

**Watauga County
Annual Retreat
February 19 & 21, 2018**



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 15, 2018

Following is the information packet for the 2018 Annual Budget Retreat. The retreat will provide a significant amount of information that will aid the Commissioners in establishing priorities for the Fiscal Year 2018-2019 budget. The purpose of the retreat is to consider where the county has been and where the Commissioners would like to direct the county moving forward. During the next two (2) days staff will record the priorities of the Commissioners based on feedback received at the retreat.

Fiscal Year 2018-2019 will be recognized as the “Year of Capital Projects.” An update will be provided regarding the Community Recreation Center. The preliminary design of the facility along with a financial overview will be reviewed and discussed. The Public Safety and Emergency Communications Systems Comprehensive Study will be presented to the Board. Staff is already working with the School System to secure one of the two new sites that will be recommended by the study. The School System will provide a copy of the draft master facility study. School and county staff will need to work with the architect to develop a plan to address the identified needs. Dr. Mark Poarch, CCC&TI President, will apprise the Board of the progress being made with construction at the White Oak campus. Status reports on the Guy Ford Paddle Access and the Middle Fork Greenway will be given. Lastly, broadband connection efforts will be reviewed.

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 2019 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 19 & 21, 2018**

TIME	TOPIC	PRESENTER	PAGE
MONDAY, FEBRUARY 19, 2018			
12:15 PM	OPENING REMARKS AND LUNCH	MR. DERON GEOUQUE	
12:30 PM	COMMUNITY RECREATION CENTER (CRC) UPDATE		1
	A. Preliminary Design	MR. CHAD ROBERSON	1
	B. Financial Overview	MR. GEORGE DEINES	41
	C. Construction and Finance Schedule		70
2:30 PM	BREAK		
2:40 PM	FY 2018 REVIEW AND DISCUSSION OF FY 2019 BUDGET	MS. MARGARET PIERCE	74
	A. Revenues		
	B. Expenditures		
	C. Debt Service Report		
	D. Budget Calendar		
3:00 PM	REVIEW OF CURRENT CAPITAL IMPROVEMENT PLAN (CIP)	MR. DERON GEOUQUE & MR. ROBERT MARSH	80 80 81
	A. Current CIP Status Report		
	B. Relocation of County Personnel		
	1. Planning and Inspections		
	2. Veteran's Services		
	3. Red Cross		
	C. Courtroom # 2 Renovations		82
	D. East Annex Building Program		87
	E. New River Baseball Fields		88
	F. School Facilities		89
3:45 PM	UPDATE ON RECREATIONAL PROJECTS		91
	A. Guy Ford Paddle Access	MR. JOE FURMAN	91
	B. Middle Fork Greenway	MS. WENDY PATOPRSTY	94
4:15 PM	BREAK		
4:30 PM	CALDWELL COMMUNITY COLLEGE & TECHNICAL INSTITUTE	DR. MARK POARCH	98
5:00 PM	SCHOOL BOARD FUNDING ISSUES	DR. SCOTT ELLIOTT & SCHOOL BOARD MEMBERS	101
	A. FY 2019 Funding Needs		
	B. Schools' Capital Improvement Plan		
6:00 PM	CHILDREN'S COUNCIL PRESENTATION	MR. HUNTER VARIPAPA	185
6:30 PM	COUNTY MANAGER'S SUMMARY	MR. DERON GEOUQUE	
7:00 PM	RECESS UNTIL FRIDAY, FEBRUARY 21, 2018, AT 9:00 AM		
WEDNESDAY, FEBRUARY 21, 2018			
8:30 AM	BREAKFAST		
9:00 AM	TOURISM DEVELOPMENT AUTHORITY (TDA)	MR. MATT VINCENT & MR. WRIGHT TILLEY	238
9:20 AM	WATAUGA COMMUNITY HOUSING TRUST	STAFF	247
9:40 AM	WATAUGA HUMANE SOCIETY FACILITIES	MR. BEN HENDERSON	251
10:00 AM	BROADBAND CONNECTION EFFORTS	MR. KEITH CONOVER	279
10:30 AM	PUBLIC SAFETY AND EMERGENCY COMMUNICATIONS SYSTEMS STUDY UPDATE	DR. MARVIN HOFFMAN	293
11:30 AM	MISCELLANEOUS & COMMISSIONER MATTERS	MR. DERON GEOUQUE	335
	A. State Issues		
	B. Commissioner Matters		
11:45 PM	WRAP UP, GOALS & OBJECTIVES, BOARD DIRECTIVES		
12:00 PM	ADJOURN		



Watauga County **COMMUNITY RECREATION CENTER**



CLARKNEXSEN





Watauga County Community Recreation Center: Site Issues



Watauga County Community Recreation Center: Traffic Management



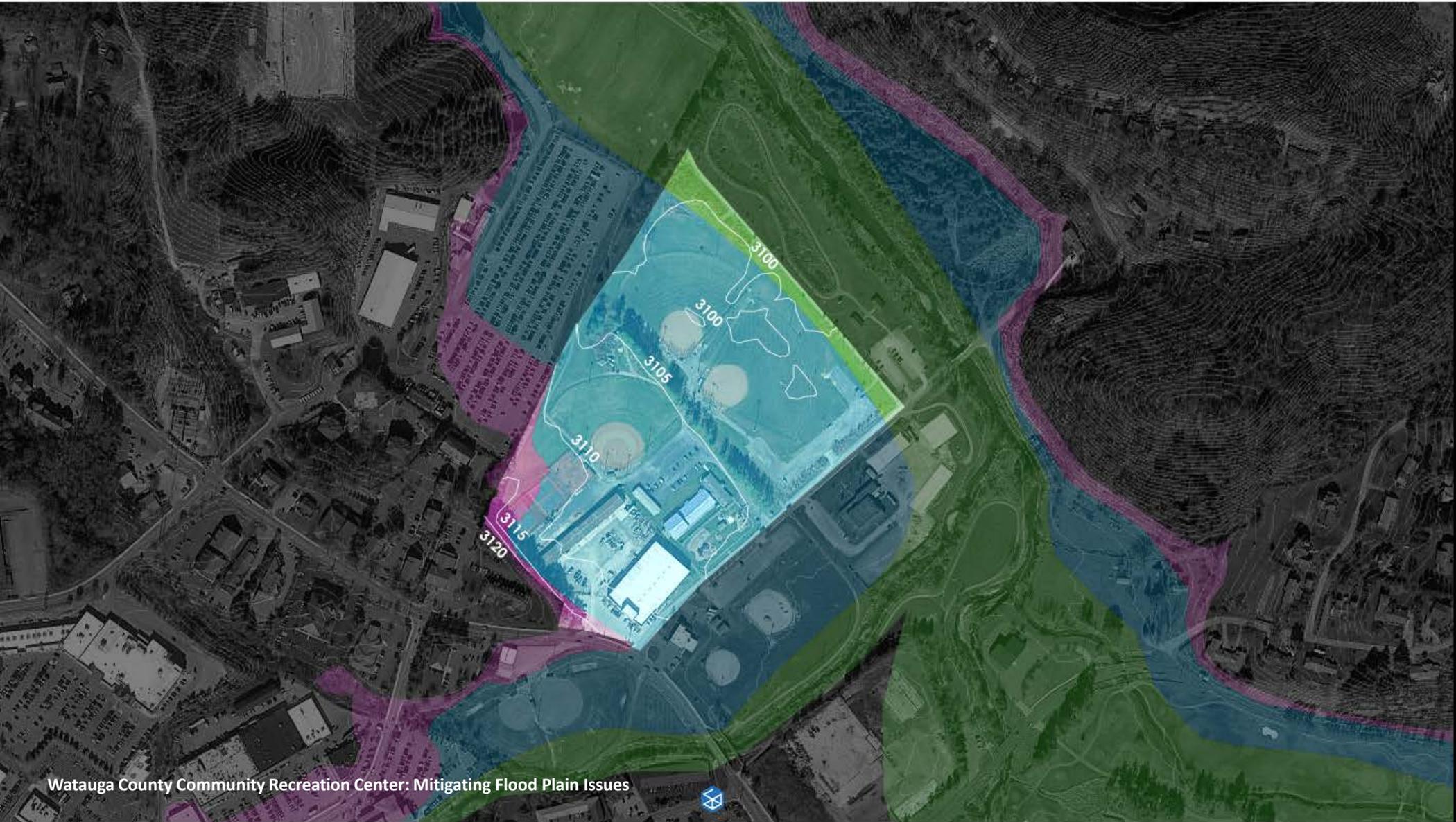
Watauga County Community Recreation Center: Leveraging Synergies with the Boone Wellness District





