everett Nissan Dealership, recently submitted a Petition for Road Addition for Innovation Drive, located off US 221/421 in Watauga County. The subsequent petition was denied based on the properties being located in the Town of Boone municipal limits. The County would request reconsideration of the petition but not as a Road Addition but rather a Road Relocation. The proposed change would be to relocate a portion of Landfill Road (marked in black) to a redesigned Innovation Drive (marked in red). The new road would be renamed to Landfill Road or another suitable name. The County understands that the surrounding property owners would be willing to provide right-of-way to accommodate the new road.

The relocation of a portion of Landfill Road would serve three (3) critical purposes. The first and most important would be to align the road with the traffic signal to improve safety. A considerable amount of traffic ranging from small cars and trucks to heavy commercial vehicles utilizes Landfill Road. The current traffic signal located at Innovation Drive has reduced some of the risks of vehicles entering and leaving Landfill Road, however, the danger is still present. Also, relocating the road to the existing traffic light would assist the flow of traffic allowing for a reduction in congestion while increasing safety. The second purpose would allow the Boone Fire Department to construct a fire station on the closed portion of Landfill Road. In addition to a fire station, the County proposes to co-locate an ambulance station on the site. In a growing county such as Watauga, there is an ever increasing need for fire and ambulance services. This site is an ideal location for both services and would allow for the dispatch of emergency services in an efficient and expeditious manner. A delay in the response by these services can have a significant impact on the outcome of an individual's situation. A final purpose for the road relocation would be to direct public traffic off a private road and onto a public road as should have been the goal with the construction of the new 421 Highway.

In closing, the County would respectfully request that the portion of Landfill Road as indicated on the attached map be relocated to the location of the current Innovation Drive. The relocation

would allow for the alignment of the road with the traffic signal and alleviate safety and congestion concerns. The alignment of the road with the traffic signal is critical for the heavier vehicles associated with the use of the landfill to have a safe ingress and egress to and from the facility. Further, the relocation would allow the Town and County to improve emergency services to our citizens by constructing a fire station/ambulance base at the closed Landfill road section.

The County appreciates your consideration of this request and stands ready to assist in any way possible. Please let me know if you require additional information or have any questions.

Best Regards,

A handwritten signature in blue ink that reads "Deron T. Geouque". The signature is fluid and cursive, with the first name "Deron" and last name "Geouque" clearly legible.

Deron T. Geouque
County Manager



STATE OF NORTH CAROLINA
DEPARTMENT OF TRANSPORTATION

PAT MCCRORY
GOVERNOR

ANTHONY J. TATA
SECRETARY

July 27, 2015

Mr. Dave Everett
135 Innovation Drive
Boone, NC 28607

**Re: Petition for Roadway Maintenance
Innovation Drive (W-620), Watauga County**

Dear Mr. Everett:

This is to acknowledge receipt of the Petition for Road Addition submitted by you for Innovation Drive, located off US 221/421 in Watauga County. Our office has investigated the petitioned route. Based upon our findings it has been determined that the properties surrounding Innovation Drive are located entirely within the Town of Boone municipal limits.

The petitioned route does not qualify for addition to the state maintained system. Since Innovation Drive is located within the Town of Boone limits, we recommend that you inquire with the Town of Boone, regarding their street addition policy.

If you have any questions feel free to contact myself or Brandon Greer of this office at (828) 268-6022.

Sincerely,

A handwritten signature in black ink, appearing to read "Doug Eller".

Doug Eller
District Engineer

DWE/bsg

Cc: M.A. Pettyjohn, PE, Division Engineer
K.K. Whittington, County Maintenance Engineer
Rick Miller, Town of Boone Public Works Director

P. O. Box 1460, BOONE, NC 28607
PHONE (828) 268-6022 FAX (828) 265-5414



Legend
 — Current Roads
 — Proposed Relocation



Watauga County
 812 West King Street
 Boone, NC 28607
www.wataugacounty.org

Disclaimer:
 This map is prepared for
 the inventory of real
 property found within this
 jurisdiction, and is
 compiled from recorded
 deeds, plats, and other
 public records and data.
 Users of this map are
 hereby notified that the
 aforementioned public
 primary information
 sources should be
 consulted for verification
 of the information
 contained on this map.
 The County assumes no
 legal responsibility for the
 information contained on
 this map.

1 inch = 170 feet



WATAUGA COUNTY RECREATION CENTER





Existing Conditions



100 Year Flood Plain Zone



Option 1 - Greenway View



Option 1 - Interior View





Counsilman · Hunsaker
AQUATICS FOR LIFE



<i>Recreation Center construction cost (71,000sf @ \$265/sf)</i>	<i>\$18,815,000</i>
<i>Re-orient field, relocate courts, new parking area</i>	<i>\$ 800,000</i>
<i>Escalation (36 months = 4.3%)</i>	<i>\$ 812,800</i>
<i>Subtotal</i>	<i>\$20,427,800</i>
<i>Overhead & Profit (5%)</i>	<i>\$ 1,021,400</i>
<i>Subtotal</i>	<i>\$21,449,200</i>
<i>Bonds & Insurance (1.5%)</i>	<i>\$ 321,700</i>
<i>Grand Total Construction Costs</i>	<i>\$21,771,000</i>
<i>Owner Contingency (3%)</i>	<i>\$ 653,100</i>
<i>Soft Costs (10% - AE fees, geotech, special inspections...)</i>	<i>\$ 2,177,000</i>
<i>Furniture, fixtures, equipment (71,000sf @ \$8/sf)</i>	<i>\$ 568,000</i>
<i><u>Proposed Total Project Budget for Recreation Center</u></i>	<i><u>\$25,169,200</u></i>

**Assuming concession/toilet building and greenway connection to be paid from different funding source*



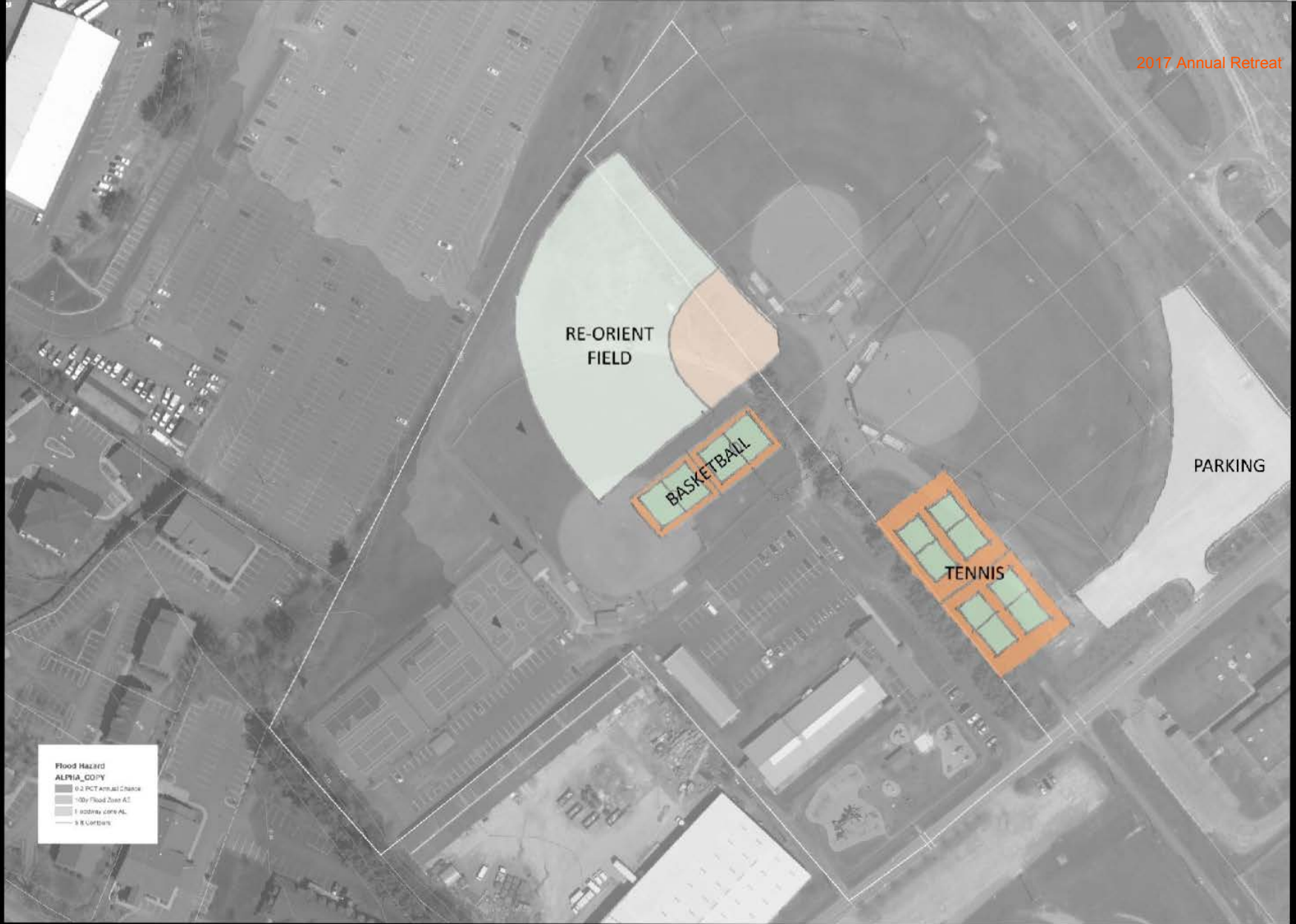
Option 1 – Conceptual Budget



Flood Hazard
ALPHA_COPY
0.2 PCT Annual Chance
100y Flood Zone A2
1.000y cone AL
3.0 Yearly



Option 2 – Phased Site



Option 2 – Phased Site – Year 1



Flood Hazard
ALPIA_COPY
0.2 PCT Annual Chance
100y Flood Zone AC
1 600m cone AL
8.8 Vertices



Option 2 – Phased Site – Year 3



Option 2 – Phased Site – Year 5

Year 1

Re-orient field, relocate basketball & tennis courts, new parking area \$ 800,000

Year 3

Recreation Center construction cost (71,000sf @ \$265/sf) \$18,673,000

Escalation (72 months = 8.6%) \$ 1,613,400

Subtotal \$20,286,400

Overhead & Profit (5%) \$ 1,014,300

Subtotal \$21,300,700

Bonds & Insurance (1.5%) \$ 319,500

Grand Total Construction Costs \$21,620,200

Owner Contingency (3%) \$ 648,600

Soft Costs (10% - AE fees, geotech, special inspections...) \$ 2,162,000

Furniture, fixtures, equipment (71,000sf @ \$8/sf) \$ 568,000

Proposed Total Project Budget for Recreation Center \$24,998,800

Year 5

Concession/toilet building; Demo/Renovate existing Parks & Rec Buildings

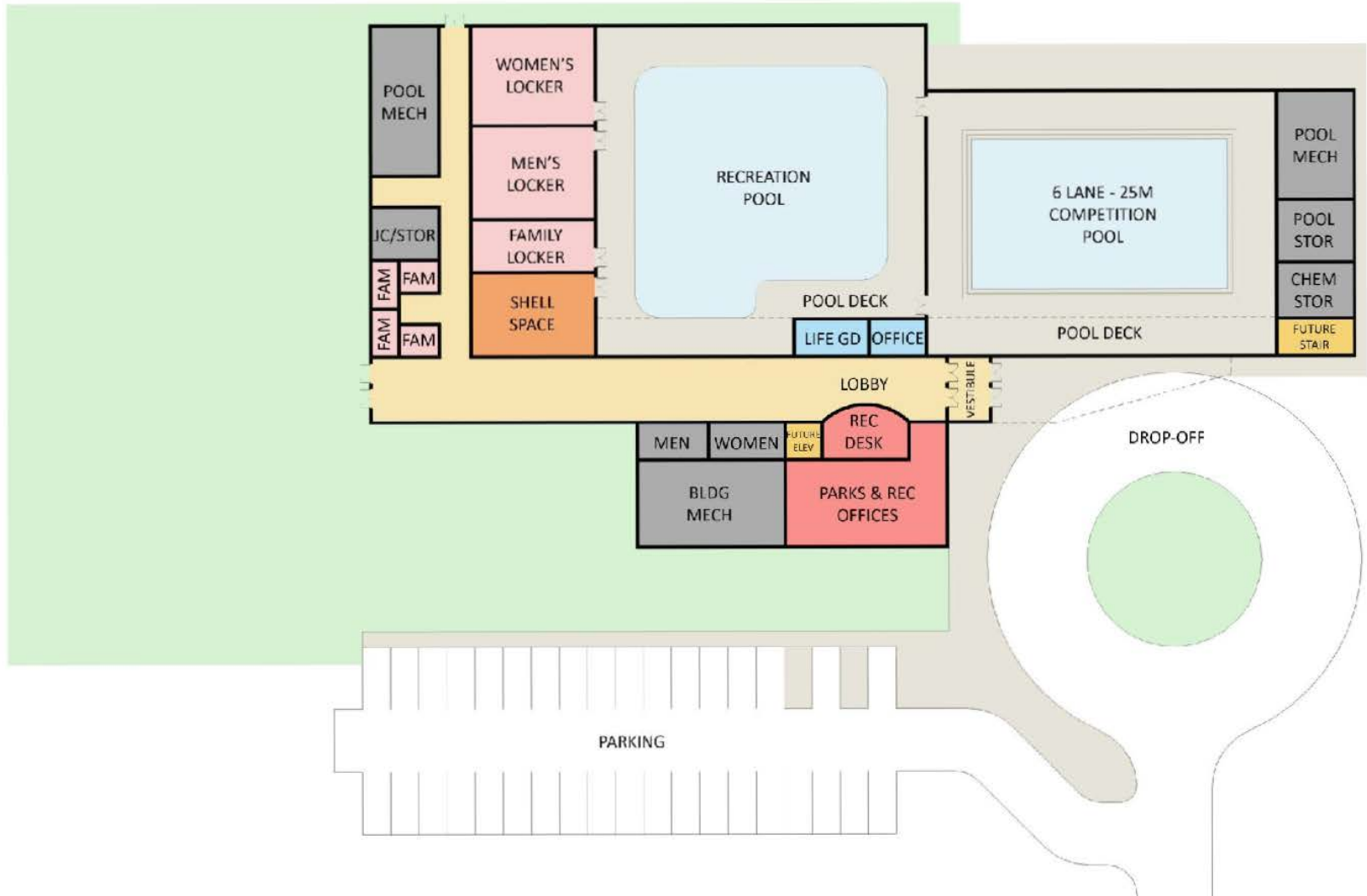
Proposed Total Project Budget for Recreation Center \$25,798,800



Option 2 – Conceptual Budget

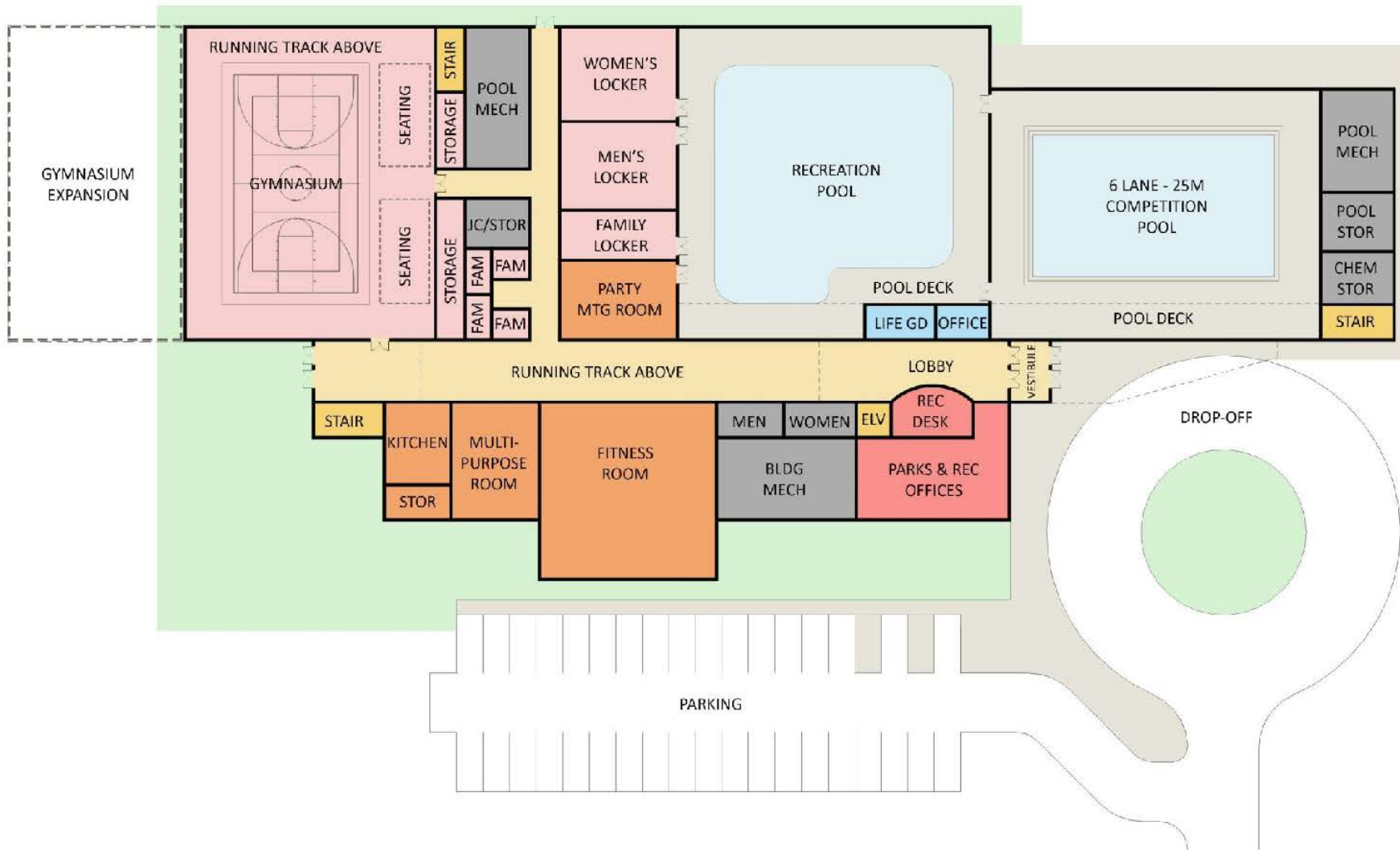


Option 3 – Phased Site & Phased Building

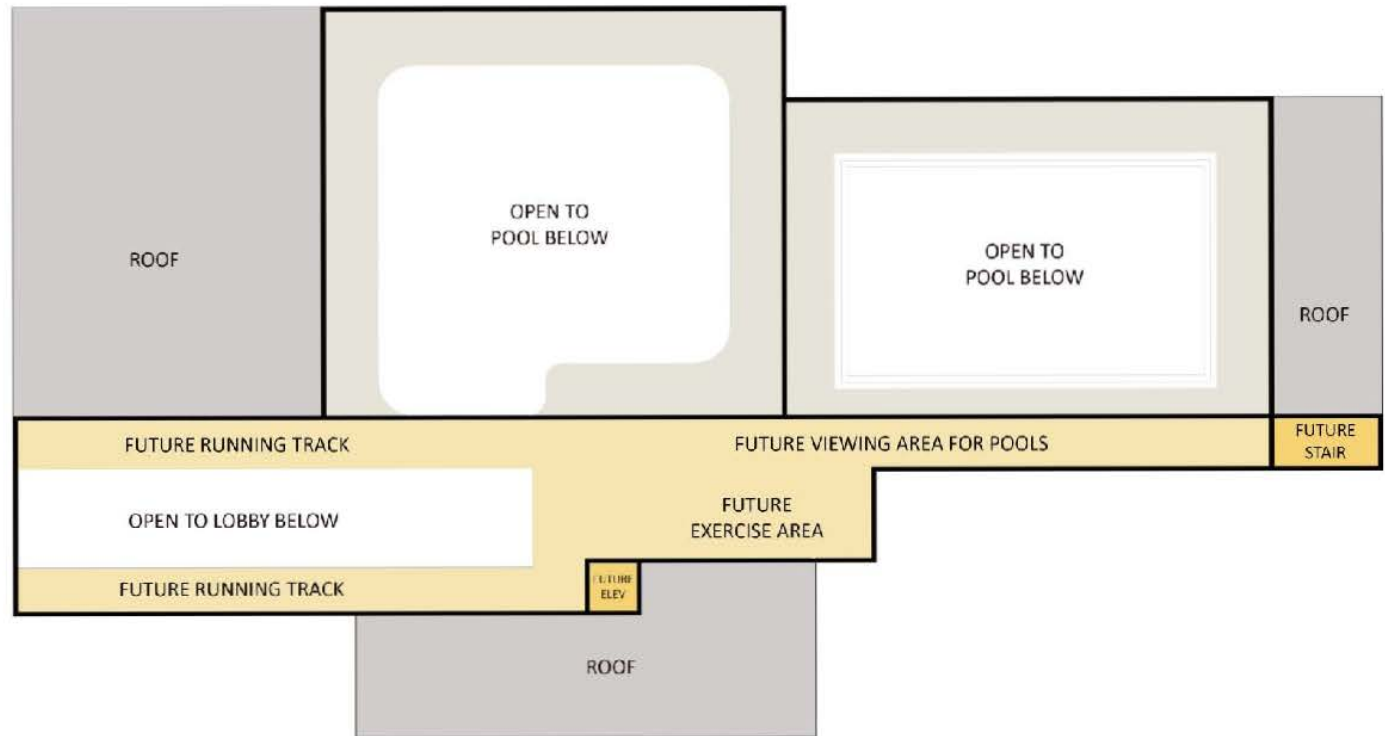


Option 3 – Phase 1 – Ground Floor

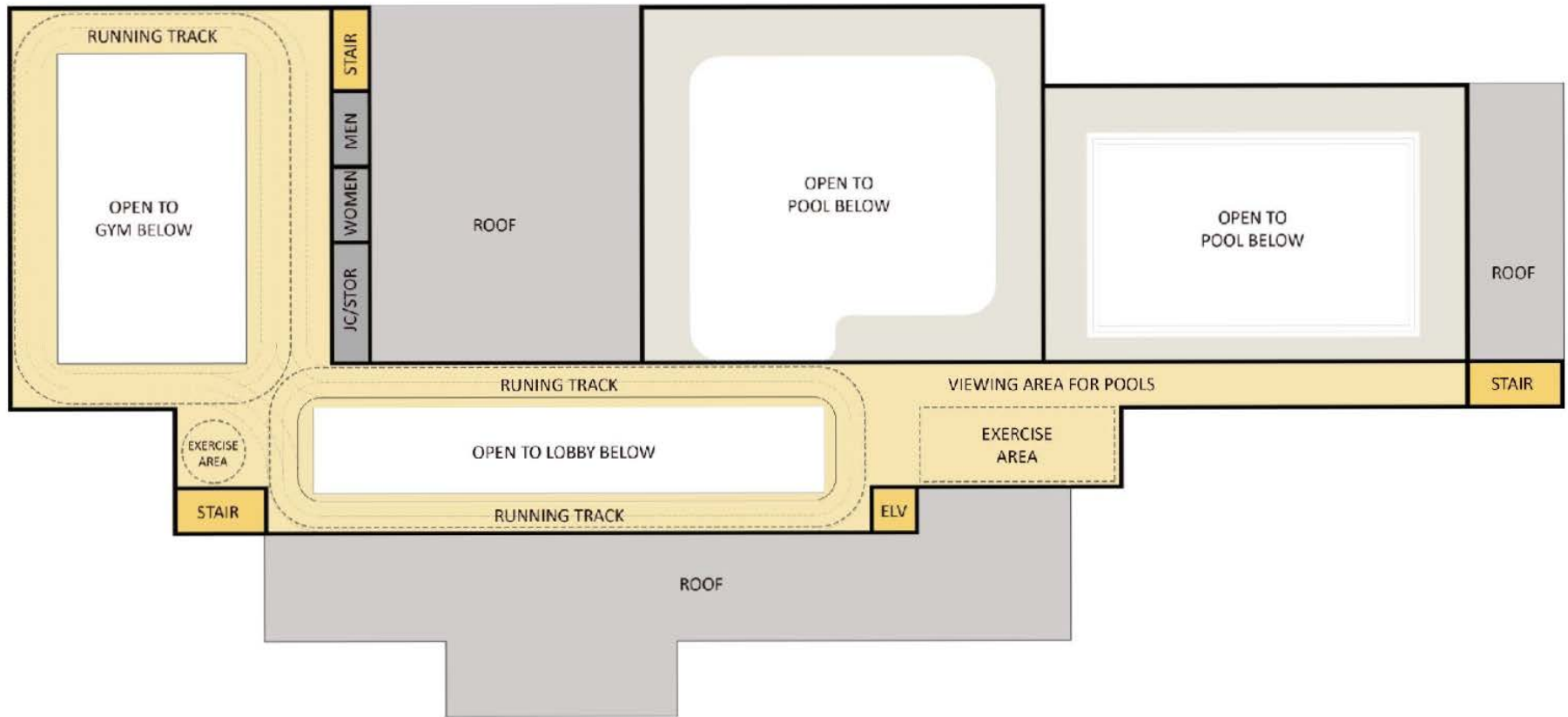




Option 3 – Phase 2 – Ground Floor



Option 3 – Phase 1 – Upper Floor



Option 3 – Phase 2 – Upper Floor



Year 1

Re-orient field, relocate basketball & tennis courts, new parking area \$ 800,000

Year 3

Aquatic Center construction cost (40,900sf @ \$265/sf) \$10,838,500

Escalation (72 months = 8.6%) \$ 936,500

Subtotal \$11,775,000

Overhead & Profit (5%) \$ 588,800

Subtotal \$12,363,700

Bonds & Insurance (1.5%) \$ 185,500

Grand Total Construction Costs \$12,549,200

Owner Contingency (3%) \$ 376,500

Soft Costs (10% - AE fees, geotech, special inspections...) \$ 1,255,000

Furniture, fixtures, equipment (40,900sf @ \$8/sf) \$ 327,200

Proposed Total Project Budget for Aquatic Center \$14,507,800



Option 3 – Conceptual Budget

Year 5*Concession/toilet building; Demo/Renovate existing Parks & Rec Buildings*Year 6