Watauga County Community Recreation Center: Mitigating Flood Plain Issues



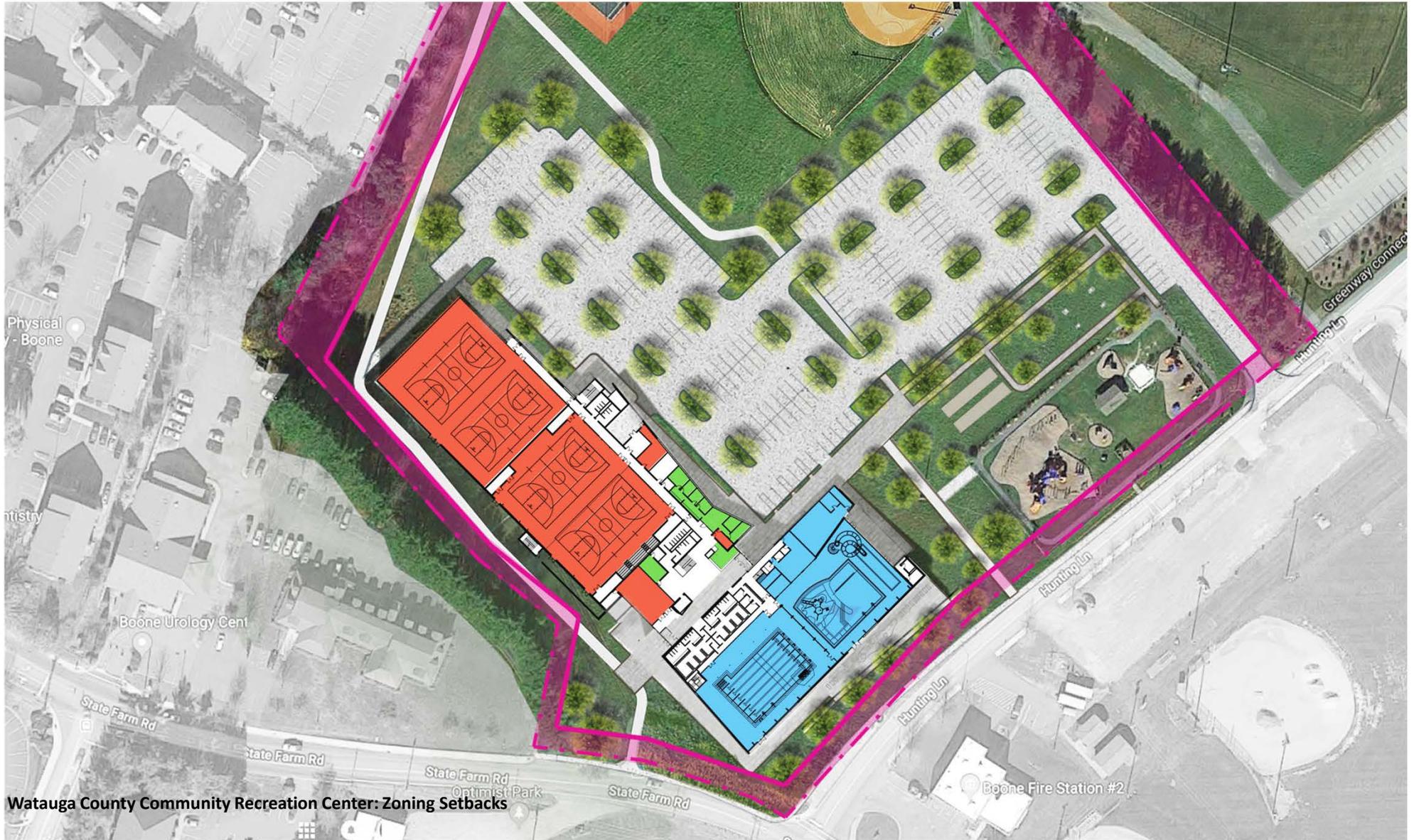


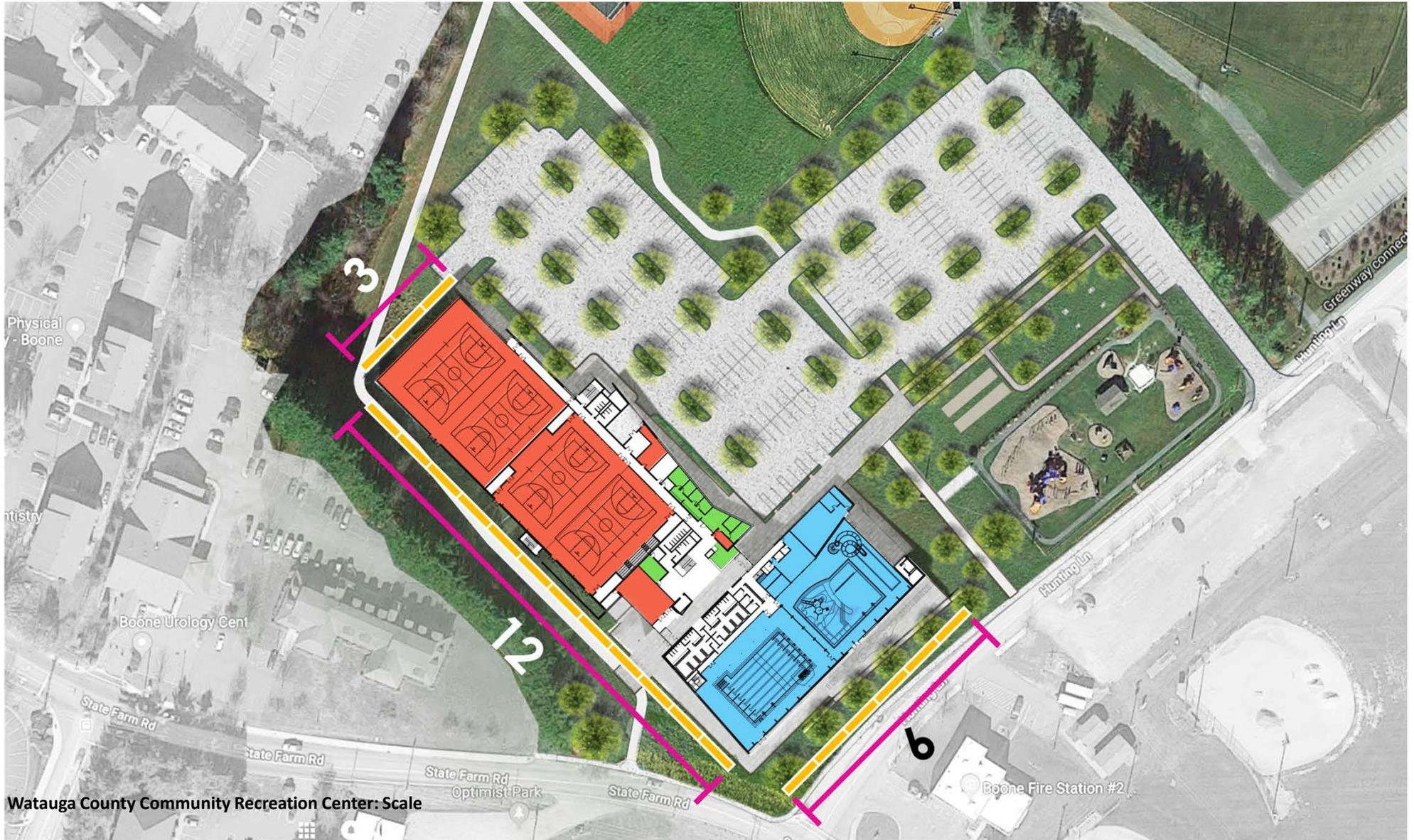
Watauga County Community Recreation Center: Mitigating Flood Plain Issues