<i>Recreation Center construction cost (30,100sf @ \$265/sf)</i>	<i>\$ 7,976,500</i>
<i>Modify Aquatic Center Building</i>	<i>\$ 500,000</i>
<i>Escalation (96 months = 11.5%)</i>	<i>\$ 976,500</i>
<i>Subtotal</i>	<i>\$ 9,453,000</i>
<i>Overhead & Profit (5%)</i>	<i>\$ 472,700</i>
<i>Subtotal</i>	<i>\$ 9,925,700</i>
<i>Bonds & Insurance (1.5%)</i>	<i>\$ 148,900</i>
<i>Grand Total Construction Costs</i>	<i>\$10,074,500</i>
<i>Owner Contingency (3%)</i>	<i>\$ 302,200</i>
<i>Soft Costs (10% - AE fees, geotech, special inspections...)</i>	<i>\$ 1,007,500</i>
<i>Furniture, fixtures, equipment (30,100sf @ \$8/sf)</i>	<i>\$ 240,800</i>
<i><u>Proposed Total Project Budget for Recreation Center</u></i>	<i><u>\$11,625,000</u></i>

**Assuming concession/toilet building and greenway connection to be paid from different funding source*



Option 3 – Conceptual Budget

Option 1 – Total Recreation Center Building

Proposed Total Project Budget

2017 Annual Retreat
\$25,169,200



Option 2 – Phased 4-Year Recreation Center Building

Proposed Total Project Budget

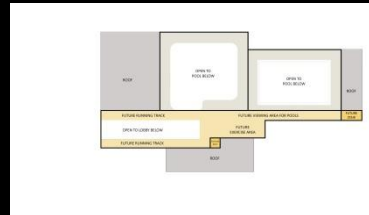
\$25,798,800



Option 3 – Phased 6-Year Aquatic Center + Recreation Building

Proposed Total Project Budget

\$26,932,800



Conceptual Budget Summary

Option 1 – Total Recreation Center Building
Escalation Costs

\$812,800

2017 Annual Retreat



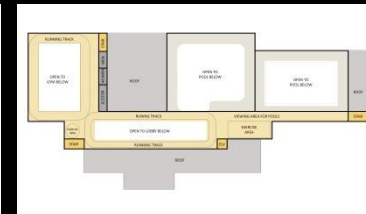
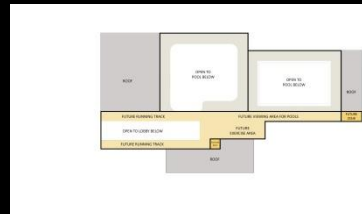
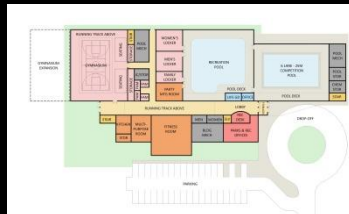
Option 2 – Phased 4-Year Recreation Center Building
Escalation Costs

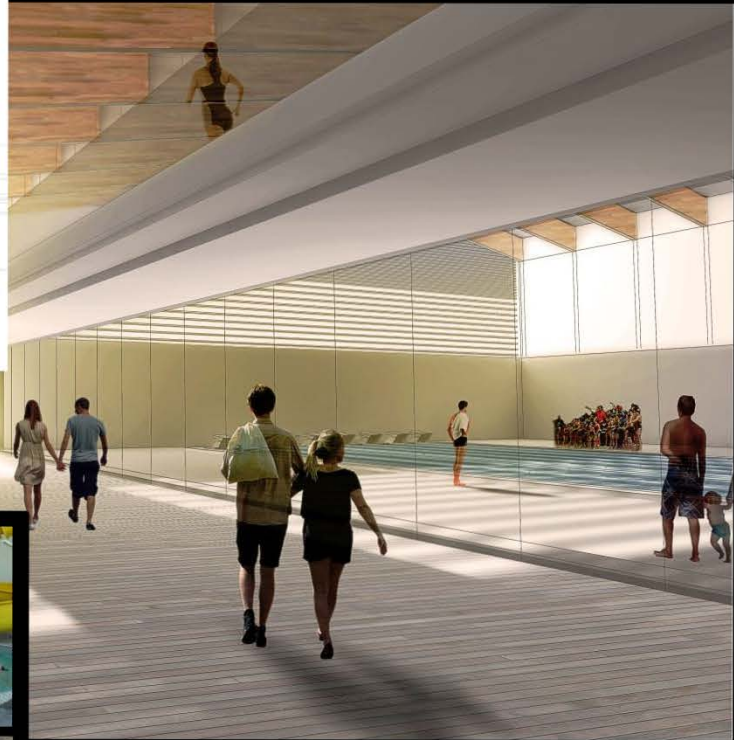
\$1,613,400



Option 3 – Phased 6-Year Aquatic Center + Recreation Building
Escalation Costs

\$1,913,000





Aquatic Center

FISCAL YEAR	REVENUES	TOTAL EXPENSES	NET
2001	\$ 70,515.35	\$ 242,330.47	\$ (171,815.12)
2002	\$ 80,266.61	\$ 247,000.04	\$ (166,733.43)
2003	\$ 83,443.05	\$ 265,362.39	\$ (181,919.34)
2004	\$ 27,917.12	\$ 264,671.76	\$ (236,754.64)
2005	\$ 75,692.45	\$ 597,286.14	\$ (521,593.69)
2006	\$ 121,084.50	\$ 325,997.22	\$ (204,912.72)
2007	\$ 105,352.67	\$ 312,252.50	\$ (206,899.83)
2008	\$ 80,416.00	\$ 444,661.54	\$ (364,245.54)
2009	\$ 66,933.25	\$ 330,114.65	\$ (263,181.40)
2010*	\$ 65,252.75	\$ 320,566.15	\$ (255,313.40)
2011	\$ 71,023.18	\$ 284,416.73	\$ (213,393.55)
2012	\$ 64,761.00	\$ 331,164.70	\$ (266,403.70)
2013	\$ 80,528.75	\$ 305,819.77	\$ (225,291.02)
2014	\$ 87,490.60	\$ 258,069.22	\$ (170,578.62)
2015	\$ 81,345.63	\$ 281,006.77	\$ (199,661.14)
2016	\$ 81,918.25	\$ 278,521.49	\$ (196,603.24)
TOTAL	\$ 1,243,941.16	\$ 5,089,241.54	\$ (3,845,300.38)

*Green Valley pool revenue and expenses included until pool closed August 2009.

Watauga County

Capital Improvement Plan FY 2018

Project Title: Aquatic Center Renovation

Requesting Department or Agency: P&R

Fund: _____

Project Description: This project will address building safety and code compliance issues as well as building maintenance projects. If approved, this work will consist of the deficiencies identified in the February 2011 report.

Project Justification: Prolong life expectancy of the Aquatic Center 10 years.

Manager's Priority Ranking: _____

Adjusted Ranking: _____

	Budget Year 2017-18	Planning Year 2018-19	Planning Year 2019-20	Planning Year 2020-21	Planning Year 2021-22	Planning Year 2022-23	Total
Project Cost Elements: (list expenditure categories)							
	\$1,100,000						\$1,100,000
Totals:							
Revenue Sources: (list expenditure categories)							
General Fund	\$1,100,000						\$1,100,000
Totals:							
Annual Operating Budgetary Impact: (list expected annual operating costs and effects)							
Net Annual Operating Effect \$25,000							
Net Annual Operating Effect:							



WATAUGA COUNTY

Department of Communications & Emergency Services

184 Hodges Gap Road Suite D ♦ Boone, North Carolina 28607 Phone (828) 264-3761
 FAX (828) 265-7617
 Jeff Virginia-Director
 Email: Jeff.Virginia@watgov.org

Memorandum

February 8, 2016

To: Deron Geouque
 Ref: Radio Communications Infrastructure
 From: Jeff Virginia

Due to the increasing calls for service in emergency services, Watauga County has the need to upgrade its current radio system to handle those calls and to resolve the coverage issues. A committee has been formed at the direction of the County Manager to evaluate our current system and make recommendations for its improvement. This committee consists of Chief Jimmy Isaacs, Chief Kent Graham, Adam Lentz and I.

This committee has agreed that our current system is dated even though we upgraded equipment and replaced 15 year old transmitters to become compliant with the mandated 2013 narrow banding requirement as set by the FCC. When this re-banding was completed there was an approximate loss of coverage of about 10% and another bandwidth cut is scheduled in the future. Although there has not been a time frame set, this will result in yet another coverage loss and require us to change to digital emissions. When changing our system over to a VHF simulcast system transmitter power must be turned down to attempt to eliminate overlaps that will cause issues so another coverage loss will occur. These coverage reductions will be studied during the comparison phase of our committee meetings.

The committee agrees that there are 2 options for the upgrade of our current system:

1. Upgrade the current VHF repeater sites and add additional sites as recommended by the radio coverage maps. These sites will be linked using the State's VIPER systems microwave network or leased fiber optics connections. These sites will be 6 channel simulcast sites that will allow any of the 6 channels to be utilized throughout the county without the need to switch to another channel when out of the area of an individual site. These sites will have the capacity for all emergency responders (Fire Services, Medics, Rescue, Police and Sheriff) and a single dispatch channel that will be used only for dispatching calls along with several repeated tactical channels that will be used as working channels.
2. Utilize the State's radio system. Currently, 2 sites in Watauga County and 6 sites in adjoining counties are owned and maintained by the State. These sites provide coverage in Watauga County and will be shown on the coverage maps being

provided. Watauga County is slated for another site to be added but there is a possibility Watauga County will need additional sites. Watauga County will also need to add additional channels to the existing sites as these are only 5 channel sites. Watauga County currently has 237 VIPER subscriber units which include Fire Service, Sheriff's Office, Police, Rescue, and Watauga Medics. Watauga County negotiated and was granted 57 talk groups by the state (see attached sheet) that are to be used by all Emergency Services. These talk groups include several dispatch, tactical, operational, mutual aid, event and departmental talk groups.

The above 2 options will be looked at in depth after the coverage maps are received, reviewed and confirmed. Recommendations and cost projections will be provided to the County Manager when completed. I would request that after a recommendation is made by the committee, an engineer be used to design the system if we stay with a VHF system. I have requested \$250,000.00 a year to be put into the communications CIP for the next 4 years for this major upgrade.

A Proposal for Public Safety and Emergency Communications Planning Services Watauga County, North Carolina

Marvin K. Hoffman (CONSULTANT) proposes to offer to Watauga County, NC (COUNTY) **Public Safety and Emergency Communications Planning Services.**

It is mutually agreed by the COUNTY and the CONSULTANT that following services will be provided by the CONSULTANT:

- Phase I – Inventory existing county-owned emergency communications systems and equipment. Documentation of age, condition and upgradeability of repeaters, as well as condition of generators, towers and antennas. Assess paths and feasibility of adding microwave links between county sites.
- Phase II – Hold individual meetings with the Sheriff, Fire Chiefs, Rescue Squad Chiefs, Police Chiefs, MEDIC, 911 Director and Emergency Management Coordinator to receive Stakeholder Group comments on shortcomings of existing communications systems (including County-owned systems and NC VIPER) as well as the technical and operational improvements advocated by each agency. Areas where pager and/or portable coverage is limited or inadequate will be noted.
- Phase III – Field testing to determine and/or confirm critical radio coverage issues with County’s Public Safety paging, dispatch and operational radio systems.
- Phase IV – Meetings as needed with VIPER System Manager in Raleigh to assess options and costs for improved VIPER coverage and expanded channel capacity.
- Phase V - Recommend to 911 and Emergency Services Director and the County Manager locations for additional communications towers as needed to improve coverage in areas identified in Phase III and for expanded VIPER coverage.
- Phase VI – Identify potential grant and outside funding sources. Preparation of grant proposals in behalf of the COUNTY is outside the scope of this proposal.
- Phase VII – Hold monthly meetings with Public Safety Stakeholder Group on progress of study and developing recommendations. Seek Input from Stakeholders about system improvement alternatives. File monthly Progress Reports with County Manager.
- Phase VIII - Assist 911 and Emergency Services Director and the County Manager in developing a strategy for implementing recommendations and funding mechanisms needed system improvements.
- Phase IX – Presentation of Recommendations and Funding Strategies to Board of County Commissioners.

Time Frame of Study: Project will be initiated within fifteen days of Notice to Proceed from the COUNTY. Conclusion of project will coincide with presentation of project report and recommendations to the Board of Commissioners in January 2018.

Consulting Fee: \$18,000 payable as follows:

Twenty-five percent (less a 10% retainage) payable at the completion of Phases I-III

Twenty-five percent (less a 10% retainage) payable at the completion of Phases IV-V.

Twenty-five percent (less a 10% retainage) payable at the completion of Phases VI-VIII.

Balance of Consultant fee and retainage to be released upon completion of Phase IX.

Further, it is mutually agreed:

COUNTY will provide CONSULTANT access to sites, system information, frequencies, channels, talk groups as well as access to personnel as needed to complete this study.

CONSULTANT will not make any adjustment to equipment or in any way alter any operational procedures used by the COUNTY.

CONSULTANT will provide all maps, draft reports, Power Point presentations, final reports and other presentation materials at no additional cost to the COUNTY.

Subject to prior approval by the County Manager, CONSULTANT will be reimbursed by COUNTY for travel and lodging outside Watauga County which is necessary and integral to this project. Travel expenses within Watauga County are included in the fee paid by the COUNTY to the CONSULTANT and are not reimbursable.

Marvin K. Hoffman

February 8, 2017

Marvin K. Hoffman-Statement of Qualifications

Public Safety and Emergency Communications Study

Forty-five years of experience in program assessment, project management, policy development and leadership in local government and public safety organizations. Thirty nine year resident of Watauga County.

Public Safety

- Fire Chief, Boone, North Carolina, 1977-1978, volunteer fire fighter for 16 years
 - Implemented major improvements in county fire communications
 - Secured funding for major equipment improvements and for Boone Station 2
- Fire Department Planner, Charlotte, North Carolina, 1978-79
 - Responsible for studies to determine locations for new Fire Stations as part of annexations undertaken by the City of Charlotte.
 - Drafting recommendation of proposed policy changes for approval by Fire Chief and City Manager
 - Preparing departmental response to Productivity Study which recommended reduction of staffing of engine and ladder companies throughout the city.
- Red Cross Disaster Services Volunteer, 2009-present,
 - Disaster Service Technology Specialist 2013-present
 - Red Cross Training Completed;
 - Introduction to Disaster Services
 - Disaster Services Technology courses
 - Hands On Training (advanced training on deployment of satellite-based networks, deployment of equipment for field use at Disaster Field Offices; wireless networks; low band radio network; equipment inventory control)
 - Mass Fatalities Incidents, 2015
- ICS Training
 - Type III Incident Communications Unit Leader, COM-L
 - Type III Incident Communications Unit Technician, COM-T
 - ICS 400, Multiple Agency Incident Command
 - ICS 300, Expanding Incident Command
 - ICS 100, 200, 700, 701, 704, 800, 802 NIMS Courses

FCC Licenses

General Radiotelephone Operator License (PG057703, valid for Lifetime, issued 1/2/1985)
 FCC First Class Radiotelephone Operator License P1-5-14891, issued 11/6/1978
 FCC First Class Radiotelephone Operator License P1-6-20619, issued 11/30/1973
 FCC Second Class Radiotelephone Operator License P2-2-25729, issued 9/6/1973
 FCC Amateur Extra Class License, WA4NC, issued 7/18/2008

Local Government Management

- Boone Town Manager, 1979-1983
- Chatham County Manager, 1984-1989

University Management

- Director of the Master of Public Administration Program, Appalachian State University, 1990-2010, Tenured and at rank of Full Professor upon retirement in 2011
- Assistant Professor, Associate Professor), Appalachian State University, 1970-1978
- Extensive experience in grant management and program development, author or co-author and director or co-director for over \$600,000 in economic development and program development projects funded by outside agencies

Previous Studies Undertaken for Watauga County

- EMS Station Location Study, January 2017
 - Analysis of EMS Call Data over 2011-2016 with recommendations for location of future EMS Base Stations
- Citizen Satisfaction Survey, November 2007
 - This project involved a mailed survey sent to 1500 randomly selected residents from all parts of Watauga County with residents in each township. Each township was sampled in proportion to the portion of the county's total population. The survey was done in order to track improvements in citizen satisfaction with county services following an earlier assessment. Results were presented publicly to the Board of Commissioners and a written report was prepared which summarized data for each department of county governments as well as actual comments made by citizens.
- Citizen Satisfaction Survey, November 2003
 - This project involved a mailed survey sent to 1500 randomly selected households in all parts of Watauga County in a sample that included residents from each township in numbers proportional to the portion of the county's total population. The survey was done in order to assess the levels of citizen satisfaction with services provided by each department of Watauga County Government. Summary data was presented along with actual comments made by citizens. Results were presented publicly to the Board of Commissioners and a written report was prepared which included appropriate tables and other graphics.

Education

- Ph.D., Political Science, University of Georgia, 1971
- Master of Arts, Political Science, University of Georgia, 1969
- Bachelor of Arts, Political Science, Rutgers University, 1967

PUBLIC SERVICE ANNOUNCEMENT

Watauga County is conducting a Broadband Survey in an effort to improve internet services throughout the community. Internet service is now considered an essential service in most communities. Modern education requires a fast, robust and reliable broadband for on-site students and teachers at schools or university campuses as well as remote. Faculty and students off-site also need dependable broadband so they can participate in online learning experiences and in accessing information and general communication. Businesses can use broadband services to grow by using it to communicate, market, and execute their day-to-day business functions.

We will be using the information that we learn from this survey to:

- Assess our community's broadband needs
- Identify unserved or underserved businesses and residences
- Create a map of potential demand and service assets that will be used to attract service providers offering expanded services and higher speed options

Please take a brief survey, using the link below. Name and address information is essential to the survey, but will only be used to locate and map pockets of demand for increased service options. This information may be shared with relevant service providers or community planners in an effort to identify service solutions. Service providers may contact you as service options become available.

The survey link and a link to Frequently Asked Questions can be accessed on the Watauga County's website at <http://www.wataugacounty.org/broadband>.

The surveys will be accepted until Friday, March 10, 2017. If you are unable to access the internet, broadband services are available for free at the following locations:

- Watauga County Public Library – 140 Queen Street, Boone NC 28607
- Belk Library at Appalachian State University – 218 College Street, Boone, NC 28608

Paper copies of the survey are also available at the Watauga County Manager's Office, 814 West King Street, Boone, NC 28607.

For more information, please call the Watauga County Manager's Office at 828.265.8000.

John Welch
Chairman




WATAUGA COUNTY

OFFICE OF THE
COUNTY MANAGER

Administration Building, Suite 205 – 814 West King Street – Boone, NC 28607 – (828) 265-8000
TDD 1-800-735-2962 – Voice 1-800-735-8262 – FAX (828) 264-3230

MEMORANDUM

TO: Board of County Commissioners

FROM: Deron Geouque 
County Manager

SUBJECT: Broadband Survey

DATE: February 18, 2016

Staff recently met with Keith E. Conover (Technical Analyst, Broadband Infrastructure Office, North Carolina Information Technology) to discuss broadband related issues in Watauga County. Staff has been contacted by many individuals regarding the limited or lack of broadband coverage. In an effort to try and increase broadband coverage for the County; staff would like to work with Mr. Conover and broadband providers to address areas of concern.

The initial phase would be to develop a survey such as the one included to identify areas of the County with no or minimal broadband coverage. **Watauga Broadband Initiative** would be a project to assess our community's broadband needs, to locate unserved or underserved businesses and residences, and to create a map of potential demand and service assets, with the goal of attracting service providers offering expanded service and higher speed options.

The Internet has become the standard for communication and provides access to essential services. **Watauga Broadband Initiative** would help connect businesses and residences with service providers to support bridging the current digital divide in Watauga County.

Dear Mr. Deron Geouque

I am writing in behalf of the 75+ residents in Deep Gap who have signed petitions (attached) requesting high-speed broadband Internet access for their homes and families. These residents live in a 2.5 mile area where there is “no plan in the foreseeable future” to offer broadband service.

I have been requesting Cable service at my home for over 10 years. Charter Cable services end at pole about 1400 feet from my house. Further down Wildcat the service picks up again, but there is a two mile gap. Additionally, many of us out here in the Gap can not get reliable cell service- if it snows, or there is fog, or even just heavy leaves on the trees, our cell service is so degraded that we can not even send a text. I see this as a public health and well being issue as there are children and families, elderly and income disadvantaged folks out here that are denied the lifeline of reliable access when neighbors ½ mile away have full service.

Over the years Charter has provided me with reasons like –“you have underground utilities so we don’t service those types of neighborhoods’, or “you need to get at least 50 people in your area to sign up” and the last direct denial I got was that I personally would have to pay them \$10,000.00 to run a line to my house. Now we have over 75 people who they have denied service and if they plan to charge each of them \$10,000.00 per house just to hook them up I think we could expect that to be call highway robbery! I am quite sure my neighbor 1400 ft away did not pay \$10,000.00 to get their service.

Although I have explored numerous avenues to speak with the local Charter construction manager they are reluctant to offer names or numbers for anyone who seems to make the decisions about providing service. This secretiveness has made it impossible to even deliver these petitions to Charter.

The first problem is there is no one at the local office to speak to about this. The front desk just tells you “your area is unserviceable”. Asking to speak to someone about it gets you nowhere. The national office refers you back to the local office. I could never get a name of a person that might consider this situation, so I finally contacted <http://ncbroadband.gov> and spoke with Keith Conover keith.conover@nc.gov

His job is to advocate for areas that are not getting broadband. He has suggested that I contact the county commission and that you could contact him to find out about grants or funding that may be offered to support the need in our area. Is this something the county managers office or the county commissioner could assist with?

We are so frustrated out here and honestly 10 years is a very long time to wait for access to reliable broadband service. If we can not get their attention and some movement towards a solution this section of Deep Gap will continue to experience lower property values and to some degree diminished well-being for the family that

are trying to run business, children that are trying to do home work and those of us who rely on the internet for working from home. As we are already quite isolated with such spotty cell coverage – another issue that needs action- the denial of service seem to bear some inequality. We do not understand, nor will any one explain what is so different from our homes and the home nearby that would make us be totally out of consideration and with no plans for future service.

Many of the folks that signed the petition also sent their phone numbers or letters of support. We feel helpless to get the attention and action we need.

I would be happy to discuss any ideas you might have for resolving this issue. There are 75 households and probably many, many more that would like Charter to bridge this two mile gap in service. We remain hopeful we will get high speed unlimited internet at our homes before another 10 years passes!

We appreciate any advice or support you and the commissioners might offer us.

Sincerely-



Elaine Gray
828-265-1053
479 Mt Paron Rd
Deep Gap, NC 28618

Capital Funding Plan

School System

	Current Capital	Capital Project Set Aside		Total Annual County Funding	Lottery Funds	Total Capital Funding
2013-14	\$0	\$340,400				
		<i>300,000</i>	*	\$640,400	\$301,994	\$942,394
2014-15	175,000	300,000		475,000	296,693	771,693
2015-16	275,000	375,000		650,000	300,000	950,000
2016-17	300,000	400,000				
		<i>300,000</i>	*	1,000,000	300,000	1,300,000
2017-18	350,000	400,000		750,000	300,000	1,050,000
2018-19	375,000	425,000		800,000	300,000	1,100,000
2019-20	450,000	500,000		950,000	300,000	1,250,000
2020-21	450,000	500,000		950,000	300,000	1,250,000

Lottery Funds: Balance is \$142,960 with additional revenues expected in FY 16-17 of approximately \$224,500.

ADM Funds: Balance is \$2,920.

County CIP

(Excludes School System Capital Set Aside)

2013-14	\$17,829
	<i>870,236</i> *
2014-15	<i>2,094,595</i> *
2015-16	450,000
	<i>1,443,552</i> *
2016-17	500,000
	<i>2,800,000</i> *
2017-18	550,000
2018-19	600,000
2019-20	650,000
2020-21	700,000

**One time allocations from unassigned fund balance increase at prior year end.*

CIVIL/SANITARY/ENVIRONMENTAL ENGINEERS

SOLID WASTE MANAGEMENT

**Municipal
Services****Engineering
Company, P.A.**

SITE PLANNING/SUBDIVISIONS

SUBSURFACE UTILITY ENGINEERING (SUE)

December 9, 2016

Via Email

Mr. Edgar L. Peck III, Director
ASU Physical Education Activity Programs

RE: Budget Construction Cost Estimate for Guy Ford Road Park

Dear Edgar:

As requested, we have performed a budget construction cost estimate for the proposed Guy Ford Road Park & River Access. The budget estimate below is based on our preliminary plans dated December 5, 2016 and enclosed.

Budget Construction Estimate

Erosion Control	\$ 2,500.00
Clearing, Grubbing & Disposal	5,800.00
Furnish and Construct Gravity Retaining Walls	136,000.00
Import Fill	21,000.00
Site Grading	11,700.00
Storm Drainage Through Wall	3,000.00
Access Rams to River & Picnic Area	14,500.00
Timber Framed Pedestrian Bridge	5,000.00
3 Picnic Pads (1 concrete, 2 wooden), 1 Gazebo	22,500.00
6" Parking Lot Gravel	23,000.00
3" Asphalt Surface & Striping	50,000.00
Treated Timber Fence on top of Walls	5,300.00
Final Seeding and Matting	2,200.00
Contingency	20,000.00
Total	\$ 322,500.00

The budget estimate above assumes that a double row of silt fence and other minor measures will be adequate for erosion control. The clearing, grubbing and disposal line item assumes that the existing trees have a monetary value to offset cost and that burning brush on site will be allowed.

Please note that this is a budget estimate only based on preliminary plans and limited information. Items may be discovered during the design phase of the project which may affect the budget estimate. Other expenses related to the proposed project will include engineering design and permitting, construction administration and inspections.

We appreciate the opportunity to have performed a feasibility study for the proposed project. Please let us know if you have any questions or would like to proceed with the design phase of the project.