Watauga County Community Recreation Center: Mitigating Flood Plain Issues







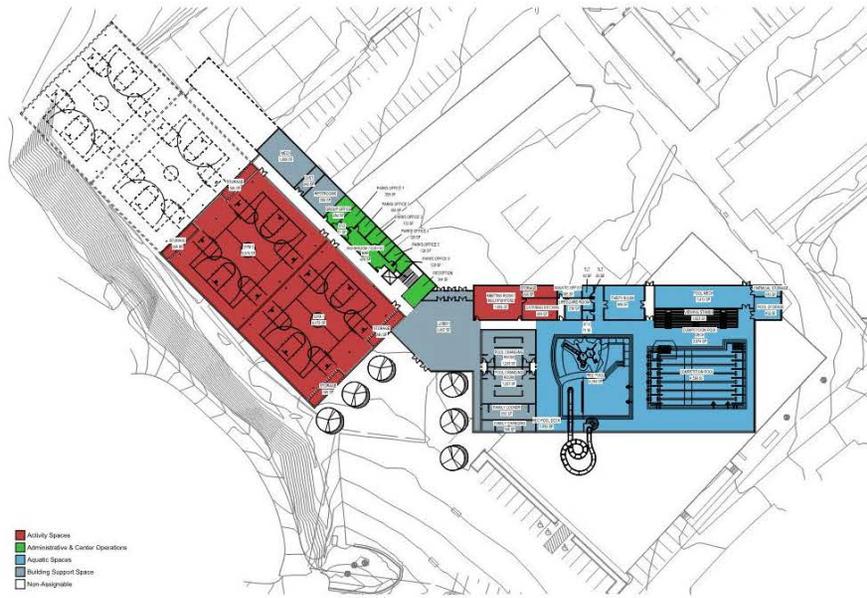
Watauga County Community Recreation Center: Coordinating with the Existing Greenway System



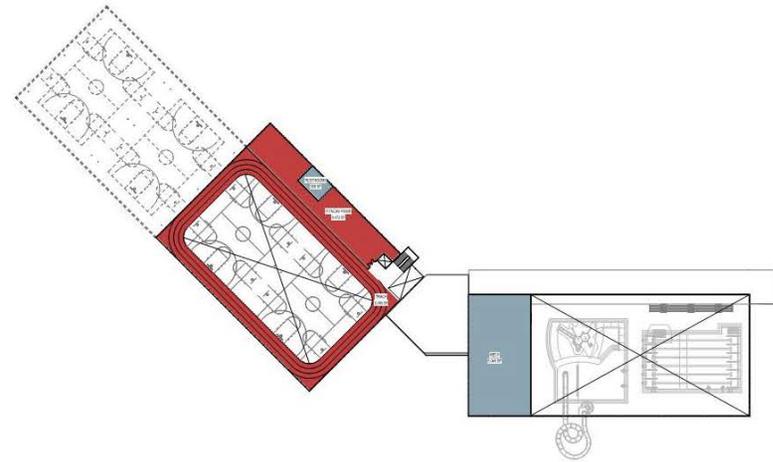
Watauga County Community Recreation Center: Extending the Greenway System

Scheme 1

SCHEME 1 - DEPARTMENT TOTALS	
Department	Area
Activity Spaces	29,938 SF
Administrative & Center Operations	2,098 SF
Aquatic Spaces	20,847 SF
Building Support Space	14,663 SF
Non-Assignable	3,218 SF
TOTAL NET SF	70,765 SF



🕒 First Floor

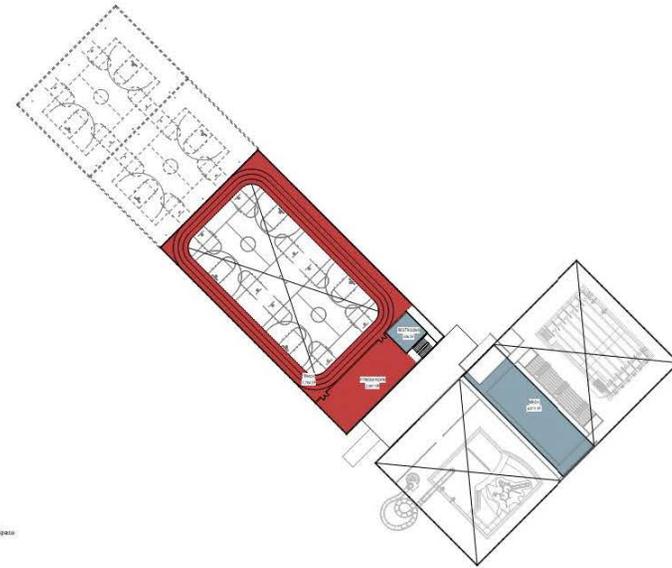


🕒 Second Floor

Scheme 2



🕒 First Floor



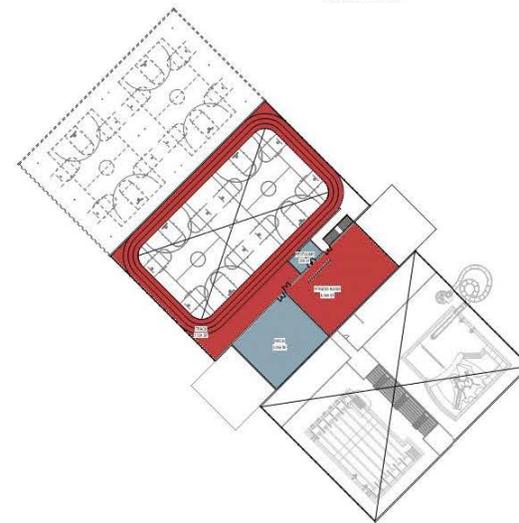
🕒 Second Floor

SCHEME 2 - DEPARTMENT TOTALS	
Department	Area
Activity Spaces	30,746 SF
Administrative & Center Operations	2,451 SF
Aquatic Spaces	22,593 SF
Building Support Space	12,945 SF
Non-Assignable	3,181 SF
TOTAL NET SF	71,915 SF

Scheme 3

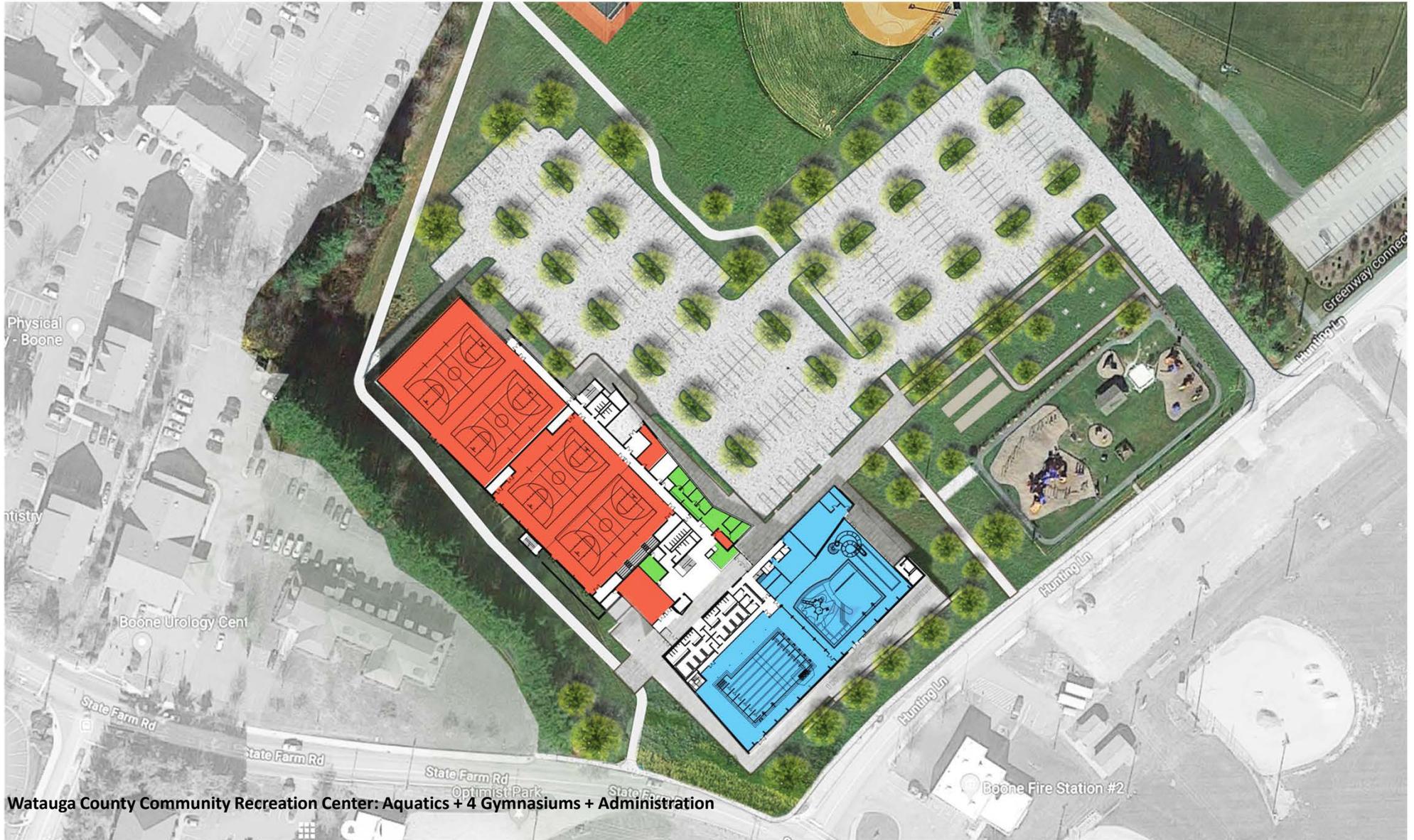


🕒 First Floor

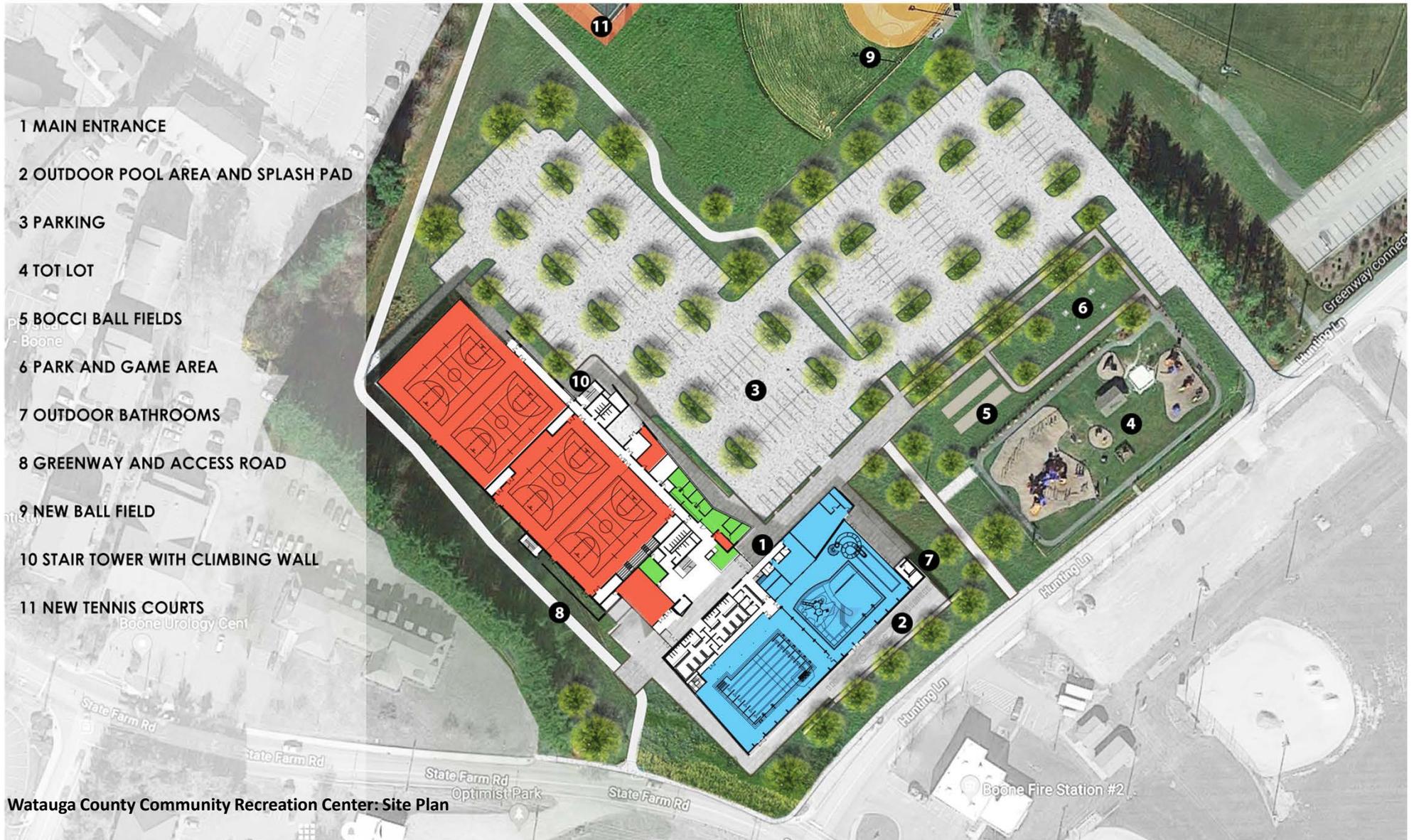


🕒 Second Floor

SCHEME 3- DEPARTMENT TOTALS	
Department	Area
Activity Spaces	32,975 SF
Administrative & Center Operations	2,130 SF
Aquatic Spaces	22,062 SF
Building Support Space	8,687 SF
Non-Assignable	4,705 SF
TOTAL NET SF	70,559 SF



Watauga County Community Recreation Center: Aquatics + 4 Gymnasiums + Administration



1 MAIN ENTRANCE

2 RECEPTION

3 CHANGING ROOMS

4 LAP POOL

5 RECREATION POOL

6 SPLASH PAD

7 PARTY ROOM

8 POOL EQUIPMENT/ OFFICES

9 STAIR AND VENDING

10 ADMIN

11 MULTI-PURPOSE ROOM

12 GYMS

13 ADDITIONAL GYMS

14 SERVICE ENTRANCE

15 EXTERIOR BATHROOMS



Watauga County Community Recreation Center: First Floor Plan

- 1 MAIN ENTRANCE
- 2 RECEPTION
- 3 CHANGING ROOMS
- 4 LAP POOL
- 5 RECREATION POOL
- 6 SPLASH PAD
- 7 PARTY ROOM
- 8 POOL EQUIPMENT/ OFFICES