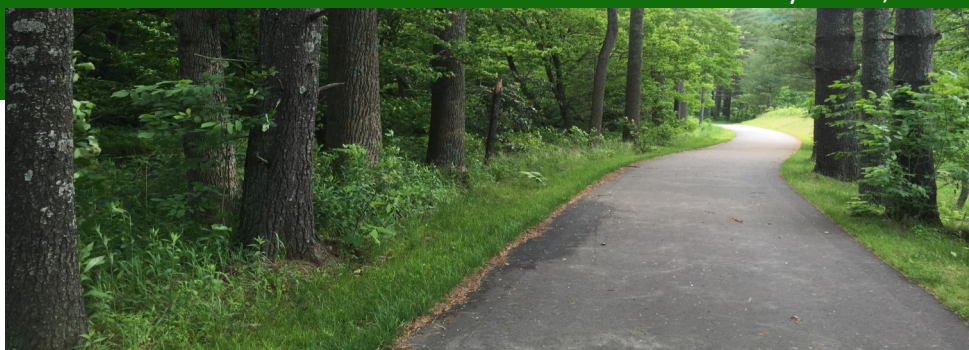
Sincerely,
MUNICIPAL ENGINEERING SERVICES CO., P.A.



Michael P. Trew
Senior Engineer

Copy: Joe Furman, Director, Watauga County Planning & Inspections
Eric Hiegl, Land Protection & Stewardship Director, Blue Ridge Conservancy

February 16-17, 2017



Existing Middle Fork Greenway at Sterling Creek Park between Boone and Blowing Rock

2016

Project Milestones

Over \$810K raised for Middle Fork Greenway development



Main trailhead and parking established, connecting Shoppes on the Parkway and Roots Restaurant to downtown Blowing Rock



12 new acres will extend the Middle Fork Greenway nearly another mile



Chestnut Ridge easement donated by Appalachian Regional Healthcare System



Aho Road Bridge Replacement to accommodate Middle Fork Greenway under bridge



www.MiddleForkGreenway.org

2017 Watauga County

Board of Commissioners Retreat

The Middle Fork Greenway is becoming a reality! The team accomplished a great deal in 2016. We have raised just over \$2 million, including \$810K in 2016 toward our \$12 million goal for the entire Middle Fork Greenway project. We need your help in 2017.

Thanks to your generous support in previous years, you've helped us accomplish the following:

- Develop a Master Plan, which is driving the initiative;
- Acquire almost ten acres of land for parks along the trail route;
- Conserve a 9-acre mountain bog of enormous ecological and educational importance;
- Nearly a mile of greenway trail is completed along the river at Tweetsie, Mystery Hill and beautiful acreage donated by the Whitener Family

The next two sections are getting "shovel ready" with surveys, engineering, designs and permits for construction. This is where we need your help!

2017 Fundraising Goals: Specific needs to fill our funding gaps include:

- \$115,000 to leverage \$285K to build 2,000 feet of greenway at the Foley Center at Chestnut Ridge
- \$500K +/- for Section 4 construction costs



Existing Middle Fork Greenway between Mystery Hill and Tweetsie Railroad

The Middle Fork Greenway will be a game changer for the Blowing Rock Road corridor. It will be a safe place for people of all ages and abilities to recreate, exercise, connect with friends and family and the natural landscape. It will connect neighborhoods, parks, and businesses, while protecting the Middle Fork New River as the trail follows the river's meandering path.

Because Blue Ridge Conservancy has a single donor paying all administrative expenses relative to the project, all money raised will go directly to the effort of building the Middle Fork Greenway.

A project of this magnitude can only progress with the support of Watauga County, and we look forward to working alongside you and our many community partners toward the completion of the Middle Fork Greenway. A greenway connecting Blowing Rock to Boone will enhance the health and vitality of the High Country.

Thank you very much for your interest and support in this incredible High Country project.

Wendy Patoprsty
 Middle Fork Greenway Director
 wendy@blueridgeconservancy.org
 (828) 264-2511
 166 Furman Rd., Suite C
 Boone, NC 28607

The Middle Fork Greenway is a partnership between Blue Ridge Conservancy, which acquires land rights and conducts other activities related to the conservation of land and natural resources and High Country Pathways, Inc., a nonprofit organization which promotes, constructs and maintains transportation/recreational trails. Blue Ridge Conservancy and High Country Pathways are pursuing greenway implementation in partnership with the three local governments; Blowing Rock, Boone and Watauga County. Middle Fork Greenway is a project of Blue Ridge Conservancy and as such is a non-profit tax exempt organization under section 501(c)(3).

Financial information about this organization and a copy of its license are available from the State Solicitation Licensing Branch at 919-807-2214. The license is not an endorsement by the state.



**Watauga County Schools
2016-2027 CIP Plan**

2017 Annual Retreat

	FY 2017-18	FY 2018-19	FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	FY 2027-28
Minor Renovations/ Failing Systems											
Bethel											
Remodel Two Classrooms in Basement		\$ 48,300									
Replace Rotted Floor Timbers	\$ 378,350										
LED Lighting						\$ 143,750					
Replace Fire Alarm			\$ 46,000								
Replace Intercom with VOIP	\$ 57,500										
Replace Ceiling, Flooring and Repaint					\$ 356,500						
Renovate to meet ADA Requirements			\$ 143,750								
Replace WWTP						\$ 327,750					
Replace Heating Boilers								\$ 63,250			
Resurface Parking	\$ 7,500		\$ 25,500	\$ 39,000							
Replace Entrance Doors								\$ 34,500			
Roof Maintenance/ Replacement	\$ 29,000	\$ 132,000	\$ 56,000	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000
Replace Windows					\$ 184,000						
Replace Interior Water and Sewer Lines									\$ 517,500		
Replace Interior Doors					\$ 57,500						
Install AC in Classrooms	\$ 35,000	\$ 35,000	\$ 35,000	\$ 35,000	\$ 35,000	\$ 35,000	\$ 35,000	\$ 35,000	\$ 35,000	\$ 35,000	\$ 35,000
Blowing Rock											
LED Lighting		\$ 143,750									
Resurface Parking				\$ 39,000	\$ 9,000		\$ 15,000				
Renovate Science Labs		\$ 52,900									
Renovate Bathrooms 3/5 Hallway	\$ 65,550										
Replace all Exterior Doors				\$ 172,500							
Flooding Issues	\$ 110,000										
Renovate to meet ADA Requirements		\$ 201,250									
Replace Windows						\$ 276,000					
Roof Maintenance/ Replacement	\$ 9,500	\$ 66,000	\$ 5,000	\$ 15,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000
Replace Interior Water and Sewer Lines										\$ 690,000	
Replace Interior Doors							\$ 81,650				
Replace Ceiling, Flooring and Repaint							\$ 523,250				
Renovate to Meet Fire Code.					\$ 402,500						
Replace Boiler		\$ 120,000									
Install AC in Classrooms	\$ 35,000	\$ 35,000	\$ 35,000	\$ 35,000	\$ 35,000	\$ 35,000	\$ 35,000	\$ 35,000	\$ 35,000	\$ 35,000	\$ 35,000
Cove Creek											
LED Lighting							\$ 149,500				
Resurface Parking			\$ 40,000		\$ 82,500						
Electrical Upgrades	\$ 74,750										
Replace Entrance Doors							\$ 34,500				
Replace Fire Alarm					\$ 46,000						
Replace Intercom with VOIP				\$ 57,500							
Replace Interior Doors										\$ 74,750	
Roof Maintenance/ Replacement	\$ 4,100	\$ 2,000	\$ 2,000	\$ 2,000	\$ 2,000	\$ 2,000	\$ 2,000	\$ 2,000	\$ 2,000	\$ 2,000	\$ 2,000
Replace Ceiling, Flooring and Repaint										\$ 483,000	
Replace Hot Water Boilers								\$ 86,250			
Install AC in Classrooms	\$ 35,000	\$ 35,000	\$ 35,000	\$ 35,000	\$ 35,000	\$ 35,000	\$ 35,000	\$ 35,000	\$ 35,000	\$ 35,000	\$ 35,000
Green Valley											
Replace Fire Alarm		\$ 46,000									
Replace Intercom with VOIP			\$ 57,500								
Renovate to meet ADA Requirements	\$ 115,000										
Replace Plumbing Faucets				\$ 34,500							
Roof Maintenance/ Replacement	\$ 171,315	\$ 45,000	\$ 60,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000
Resurface Parking		\$ 70,500		\$ 55,500					\$ 16,500		
Replace Interior Doors							\$ 77,050				
Replace Ceiling, Flooring and Repaint						\$ 496,800					
Replace all Exterior Doors							\$ 143,750				
LED Lighting			\$ 160,000								
Install AC in Classrooms	\$ 35,000	\$ 35,000	\$ 35,000	\$ 35,000	\$ 35,000	\$ 35,000	\$ 35,000	\$ 35,000	\$ 35,000	\$ 35,000	\$ 35,000

**Watauga County Schools
2016-2027 CIP Plan**

2017 Annual Retreat

	FY 2017-18	FY 2018-19	FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	FY 2027-28
Hardin Park											
Roof Maintenance/ Replacement	\$ 126,500	\$ 15,000	\$ 100,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000
Replace HVAC Heat Pumps	\$ 86,250										
Resurface Parking	\$ 11,700			\$ 46,500			\$ 81,500		\$ 14,400		
Install AC in Classrooms	\$ 35,000	\$ 35,000	\$ 35,000	\$ 35,000	\$ 35,000	\$ 35,000	\$ 35,000	\$ 35,000	\$ 35,000	\$ 35,000	\$ 35,000
LED Lighting	\$ 210,000										
Mabel											
Roof Maintenance/ Replacement	\$ 9,900	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000
Resurface Parking											\$ 111,000
Replace Plumbing Faucets					\$ 28,750						
Replace Front Entrance Doors							\$ 118,450				
Replace Heating Boilers							\$ 118,450				
Replace Hot Water Boiler							\$ 51,750				
Replace Fire Alarm					\$ 46,000						
Replace Interior Doors										\$ 55,200	
Replace Ceiling, Flooring and Repaint										\$ 46,500	
LED Lighting								\$ 160,000			
Install AC in Classrooms	\$ 35,000	\$ 35,000	\$ 35,000	\$ 35,000	\$ 35,000	\$ 35,000	\$ 35,000	\$ 35,000	\$ 35,000	\$ 35,000	\$ 35,000
Parkway											
Upgrade Electrical	\$ 87,400										
Replace Fire Alarm System										\$ 46,000	
Resurface Parking		\$ 55,000	\$ 45,000					\$ 76,500			
Add Heating Boiler			\$ 63,250								
Replace Intercom with VOIP		\$ 57,500									
Replace HVAC Air Handlers	\$ 345,000										
Replace Entrance Doors							\$ 34,500				
Roof Maintenance/ Replacement	\$ 34,000	\$ 260,000	\$ 8,000	\$ 106,000	\$ 6,000	\$ 6,000	\$ 6,000	\$ 6,000	\$ 6,000	\$ 6,000	\$ 6,000
Replace Windows								\$ 287,500			
Replace Interior Doors							\$ 98,900				
Replace Ceiling, Flooring and Repaint							\$ 635,950				
Replace HVAC Heat Pumps					\$ 68,250						
LED Lighting				\$ 180,000							
Install AC in Classrooms	\$ 35,000	\$ 35,000	\$ 35,000	\$ 35,000	\$ 35,000	\$ 35,000	\$ 35,000	\$ 35,000	\$ 35,000	\$ 35,000	\$ 35,000
Valle Crucis											
Upgrade Electric	\$ 70,150										
Resurface Parking						\$ 94,500					
LED Lighting					\$ 155,250						
Replace Fire Alarm	\$ 57,500										
Roof Maintenance/ Replacement	\$ 35,000	\$ 275,000	\$ 53,000	\$ 36,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000
Replace Intercom with VOIP				\$ 69,000							
Install AC in Classrooms	\$ 35,000	\$ 35,000	\$ 35,000	\$ 35,000	\$ 35,000	\$ 35,000	\$ 35,000	\$ 35,000	\$ 35,000	\$ 35,000	\$ 35,000
WHS											
Replace Field Turf						\$ 690,000					
Repaint Interior								\$ 461,150			

**Watauga County Schools
2016-2027 CIP Plan**

	FY 2017-18	FY 2018-19	FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	FY 2027-28
Central Office											
Increase Parking at Central Office			\$ 109,250								
Additional Office Space-Central Office							\$ 373,750				
Replace HVAC System at Central Office				\$ 74,750							
Resurface Central Office Parking						\$ 37,500					
Replace Roof Central Office					\$ 109,250						
Access Control System	\$ 6,000										
Maintenance/Transpiration											
Resurface Maint./Trans Parking Lot	\$ 135,000										
Replace Roof Maint/Trans					\$ 132,250						
Activity Bus Replacement	\$ 90,000	\$ 90,000	\$ 90,000	\$ 90,000	\$ 90,000	\$ 90,000	\$ 90,000	\$ 90,000	\$ 90,000	\$ 90,000	\$ 90,000
Local Truck Replacement	\$ 75,000	\$ 75,000	\$ 75,000	\$ 75,000	\$ 75,000	\$ 75,000	\$ 75,000	\$ 75,000	\$ 75,000	\$ 75,000	\$ 75,000
System Wide											
1:1 Electronic Devices	\$ 211,320	\$ 210,039	\$ 245,400	\$ 249,937	\$ 237,688	\$ 237,688	\$ 237,688	\$ 237,688	\$ 237,688	\$ 237,688	\$ 237,688
Smart Boards/Projectors	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000
Total Minor Renovations/Failing Systems	\$ 2,993,285	\$ 2,350,239	\$ 1,769,650	\$ 1,745,187	\$ 2,501,438	\$ 3,701,888	\$ 2,549,738	\$ 1,992,838	\$ 1,372,088	\$ 2,219,138	\$ 932,688