Watauga County Community Recreation Center: Aquatics Spaces

9 STAIR AND VENDING

14 SERVICE ENTRANCE

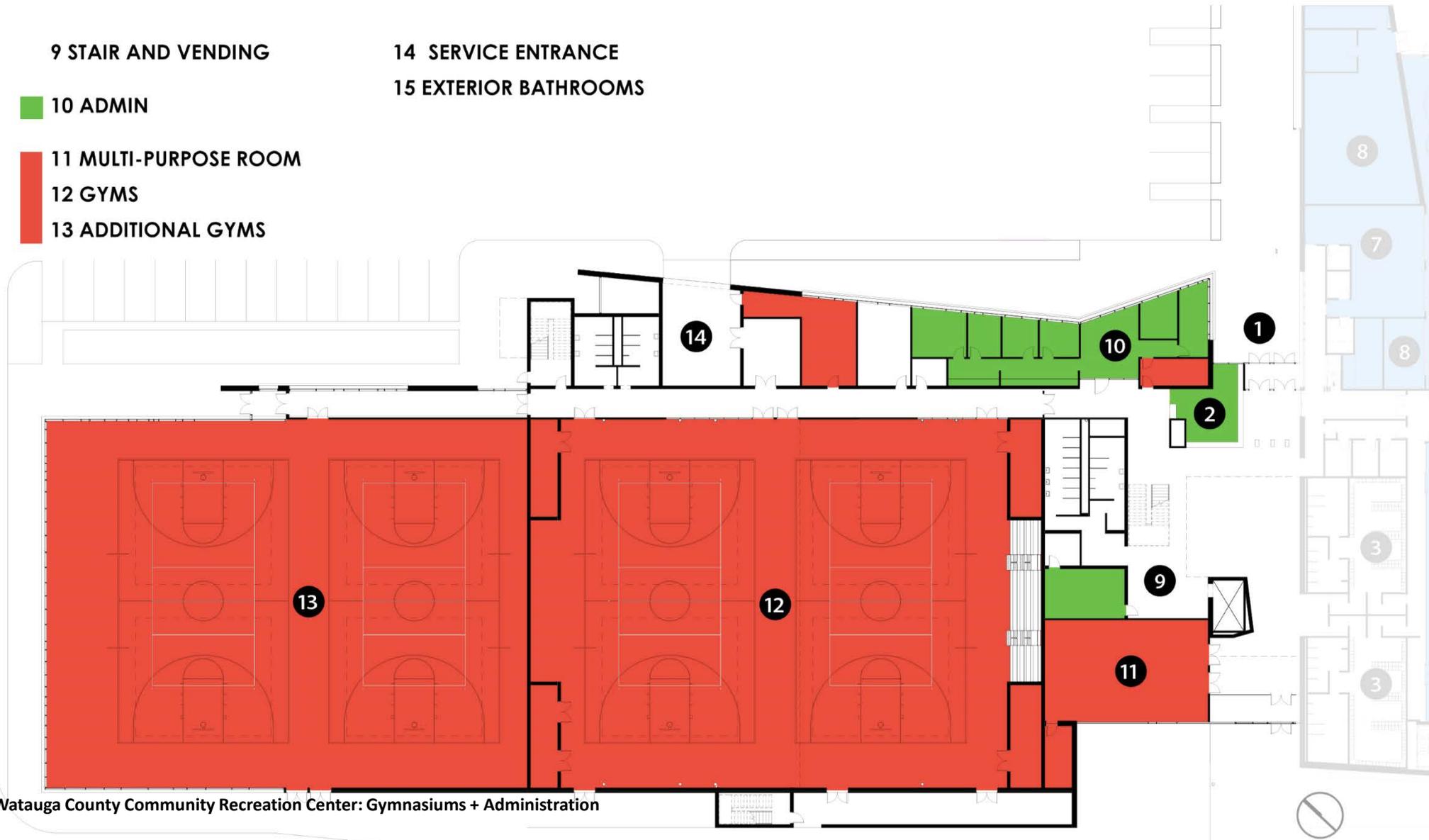
10 ADMIN

15 EXTERIOR BATHROOMS

11 MULTI-PURPOSE ROOM

12 GYMS

13 ADDITIONAL GYMS



16 STAIR

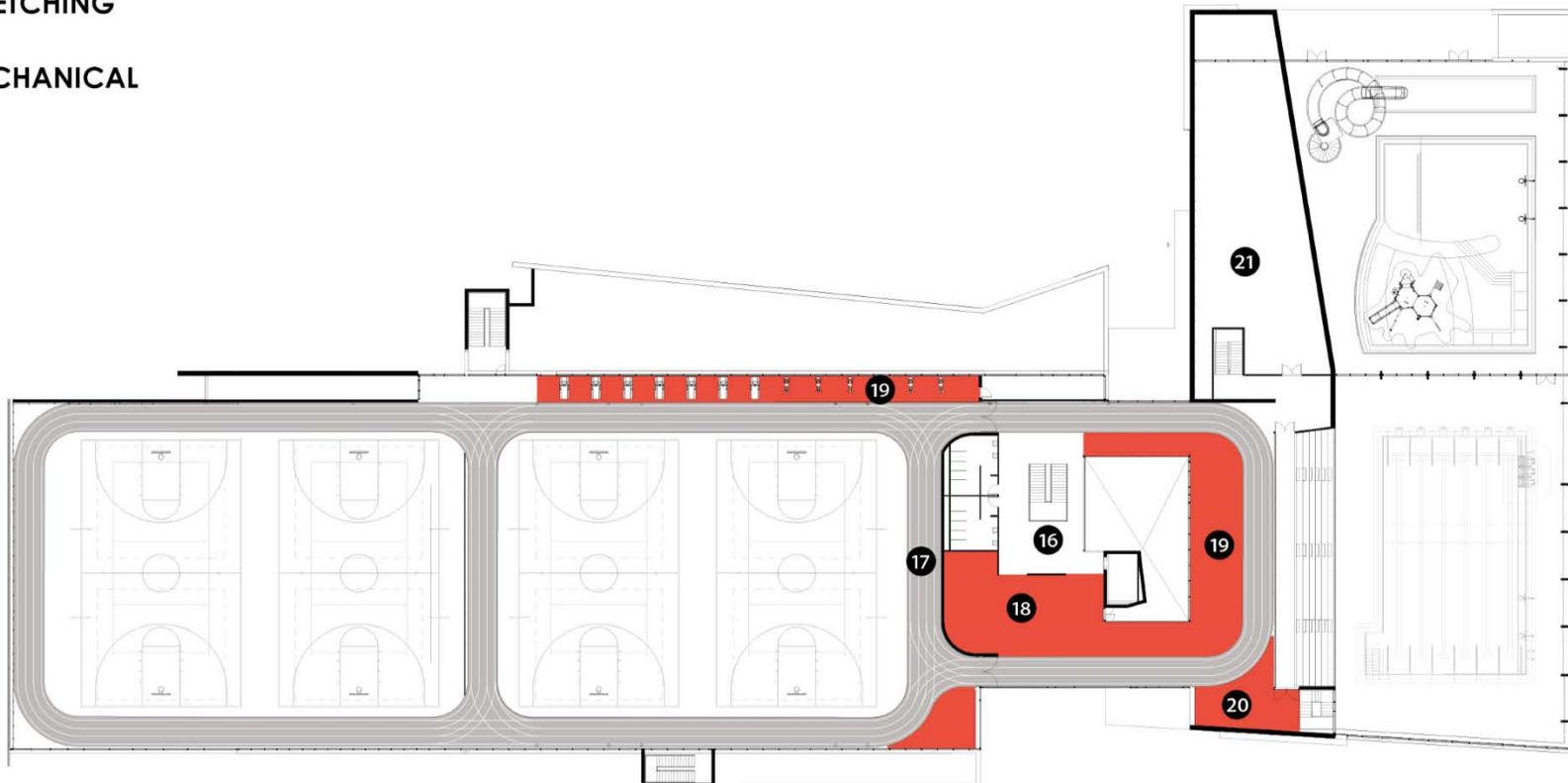
17 RUNNING TRACK

18 WEIGHT ROOM

19 CARDIO

20 STRETCHING

21 MECHANICAL



Watauga County Community Recreation Center: Second Floor Plan

16 STAIR

17 RUNNING TRACK

18 WEIGHT ROOM

19 CARDIO

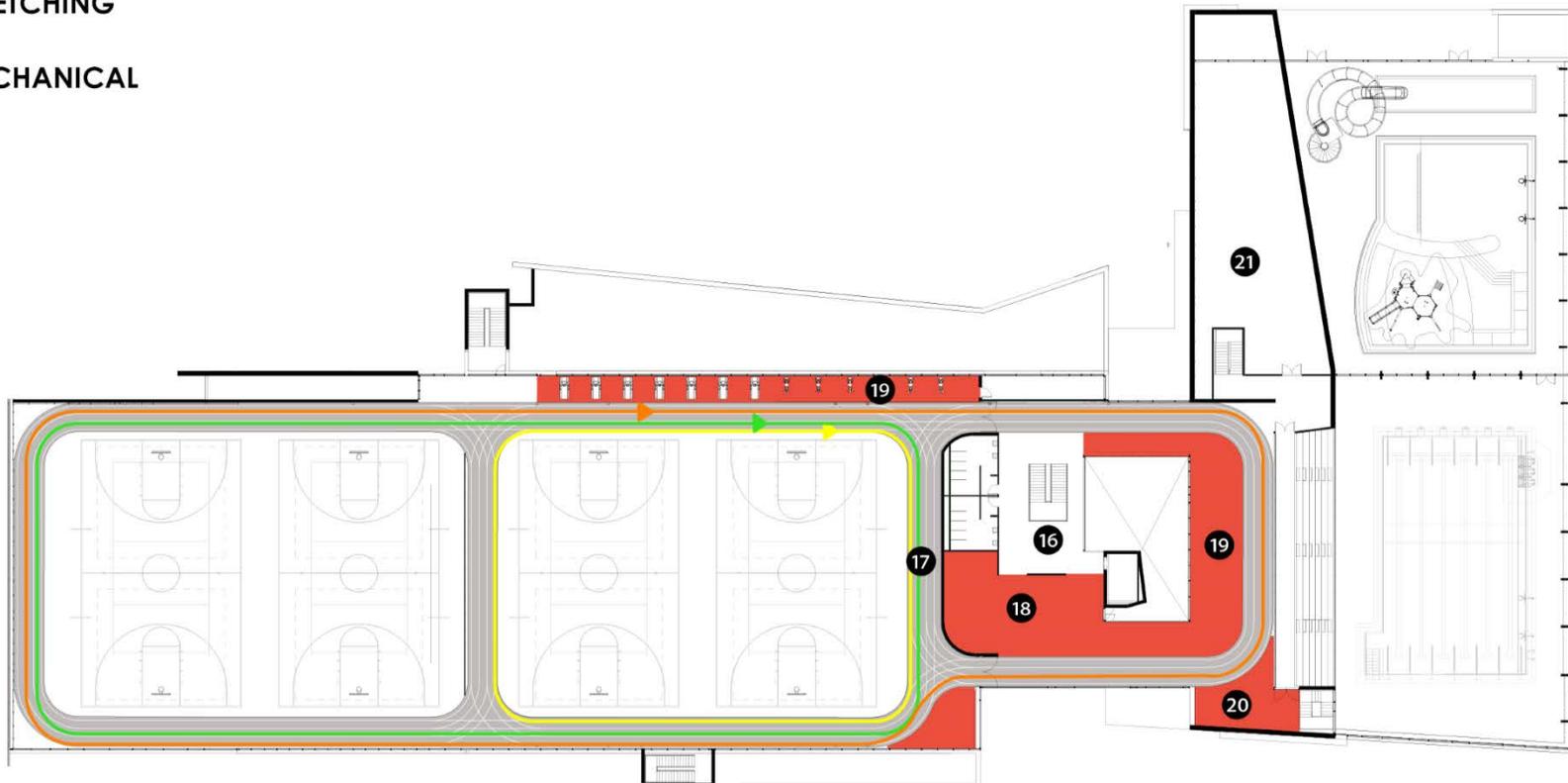
20 STRETCHING

21 MECHANICAL

→ 1 round = 450 ft/ 137m/ 0.08 m

→ 1 round = 740 ft/ 225m/ 0.14 m

→ 1 round = 942 ft/ 287m/ 0.17 m



Watauga County Community Recreation Center: Second Floor Plan - Track







INSPIRATION - BLUE RIDGE MOUNTAINS

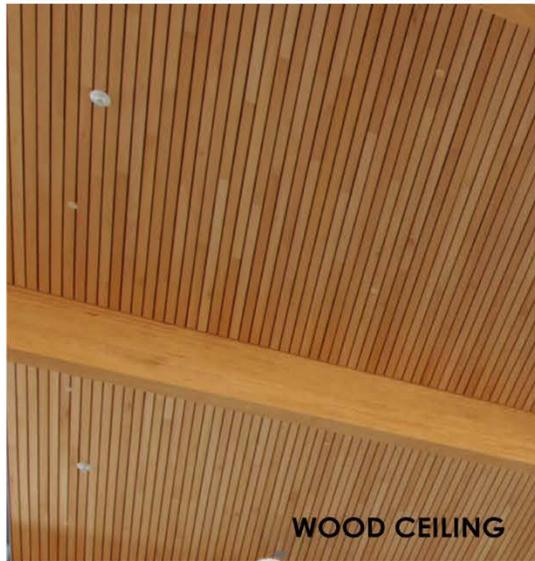
INSPIRATION - MATERIALS



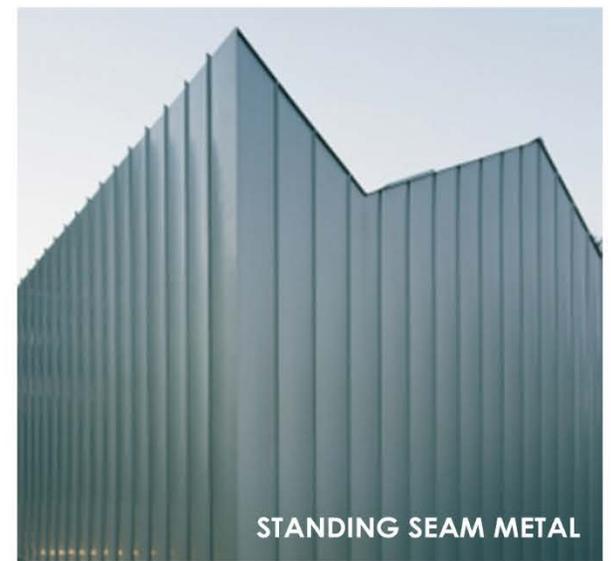
POPLAR BARK



NATURAL STONE



WOOD CEILING



STANDING SEAM METAL

COMMUNITY APPEARANCE STANDARDS

PEDESTRIAN ORIENTATION

ENTRANCES

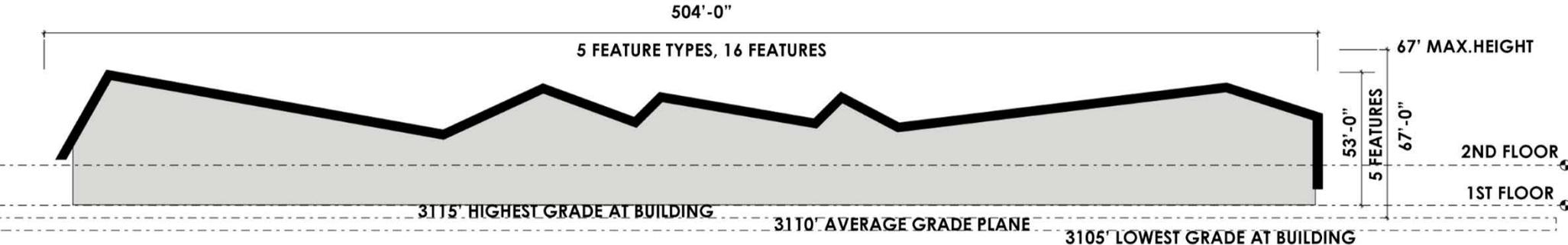
MATERIALS

BUILDING FEATURES

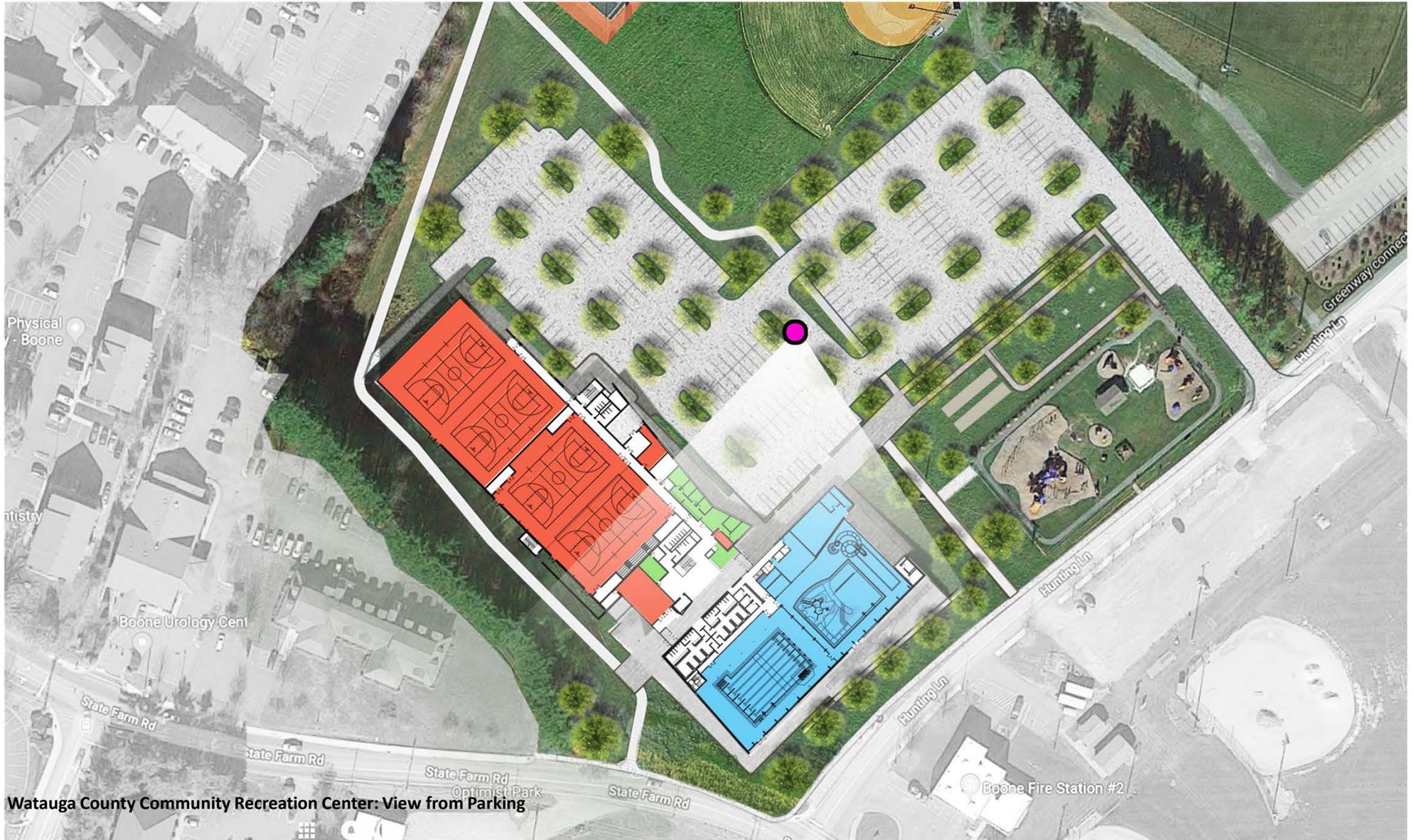
PLAN: LINEAR DIMENSIONS: 80' TO LESS THAN 120':	4 FEATURE TYPES: MINIMUM OF 12 FEATURES
LINEAR DIMENSIONS: 120+	5 FEATURE TYPES: MINIMUM OF 16 FEATURES
ELEVATIONS: HEIGHT: 10' TO LESS THAN 16'	2 FEATURES
HEIGHT: 16' TO LESS THAN 32'	3 FEATURES
HEIGHT: 32' TO LESS THAN 48'	4 FEATURES
HEIGHT: 48'+	5 FEATURES