	FY 2017-18	FY 2018-19	FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	FY 2027-28
Major Renovations/Additions/Replacement											
Bethel											
Blowing Rock											
Cove Creek											
Green Valley											
Hardin Park											
Total Facility Replacement					\$ 32,000,000						
Mable											
Kitchen Addition			\$ 575,000								
Parkway											
Add Auxiliary Gym						\$ 1,840,000					
Add Second CTE Room						\$ 460,000					
Valle Crucis											
Total Facility Replacement											\$ 18,000,000
Total Major Renovations/Additions/Replace	\$ -	\$ -	\$ 575,000	\$ -	\$ 32,000,000	\$ 2,300,000	\$ -	\$ -	\$ -	\$ -	\$ 18,000,000

Total All Projects \$ 2,993,285 \$ 2,350,239 \$ 2,344,650 \$ 1,745,187 \$ 34,501,438 \$ 6,001,888 \$ 2,549,738 \$ 1,992,838 \$ 1,372,088 \$ 2,219,138 \$ 18,932,688

Renovations Needed- Deferred for Facility Replacement

Hardin Park

Add AC with Ventilation	\$ 3,600,000
Replace Air Handler Units	\$ 300,000
Electrical Service Upgrades	\$ 130,000
Replace Fire Alarm	\$ 60,000
Renovate to meet ADA Requirements	\$ 45,000
Replace Intercom with VOIP	\$ 70,000
Replace Plumbing Faucets	\$ 50,000
Replace Boilers	\$ 100,000
Resurface Parking	\$ 335,000
Replace Interior Water and Sewer Lines	\$ 800,000
Replace Roof	\$ 865,000
Add Auxiliary Gym	\$ 1,600,000
Add Second CTE Room	\$ 400,000
Add Egress to Corridor	\$ 30,000
Replace Interior Doors	\$ 124,000
Replace Ceiling, Flooring and Repaint	\$ 799,000
Replace all Exterior Doors	\$ 175,000
Total	\$ 9,483,000

Valle Crucis

Replace Middle School Building	\$ 2,500,000
Replace Plumbing Faucets	\$ 25,000
Replace Roof	\$ 452,000
4 Classroom Addition	\$ 1,300,000
Replace Entrance Doors	\$ 30,000
Replace Windows	\$ 250,000
Replace all Exterior Doors	\$ 175,000
Replace Boilers	\$ 100,000
Replace Electric Hot Water Heater	\$ 5,000
Replace Interior Doors	\$ 67,000
Replace Ceiling, Flooring and Repaint	\$ 430,000
Total	\$ 5,334,000



Watauga County Tourism
Development Authority
815 West King Street
Boone, NC 28607
828-266-1345
tda@ExploreBoone.com

Memorandum

TO: Watauga County Board of Commissioners
Deron Geouque, Watauga County Manager

FROM: Wright Tilley, Executive Director

RE: TDA Update for Watauga County Board Retreat

DATE: 2/1/17

The Watauga County Tourism Development Authority (TDA) is pleased to provide this update at the 2017 Watauga County Commissioners' Retreat.

Attached to this memo is a copy of the FY 15/16 year-end occupancy tax collection chart showing multiple years, a copy of the current FY 16/17 Occupancy Tax chart through December 2016 comparing current fiscal year to last fiscal year, and a copy of the 2016 Calendar Year occupancy tax collections compared to calendar year 2015.

Below are some bulleted highlights from FY 15/16 and FY 16/17 so far.

Watauga TDA Highlights:

- Closed the FY 15/16 fiscal year with an increase in occupancy tax revenue of 21.44%, which amounted to a \$242,066.79 increase in occupancy tax funds over the prior fiscal year.
- Current FY 16/17 Fiscal Year occupancy tax collections are up 10.59% over last year for July through December. This amounts to an additional \$87,290.88 in occupancy tax funds six months into the fiscal year.
- Calendar year 2016 occupancy tax collections were up 15.04% over the 2015 calendar year, which amounts to a \$190,712.59 increase in occupancy tax collections in 2016.

- Watauga County is ranked 19th out of North Carolina's 10 counties in terms of overall travel impact among North Carolina's 100 Counties. (NC Commerce)
- Domestic tourism in Watauga County generated an economic impact of \$231.44 million in 2015, a 2.5% increase over 2014. (NC Commerce)
- Local tax revenues generated by tourism in Watauga County amounted to \$ 9.03 million, which is up 3.4% over the prior year. This represents a \$390 tax savings to each county resident. (NC Commerce)
- 2,640 jobs in Watauga County were directly attributable to travel & tourism in 2015. (NC Commerce)
- The TDA continued to support the Watauga County Choose & Cut program in 2016 with a \$10,000 marketing grant to the Watauga County Christmas Tree Association.
- The Watauga County TDA continued its participation in the High Country Marketing Co-op with other area TDAs and private businesses to market the NC High Country as a regional destination. This is in addition to our own marketing program.
- The Watauga County TDA is in the third year of its current marketing campaign, entitled "Step Outside Yourself." The advertising/marketing campaign encourages people to step away from their everyday routine and step outside themselves in the Boone area. The 2016/17 media plan developed in conjunction with our ad agency, Clean Design, includes a variety of advertising mediums including, digital, print, television, radio, social media and public relations. This spring we will add Television commercials and some out-of-home placements in the Raleigh market.
- We launched our website in November 2014. It was built on a responsive design platform that adjust the content layout based on the type of device the consumer is using, which is important since we are experiencing more mobile users than ever before. We continue to experience significant growth in terms of website traffic and page views each year. This year we are adding a new "Blog" component to the website that will be up and running by early March.

TDA Infrastructure/Product Development Projects:

- Rocky Knob Park - Rocky Knob Park continues to be an outdoor recreation focal point for our tourism product in Watauga County. We have had some great media exposure for the park on television and in print this past year.
- Middle Fork Greenway – The Watauga County TDA is committed to helping make the Middle Fork Greenway a reality. Over the past three years the TDA has committed \$225,000 to the Middle Fork Greenway Association. The TDA will consider additional funding requests from the MFGA during the next few months.
- Moses Cone Estate – At the request of the Blue Ridge Parkway Foundation, the Watauga County TDA contributed to the restoration project of the Moses Cone Manor and surrounding property including trail enhancements and expanded parking. The TDA contributed \$300,000 to the overall project on the house and grounds. Research conducted by the TDA over the past few years has shown that the Blue Ridge Parkway and grandfather Mountain are the top two motivators for visitation to our area. The board felt like it is important to help maintain and protect this tourist attraction on the parkway.
- Northern Peaks Trail – The TDA contributed \$30,000 to the Northern Peaks Trail Plan which included analysis on the potential economic impact and state trail eligibility. The plan also includes branding and facility design recommendation.

Upcoming:

- The TDA will be participating in the 2017 Outdoor Recreation Summit in early April. Since the TDA produced and hosted the first Outdoor Recreation Summit in March of 2010, we feel like it is important to continue to be a part of this ongoing discussion.
- The TDA is meeting with the Blue Ridge Parkway Superintendent and his staff to discuss ways to facilitate vista clearing at many of the scenic overlooks located along the Blue Ridge Parkway in Watauga County.

Blowing Rock TDA

Boone TDA

Beech Mountain TDA

Watauga County TDA

**October 2009 went to 6%

year	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Totals
2006	120,889.02	99,291.93	79,181.30	107,943.97	50,879.85	55,420.32	31,335.11	37,531.32	29,435.55	37,166.79	56,637.83	90,201.81	\$ 795,914.80
	61,771.86	55,782.28	47,694.90	60,693.75	34,397.34	38,915.72	32,370.51	39,309.54	32,360.25	31,836.21	40,015.44	58,186.19	\$ 533,333.99
	98,722.04	75,180.98	58,824.05	92,706.53	52,673.99	80,063.48	49,632.33	48,692.79	24,933.99	31,383.76	43,056.80	72,422.32	\$ 728,293.06
2007	114,224.85	110,457.88	80,870.39	109,896.31	59,030.00	48,586.27	38,506.48	36,295.22	29,336.94	31,027.15	52,229.41	70,080.86	\$ 780,541.76
	60,648.36	64,133.62	48,287.67	65,322.55	40,487.67	38,718.11	79,287.22	43,701.25	31,274.93	30,639.22	38,566.26	53,110.74	\$ 594,177.60
	110,838.40	99,859.19	59,507.63	97,802.70	69,670.45	83,090.14	55,520.98	59,116.81	32,934.23	27,323.63	50,465.39	70,074.86	\$ 816,204.41
2008	111,461.45	104,287.66	56,990.66	102,356.95	47,704.66	40,350.89	37,999.48	27,945.33	17,050.58	27,595.26	42,923.70	63,017.66	\$ 679,684.28
	61,317.05	63,953.04	41,615.00	68,196.86	34,510.11	36,713.60	39,892.00	37,147.00	26,212.62	29,896.70	35,085.79	51,316.00	\$ 525,855.77
	121,620.82	103,051.49	52,092.94	98,971.94	68,375.52	81,345.85	54,845.36	49,735.68	16,665.87	26,951.94	41,815.06	62,837.02	\$ 778,309.49
2009	99,353.76	78,133.43	52,907.25	92,038.43	41,149.73	44,052.46	31,229.92	24,841.76	16,719.75	30,389.13	40,948.56	74,004.48	\$ 625,768.66
	59,722.46	54,259.28	42,339.19	132,508.11	66,927.72	83,276.00	73,736.54	73,015.95	64,623.26	63,695.25	76,073.53	105,259.98	\$ 895,437.27
	108,977.15	84,495.10	51,097.22	92,273.50	58,827.09	73,783.88	60,170.04	46,869.99	27,193.49	30,013.12	38,878.69	56,144.88	\$ 728,724.15
2010	115,976.02	90,968.67	62,746.64	110,462.60	46,076.08	48,646.35	32,574.26	27,536.06	21,737.93	30,279.41	45,012.96	68,215.21	\$ 700,232.19
	125,492.50	105,980.34	81,385.95	140,980.21	59,358.13	79,508.35	66,435.77	62,098.35	57,960.12	57,524.10	66,449.14	95,652.67	\$ 998,825.63
	20,080.00	13,565.00	5,212.00	12,618.00	6,681.00	55,853.00	41,568.00	43,535.00	11,191.00	2,038.00	1,862.00	7,032.00	\$ 221,235.00
	133,639.59	93,076.01	53,858.36	110,589.58	59,540.12	87,183.21	61,415.73	48,165.16	26,222.43	29,038.46	41,072.86	77,273.12	\$ 821,074.63
2011	119,173.62	89,976.31	64,282.77	106,080.85	42,559.03	45,029.46	29,023.27	30,714.85	24,029.80	33,076.12	51,187.24	83,839.21	\$ 718,972.53
	121,679.31	101,762.92	88,035.92	129,486.64	59,602.02	62,599.78	59,675.73	65,490.17	59,138.27	64,357.36	90,678.82	111,848.32	\$1,014,355.26
	18,777.00	11,375.00	9,051.00	10,678.00	6,120.00	43,858.00	33,764.00	33,504.00	4,357.00	3,491.00	2,602.00	7,438.00	\$185,015.00
	133,182.15	92,358.95	64,704.08	113,541.81	64,974.05	91,982.43	61,399.94	57,808.88	34,438.24	37,607.40	51,727.45	83,414.83	\$ 887,140.21
2012	107,415.71	93,735.40	72,522.46	111,775.53	49,570.38	50,928.59	33,768.12	30,329.81	29,887.64	37,192.84	53,343.11	83,405.61	\$ 753,875.20
	121,739.85	116,576.99	98,045.04	132,367.17	63,806.25	70,873.31	64,339.67	67,421.30	65,904.65	66,721.85	86,387.74	106,947.49	\$1,061,131.31
	21,897.00	20,559.00	5,306.00	8,517.00	6,695.00	39,114.00	36,530.00	36,401.00	10,087.00	4,891.00	3,819.00	8,514.00	\$ 202,330.00
	135,398.64	108,921.98	75,203.98	112,012.97	88,173.20	91,446.25	70,879.34	59,323.69	46,966.77	40,928.21	63,923.61	87,950.76	\$ 981,129.40
2013	109,400.18	100,528.84	69,261.98	116,570.74	55,183.11	50,081.91	43,902.91	35,099.41	30,052.26	41,939.58	58,449.09	82,189.95	\$ 792,659.96
	121,628.70	133,499.33	110,895.97	139,608.97	77,697.55	79,309.32	75,276.52	73,838.55	61,798.98	67,298.78	90,547.58	109,952.25	\$1,141,352.50
	15,876.00	9,201.00	5,453.00	13,418.00	6,912.00	45,577.00	46,185	44,134	10,765	3,877	5,934	8,370	\$ 215,702.00
	136,070.42	109,184.33	72,028.80	123,704.51	79,114.26	107,193.91	85,332.62	66,429.12	42,644.62	40,750.38	57,589.55	81,692.05	\$1,001,734.57
2014	116,846.02	106,594.82	68,616.84	124,717.18	57,243.44	62,726.52	49,048.43	42,677.07	29,437.97	45,009.08	64,719.85	92,181.51	\$ 859,818.73
	121,917.73	114,673.94	86,211.19	145,841.55	73,464.12	82,012.00	75,022.35	72,565.88	55,742.41	73,072.06	87,987.14	114,878.58	\$1,103,388.95
	17,746.00	11,755.00	7,017.00	17,843.00	10,150.00	57,466.00	50,755	48,175	14,914	4,366.00	5,041.00	11,869	\$ 257,097.00
	147,957.87	111,501.20	69,082.70	137,639.78	99,316.29	120,360.52	97,405.23	77,423.79	48,203.08	49,520.43	73,037.12	97,729.11	\$1,129,177.12
2015	133,260.86	113,704.66	81,803.38	137,954.31	65,699.88	56,586.48	50,825.00	50,812.50	44,127.59	55,356.97	70,342.42	99,998.80	\$ 960,472.85
	139,269.13	133,178.99	105,227.71	166,096.33	82,114.27	64,107.96	79,287.22	89,027.22	70,804.64	86,848.92	107,574.41	128,589.40	\$ 1,252,126.20
	20,127.00	12,034.00	6,536.00	15,752.00	10,114.00	37,081.00	53,985	60,835	16,298	5,500	5,509	11,822	\$ 255,593.00
	185,601.84	132,912.18	105,238.54	162,535.24	115,106.99	123,108.65	110,376.09	111,319.31	70,784.95	53,205.96	88,410.40	112,643.76	\$1,371,243.91
2016	148,096.16	122,863.20	102,759.47	158,756.25	77,816.81	69,831.97							\$ 680,123.86
	162,649.55	159,547.72	153,820.04	200,916.77	144,855.02	116,598.16							\$ 938,387.26
	26,209.00	19,655.00	16,394.00	19,938.00	14,981.00								\$ 152,424.00
	204,408.95	147,643.24	131,383.62	177,481.92	119,648.73	131,227.86							\$ 911,794.32

Blowing Rock TDA
 Boone TDA
 Beech Mountain TDA
 Watauga County TDA

**October 2009 went to 6%

year	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Totals
2006	120,889.02	99,291.93	79,181.30	107,943.97	50,879.85	55,420.32	31,335.11	37,531.32	29,435.55	37,166.79	56,637.83	90,201.81	\$ 795,914.80
	61,771.86	55,782.28	47,694.90	60,693.75	34,397.34	38,915.72	32,370.51	39,309.54	32,360.25	31,836.21	40,015.44	58,186.19	\$ 533,333.99
	98,722.04	75,180.98	58,824.05	92,706.53	52,673.99	80,063.48	49,632.33	48,692.79	24,933.99	31,383.76	43,056.80	72,422.32	\$ 728,293.06
2007	114,224.85	110,457.88	80,870.39	109,896.31	59,030.00	48,586.27	38,506.48	36,295.22	29,336.94	31,027.15	52,229.41	70,080.86	\$ 780,541.76
	60,648.36	64,133.62	48,287.67	65,322.55	40,487.67	38,718.11	79,287.22	43,701.25	31,274.93	30,639.22	38,566.26	53,110.74	\$ 594,177.60
	110,838.40	99,859.19	59,507.63	97,802.70	69,670.45	83,090.14	55,520.98	59,116.81	32,934.23	27,323.63	50,465.39	70,074.86	\$ 816,204.41
2008	111,461.45	104,287.66	56,990.66	102,356.95	47,704.66	40,350.89	37,999.48	27,945.33	17,050.58	27,595.26	42,923.70	63,017.66	\$ 679,684.28
	61,317.05	63,953.04	41,615.00	68,196.86	34,510.11	36,713.60	39,892.00	37,147.00	26,212.62	29,896.70	35,085.79	51,316.00	\$ 525,855.77
	121,620.82	103,051.49	52,092.94	98,971.94	68,375.52	81,345.85	54,845.36	49,735.68	16,665.87	26,951.94	41,815.06	62,837.02	\$ 778,309.49
2009	99,353.76	78,133.43	52,907.25	92,038.43	41,149.73	44,052.46	31,229.92	24,841.76	16,719.75	30,389.13	40,948.56	74,004.48	\$ 625,768.66
	59,722.46	54,259.28	42,339.19	132,508.11	66,927.72	83,276.00	73,736.54	73,015.95	64,623.26	63,695.25	76,073.53	105,259.98	\$ 895,437.27
	108,977.15	84,495.10	51,097.22	92,273.50	58,827.09	73,783.88	60,170.04	46,869.99	27,193.49	30,013.12	38,878.69	56,144.88	\$ 728,724.15
2010	115,976.02	90,968.67	62,746.64	110,462.60	46,076.08	48,646.35	32,574.26	27,536.06	21,737.93	30,279.41	45,012.96	68,215.21	\$ 700,232.19
	125,492.50	105,980.34	81,385.95	140,980.21	59,358.13	79,508.35	66,435.77	62,098.35	57,960.12	57,524.10	66,449.14	95,652.67	\$ 998,825.63
	20,080.00	13,565.00	5,212.00	12,618.00	6,681.00	55,853.00	41,568.00	43,535.00	11,191.00	2,038.00	1,862.00	7,032.00	\$ 221,235.00
	133,639.59	93,076.01	53,858.36	110,589.58	59,540.12	87,183.21	61,415.73	48,165.16	26,222.43	29,038.46	41,072.86	77,273.12	\$ 821,074.63
2011	119,173.62	89,976.31	64,282.77	106,080.85	42,559.03	45,029.46	29,023.27	30,714.85	24,029.80	33,076.12	51,187.24	83,839.21	\$ 718,972.53
	121,679.31	101,762.92	88,035.92	129,486.64	59,602.02	62,599.78	59,675.73	65,490.17	59,138.27	64,357.36	90,678.82	111,848.32	\$1,014,355.26
	18,777.00	11,375.00	9,051.00	10,678.00	6,120.00	43,858.00	33,764.00	33,504.00	4,357.00	3,491.00	2,602.00	7,438.00	\$185,015.00
	133,182.15	92,358.95	64,704.08	113,541.81	64,974.05	91,982.43	61,399.94	57,808.88	34,438.24	37,607.40	51,727.45	83,414.83	\$ 887,140.21
2012	107,415.71	93,735.40	72,522.46	111,775.53	49,570.38	50,928.59	33,768.12	30,329.81	29,887.64	37,192.84	53,343.11	83,405.61	\$ 753,875.20
	121,739.85	116,576.99	98,045.04	132,367.17	63,806.25	70,873.31	64,339.67	67,421.30	65,904.65	66,721.85	86,387.74	106,947.49	\$1,061,131.31
	21,897.00	20,559.00	5,306.00	8,517.00	6,695.00	39,114.00	36,530.00	36,401.00	10,087.00	4,891.00	3,819.00	8,514.00	\$ 202,330.00
	135,398.64	108,921.98	75,203.98	112,012.97	88,173.20	91,446.25	70,879.34	59,323.69	46,966.77	40,928.21	63,923.61	87,950.76	\$ 981,129.40
2013	109,400.18	100,528.84	69,261.98	116,570.74	55,183.11	50,081.91	43,902.91	35,099.41	30,052.26	41,939.58	58,449.09	82,189.95	\$ 792,659.96
	121,628.70	133,499.33	110,895.97	139,608.97	77,697.55	79,309.32	75,276.52	73,838.55	61,798.98	67,298.78	90,547.58	109,952.25	\$1,141,352.50
	15,876.00	9,201.00	5,453.00	13,418.00	6,912.00	45,577.00	46,185	44,134	10,765	3,877	5,934	8,370	\$ 215,702.00
	136,070.42	109,184.33	72,028.80	123,704.51	79,114.26	107,193.91	85,332.62	66,429.12	42,644.62	40,750.38	57,589.55	81,692.05	\$1,001,734.57
2014	116,846.02	106,594.82	68,616.84	124,717.18	57,243.44	62,726.52	49,048.43	42,677.07	29,437.97	45,009.08	64,719.85	92,181.51	\$ 859,818.73
	121,917.73	114,673.94	86,211.19	145,841.55	73,464.12	82,012.00	75,022.35	72,565.88	55,742.41	73,072.06	87,987.14	114,878.58	\$1,103,388.95
	17,746.00	11,755.00	7,017.00	17,843.00	10,150.00	57,466.00	50,755	48,175	14,914	4,366.00	5,041.00	11,869	\$ 257,097.00
	147,957.87	111,501.20	69,082.70	137,639.78	99,316.29	120,360.52	97,405.23	77,423.79	48,203.08	49,520.43	73,037.12	97,729.11	\$1,129,177.12
2015	133,260.86	113,704.66	81,803.38	137,954.31	65,699.88	56,586.48	50,825.00	50,812.50	44,127.59	55,356.97	70,342.42	99,998.80	\$ 960,472.85
	139,269.13	133,178.99	105,227.71	166,096.33	82,114.27	64,107.96	79,287.22	89,027.22	70,804.64	86,848.92	107,574.41	128,589.40	\$ 1,252,126.20
	20,127.00	12,034.00	6,536.00	15,752.00	10,114.00	37,081.00	53,985	60,835	16,298	5500	5509	11822	\$ 255,593.00
	185,601.84	132,912.18	105,238.54	162,535.24	115,106.99	123,108.65	110,376.09	111,319.31	70,784.95	53,205.96	88,410.40	112,643.76	\$1,371,243.91

Occupancy Tax Collection Report

Jan 2016 To Date

	<u>Jan</u>	<u>Feb</u>	<u>March</u>	<u>April</u>	<u>May</u>	<u>Jun</u>	<u>July</u>	<u>Aug</u>	<u>Sept</u>	<u>Oct</u>	<u>Nov</u>	<u>Dec</u>	<u>JAN to Date</u>
BR	49,048.43	42,677.07	29,437.97	45,009.08	64,719.85	92,181.51	133,260.86	113,704.66	81,803.38	137,954.31	65,699.88	56,586.48	912,083.48
	50,825.00	50,812.50	44,127.59	55,356.97	70,342.42	99,998.80	148,096.16	122,863.20	102,759.47	158,756.25	77,816.81	69,831.97	1,051,587.14
	1,776.57	7,888.68	14,689.62	10,347.89	5,622.57	7,817.29	14,835.30	9,158.54	20,956.09	20,801.94	12,116.93	13,245.49	139,503.66
	3.62%	18.48%	49.90%	22.99%	8.69%	8.48%	11.13%	8.06%	25.62%	15.08%	18.44%	23.41%	15.30%
Boone	75,022.35	72,565.88	55,742.41	73,072.06	87,987.14	114,878.58	139,269.13	133,178.99	105,227.71	166,096.33	82,114.27	64,107.96	1,169,262.81
	79,287.22	89,027.22	70,804.64	86,848.92	107,574.41	128,589.40	162,649.55	159,547.72	153,820.04	200,916.77	144,855.02	116,598.16	1,500,519.07
	4,264.87	16,461.34	15,062.23	13,776.86	19,587.27	13,710.82	23,380.42	26,368.73	48,582.33	34,820.44	62,740.75	52,490.20	331,256.26
	5.68%	22.69%	27.00%	18.86%	22.27%	11.94%	16.79%	19.80%	46.18%	20.97%	76.41%	81.88%	28.33%
Wat	97,405.23	77,423.79	48,203.08	49,520.43	73,037.12	97,729.11	185,601.84	132,912.18	105,238.54	162,535.24	115,106.99	123,108.65	1,267,822.20
	110,376.09	111,319.31	70,784.95	53,205.96	88,410.40	112,643.76	204,408.95	147,643.24	131,383.62	177,481.92	119,648.73	131,227.86	1,458,534.79
	12,970.86	33,895.52	22,581.87	3,685.53	15,373.28	14,914.65	18,807.11	14,731.06	26,145.08	14,946.68	4,541.74	8,119.21	190,712.59
	13.32%	43.78%	46.58%	7.45%	21.05%	15.27%	10.13%	11.09%	24.84%	9.20%	3.95%	6.60%	15.04%
TTLS													
Prior Yr	221,476.01	192,666.74	133,383.46	167,601.57	225,744.11	304,789.20	458,131.83	379,795.83	292,269.63	466,585.88	262,921.14	243,803.09	3,349,168.49
Cur Yr	240,488.31	250,912.28	185,717.18	195,411.85	266,327.23	341,231.76	515,154.66	430,054.16	387,963.13	537,154.94	342,320.56	317,657.99	4,010,641.00
\$'s +/-	19,012.30	58,245.54	52,333.72	27,810.28	40,583.12	36,442.56	57,022.83	50,258.33	95,693.50	70,569.06	79,399.42	73,854.90	661,472.51
% +/-	8.58%	30.23%	39.24%	16.60%	17.98%	11.96%	12.45%	13.24%	32.74%	15.13%	30.20%	30.30%	19.75%

Boone hotels had a large number of students living in them from August through December due to The Standard not being finished on time. The Boone TDA will be refunding occupancy tax from many of those due to the length of stay becoming a "long-term rental."



WANT TO GROW YOUR BUSINESS?

The Economic Development Partnership of North Carolina's Business Services team works with companies across the state to nurture and grow their businesses. This personalized support helps hundreds of businesses statewide each year.