- 3115' = HIGHEST GRADE ON SITE AND AT BUILDING EDGE
- 3115' = 2' ABOVE FLOOD PLAIN = TOP OF SLAB
- 3105' = LOWEST GRADE AT BUILDING EDGE
- 3110' = AVERAGE GRADE PLANE

HEIGHT PERMITTED PER ZONING = 67' ABOVE AVERAGE ELEVATION OF THE FINISHED GRADE AT THE PRIMARY FACADE OF THE BUILDING TO THE HIGHEST PEAK OF THE BUILDING
 HEIGHT ALLOWED PER BUILDING CODE = 55' + 20' INCREASE (SPRINKLERS)

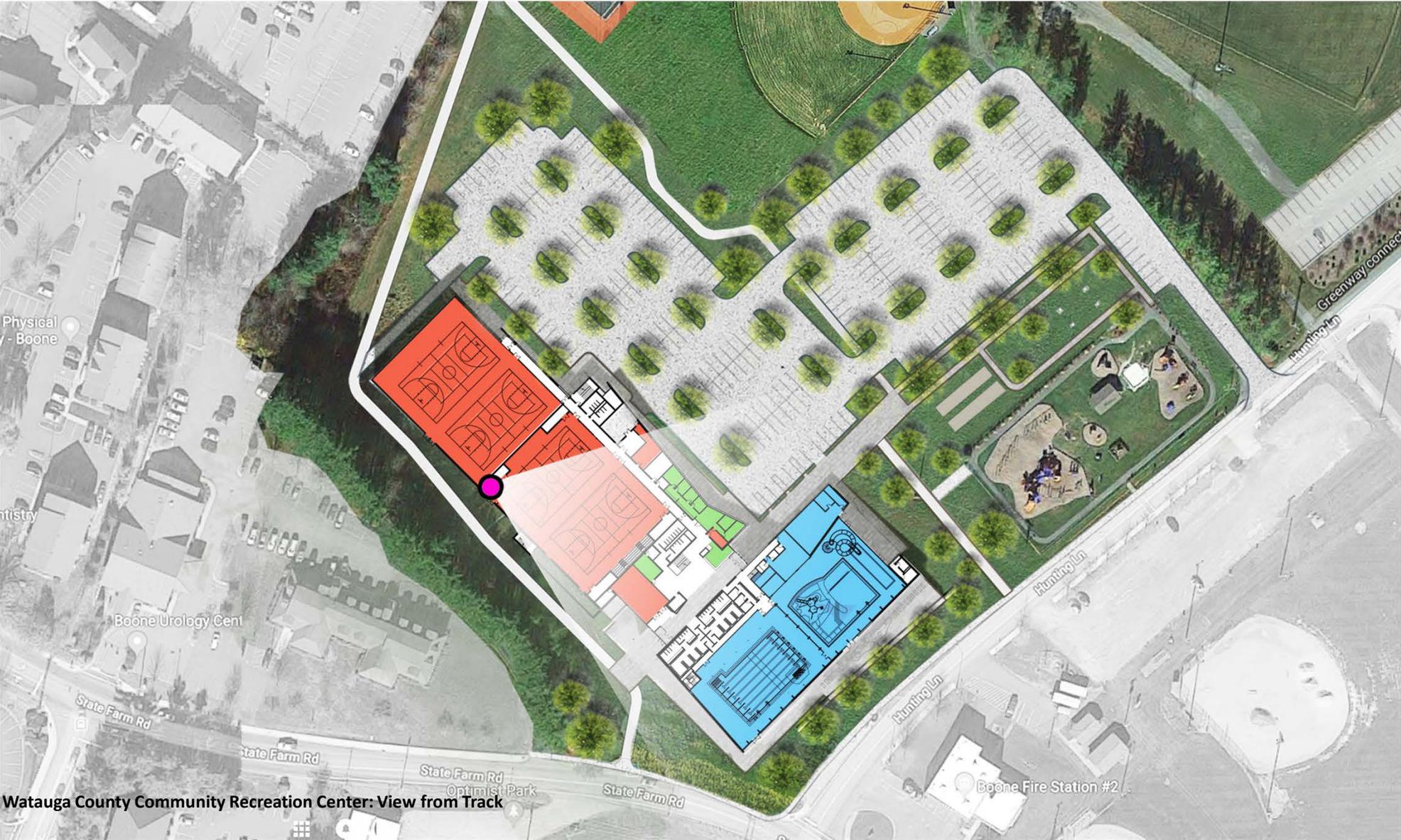


Watauga County Community Recreation Center: Zoning- Community Appearance Standards



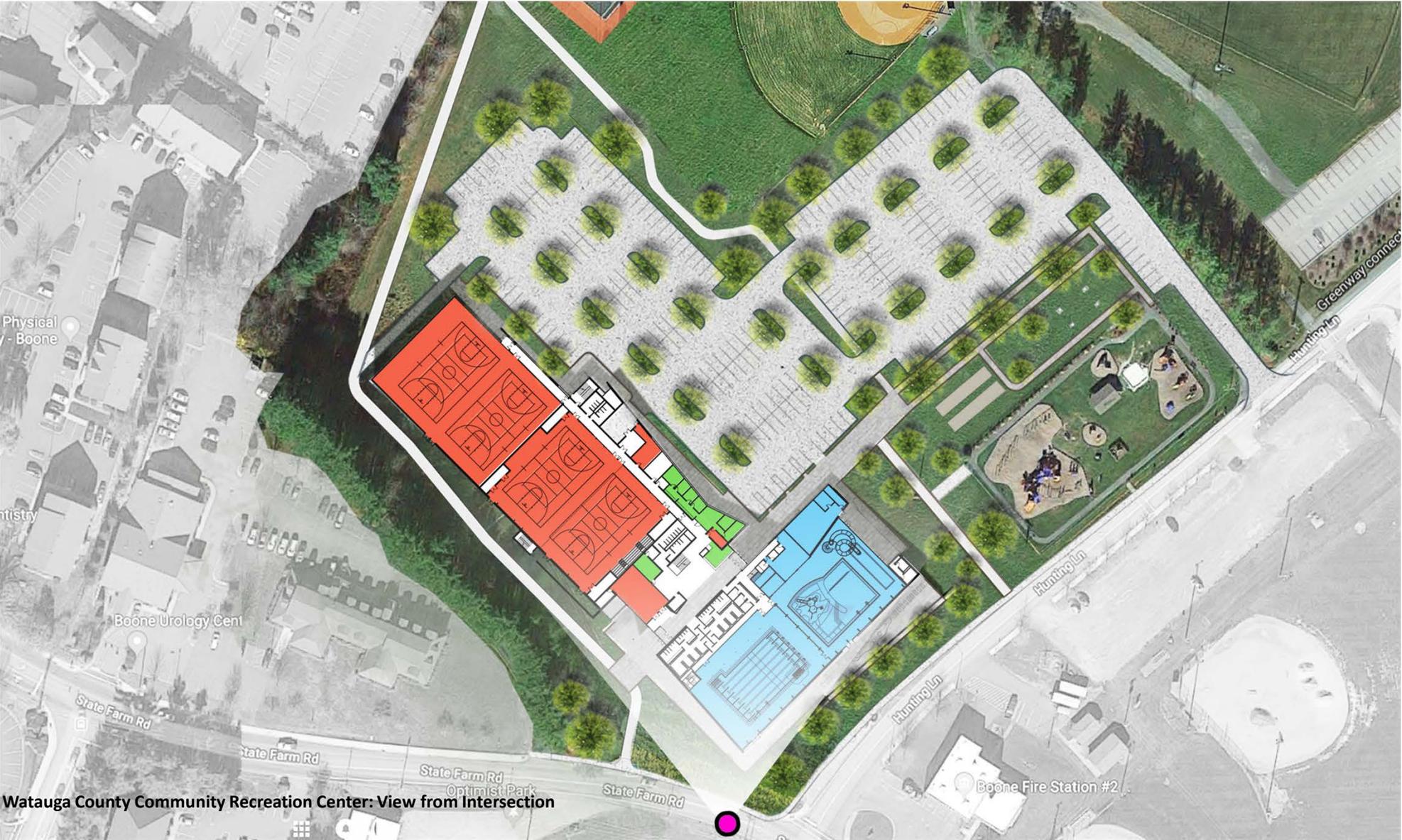
Watauga County Community Recreation Center: View from Parking