Our team of eight regional industry managers makes onsite visits to a range of companies each month to assess their business needs and provide resources and counseling. That assistance continues long after an expansion, as regional industry managers continue to serve as business advisers and liaisons in areas such as facilitating workforce recruitment and training plans.

SUPPORT & SERVICES

Business Expansion Support

Coordination of resources from our partners including the Department of Commerce, Transportation and Environmental Quality and the NC Community College System

Supply Chain Connections

Connect companies to potential local business partners and suppliers.

Export Assistance and International Trade

Connect companies to our international trade managers here and abroad, helping them identify, enter and expand global markets.

Market Research and Analysis

Provide data that enables companies to make informed decisions about expansions, workforce development and global markets.

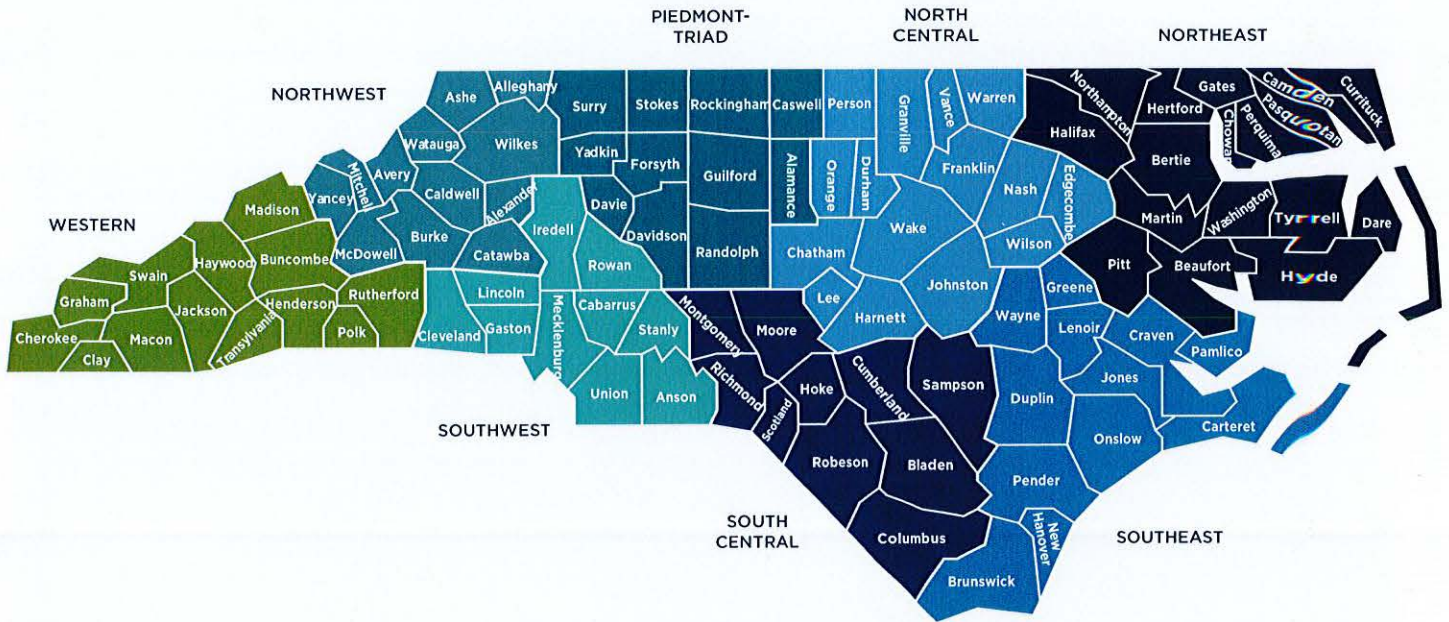
Manufacturing and Process Improvement

Offer services and industry expertise to help companies innovate, work efficiently and contain costs.

Workforce Recruitment and Customized Training

Help businesses find and develop the workforce talent they need to thrive.

ECONOMIC DEVELOPMENT PARTNERSHIP OF NORTH CAROLINA



For help navigating the tools available to manage, maintain and grow your business, contact your regional industry manager

Western Region
Josh Carpenter
828.772.9128
josh.carpenter@edpnc.com

Piedmont-Triad Region
Tracy Dellinger
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DRAFT AMENDMENT TO THE SIGN ORDINANCE**SEPTEMBER 19, 2016****PROPOSED LANGUAGE IN BOLD TEXT****103.06. TEMPORARY SIGNS**

1. In addition to the signs permitted in Section 102, temporary signs related to Special Events are allowed on private property for a time period not to exceed 30 days. Such signs are permitted **on and** off-premises.
2. In addition to the signs permitted in Section 102, temporary signs related to a single event for commercial enterprises are allowed on private property for a time period not to exceed 30 days, **with a limit of 4 events per calendar year**. Such signs are permitted on-premises only.

Note: Prior version of the sign ordinance allowed temporary signs for 6 months.

3. Temporary signs containing any message are allowed on private property during an election period subject to the area limitations stated herein. An election period begins ~~the first day of filing before~~ **on the 30th day before the beginning date of one-stop early voting** and ends 10 days after any election conducted under federal, state, county, or city laws or ordinances in which residents of Watauga are entitled to vote, including elections or votes regarding selection or recall of any federal, state, county or city officials, any ballot questions, referendum, **constitutional amendments**, or advisory vote.

Note: Essentially returning to the time frame allowed by the prior ordinance.

4. Temporary sign(s) located in residential subdivisions may not exceed a total area of 16 square feet per parcel.
5. Temporary sign(s) located in unzoned commercial areas may not exceed a total area of 32 square feet per parcel.
6. Temporary signs located on property offered for sale or lease are allowed for time periods exceeding those listed herein provided such signs are promptly removed following the sale or lease closing date. All signs are subject to the area limitations stated in this Section.
7. No temporary signs may be illuminated.
8. All temporary signs must be secured to prevent them from becoming a hazard to pedestrians, vehicles or adjacent property during high winds.
9. **Temporary directional signs are allowed off-premises for a time period not to exceed 60 days as a navigational aid to specific destination(s).**

Note: Proposed language for signage intended to direct motorists to a single destination.

SECTION 112. REMEDIES

1. When the ordinance administrator determines that a sign has been erected, constructed, reconstructed, altered, repaired, converted or continued in violation of this ordinance, he or she is authorized to institute an action for injunction or take other appropriate action to prevent or abate such violation.
2. **The ordinance administrator shall have the authority to remove and impound any sign prohibited by Section 106.04 of this ordinance without further notice. The ordinance administrator shall impound such signs for a period of 10 days. During the 10-day impoundment period, the ordinance administrator shall attempt to notify**

the owner that the sign has been impounded and may be recovered upon payment of a \$10.00 recovery fee. In the event impounded signs are not claimed within the 10-day impoundment period, the county shall have the authority to dispose of such signs.

3. In the event signs prohibited by this ordinance require special resources for collection and/or impoundment, the county, or independent contractor under the county's supervision, shall collect and impound the sign. The resulting charges shall be assessed to the sign owner.

106.04. Prohibited Signs

The following signs are prohibited in the County:

1. Abandoned Signs.
2. Animated Signs.
3. Signs containing any words or symbols that would cause confusion because of their resemblance to highway traffic control or direction signals.
4. Signs located on trees, utility poles, public benches or any other form of public property or within any public right-of-way unless explicitly permitted by the regulations.
5. Off-Premises temporary signs, other than those explicitly permitted by Section 103.6.
6. Any signs placed on public property without consent or placed in violation of local, state, or federal requirements.

SECTION 107. DEFINITIONS

Directional Sign. A temporary sign, not exceeding 4 square feet, used as a navigational aid to direct motorists to specific destination(s) for a single purpose or event open to the public.

Temporary Sign. A sign utilized for a limited time which is not intended to be installed on a permanent basis. permanently anchored or secured to a building or the ground and may be easily moved from one location to another. Examples include air-activated motion signs, balloon signs, banner signs, yard signs, feather flag signs, portable message center signs, snipe signs, and sidewalk signs.

Thought y'all might enjoy this.....

Tampa Bay Times

WINNER OF 12 PULITZER PRIZES

Adored by candidates, the dreaded campaign yard sign appears to be less in demand this season



Adam C. Smith, Times Political Editor

Friday, October 21, 2016 6:07am

The inundation of campaign yard signs seems to be lighter than in past presidential election years. And it took longer for the Donald Trump and Hillary Clinton signs to start appearing.

Chalk it up to most voters disliking the major presidential nominees too much to want to boast about their choice.

Some residents of the biggest battleground region of the biggest battleground state also are wary of inflaming passions more than they already are. In this bitterly divided political climate, planting a Clinton sign can be viewed as flipping your middle finger to a neighbor with a Trump sign, and vice versa.

"The reason I haven't put out any signs or stickers is because I don't want to get my house egged or my car keyed," said Scott Tielemans, a Tampa Republican, explaining why he opted against planting a Trump sign in his yard.

Fellow Tampa Republican Christine Bamberger agreed: "People are so reluctant to show their hands because they don't want retribution. People are keeping their thoughts to themselves."

But here's a little secret among campaign professionals: Most of them think campaign yard signs — especially in high profile races — are both an aggravating pain in the neck and more or less useless in terms of delivering votes.



Yet, candidates fixate on them.

"Yard signs matter — to the candidate's family members, friends and casual advisers who are constantly in the candidate's ear," quipped Republican consultant Brian Burgess of Tallahassee. "They are also one measurement of a campaign's organizational strength. Do they actually sway voters? No."

"Yard signs are effective to the extent that they keep your candidate happy and performing well," said Republican consultant Kirsten Dougherty of Washington, dismissing their effectiveness in winning votes.

Republican consultant Nick Hansen of St. Petersburg recalls a political mentor telling him it's not a campaign without yard signs. "But what he meant to say was the candidate will never think it's a real campaign unless you have yard signs and talk about yard signs every day, and obsess about placement of yard signs," Hansen said. "It doesn't matter that you just spent 500,000 on a television commercial and polling and voter outreach. The conversation will always come back to a \$2.50 piece of corrugated plastic."

Yard sign tensions can escalate quickly. Every year, countless campaign workers waste far too much time trying to catch yard sign thieves or vandals. In September, state Rep. Keith Perry of Gainesville had to apologize after being caught on video striking another man for removing a large Perry sign from a someone's property.

One academic study in 2015 concluded lawn signs on average increase vote share by 1.7 percentage points. The *Tampa Bay Times* recently surveyed more than 170 veterans of Florida politics, and nearly six in 10 said they are not effective. Many suggested they are matter more in local races with little known candidates.

No modern campaign had a better handle on what persuades and motivates voters than Barack Obama's campaigns. His campaign leaders had no use for yard signs except as something to sell to eager supporters.

But they sometimes failed to appreciate how volunteers and supporters can become consumed by yard signs, too.

Steve Schale said yard sign hand-wringing and headaches reached such a peak when he ran Obama's 2008 Florida campaign that he "went completely rogue" and managed to print hundreds of thousands of yard signs.

"We had kids spending half their day dealing with yard sign politics rather than registering and organizing voters," Schale groaned.

Contact Adam C. Smith at asmith@tampabay.com. Follow @adamsmithtimes

Adored by candidates, the dreaded campaign yard sign appears to be less in demand this season
10/21/16

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MEMORANDUM

TO: Board of County Commissioners

FROM: Deron Geouque
County Manager

SUBJECT: State Budget and Legislative Issues

DATE: February 9, 2017

The North Carolina Association of County Commissioners has established its 2017-18 legislative goals. The top five goals are listed below along with other various goals that may impact counties:

1. **Establish a new state-county partnership to address statewide public school capital challenges through a dedicated, stable funding stream that is consistent from county to county and sufficient to meet the school facility needs of all 100 counties.**
2. **Repeal the statutory authority under N.C. Gen. Stat. 115C-431(c) that allows a local school board to file suit against a county board of commissioners over county appropriations for education.**
3. **Preserve and expand the existing local revenue base of counties, and oppose efforts to divert fees or taxes currently allocated to the counties to the state. Oppose efforts to erode existing county revenue streams and authorize local option revenue sources already given to any other jurisdiction.**
4. **Increase state funding for transportation construction and maintenance needs, and support legislation to ensure that the STI funding formula recognizes one size does not fit all and that projects in both rural and urban areas are prioritized and funded.**
5. **Support legislation and funding to raise the Age of Juvenile Jurisdiction from 16 to 18 with the exception of felony crimes.**
6. Legislation, funding, and other efforts to expand digital infrastructure/broadband capability to the un-served and under-served areas of the state.
7. Grant all counties the option to provide notice of public hearings and other legal notices through electronic means in lieu of required publication in any newspaper.
8. Increase state funding for behavioral health services and facilities at the state and local level, including dedicated resources for community paramedicine project. Support Medicaid reimbursement to EMS for behavioral health transport to crisis centers and structure appropriate county participation in behavioral health program governance.
9. Oppose 911 Dispatch Services being absorbed by the county with no monetary reimbursement.
10. Greater flexibility in county governments' use of 911 funds and protects current funding streams.
11. Legislation to restore state aid funding of public libraries to the pre-2011 level.
12. Support legislation to grow North Carolina's statewide economy through sound state investments, including public infrastructure funding, competitive incentives, and coordinated efforts with county economic development services.