Watauga County Community Recreation Center: View from Track





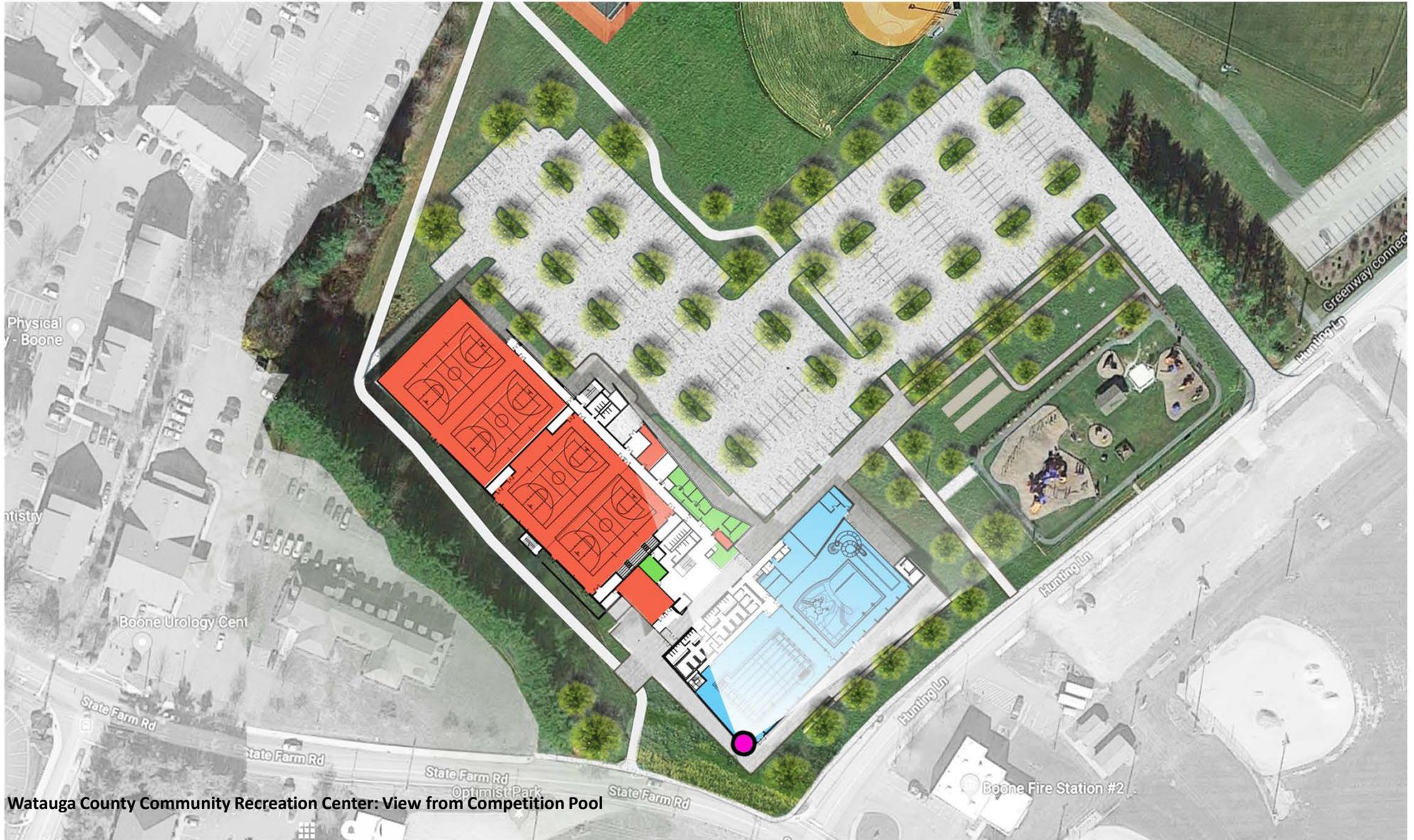
Watauga County Community Recreation Center: View from Intersection



Watauga County Community Recreation Center: Existing View from State Farm Road







Watauga County Community Recreation Center: View from Competition Pool



Task Name	Duration	Start	Finish
Design Development	64 days	Mon 1/29/18	Fri 4/27/18
Begin DD efforts	1 eday	Mon 1/29/18	Tue 1/30/18
Team meeting	1 day	Mon 2/19/18	Mon 2/19/18
Design efforts	14 edays	Fri 3/9/18	Fri 3/23/18
Team meeting	1 day	Fri 3/9/18	Fri 3/9/18
Design efforts	1 day	Mon 3/12/18	Mon 3/12/18
Team meeting	1 day	Fri 3/30/18	Fri 3/30/18
Design efforts	14 edays	Fri 3/30/18	Fri 4/13/18
Design Development - Review/ Comments	14 edays	Fri 4/13/18	Fri 4/27/18
Construction Documents	170 days	Fri 4/27/18	Fri 12/21/18
Early site package + Structure	62 edays	Fri 4/27/18	Thu 6/28/18
Submit to Regulatory for Early site package	1 day	Fri 6/29/18	Fri 6/29/18
Owner Review of Early site package + Structure	14 edays	Mon 7/2/18	Mon 7/16/18
CN response to comments for Early site package from Regulatory review	14 edays	Mon 7/16/18	Mon 7/30/18
GMP documents (75% documents)	1 day	Fri 6/29/18	Fri 6/29/18
Complete remaining Construction documents	100 edays	Thu 6/28/18	Sat 10/6/18
Submit to Owner for review	1 day	Mon 10/8/18	Mon 10/8/18
Regulatory review	60 edays	Mon 10/8/18	Fri 12/7/18
CN response to comments	14 edays	Fri 12/7/18	Fri 12/21/18
Construction Activities	375 days	Mon 12/24/18	Fri 5/29/20
NTP	1 day	Mon 12/24/18	Mon 12/24/18
Construction	420 edays	Mon 12/24/18	Mon 2/17/20
Weather	60 edays	Mon 2/17/20	Fri 4/17/20
Project complete	30 days	Mon 4/20/20	Fri 5/29/20

Watauga County Community Recreation Center: Next Steps

Conceptual Budgeting - Watauga Recreation and Community Center 2/19/2018

Phase 1 - Clear and Prepare the Site	4.0	acres	@	\$ 250,000.00		\$ 1,000,000.00
Escalation-Assumed complete by spring of 2020	16	month	@	.5% per month	8.000%	\$ 80,000.00

Phase 2 - Construct the new Facility	100,000	sf	@	\$ 241.00		\$ 24,100,000.00
Phase 2 - Sitework	4	acres	@	\$ 100,000.00		\$ 380,000.00
Escalation-Assumed construction complete by spring of 2020	16	month	@	.5% per month	8.000%	\$ 1,928,000.00

Sub total						\$ 27,488,000.00
Overhead and Profit					6.0%	\$ 1,649,280.00
Sub total						\$ 29,137,280.00
Bonds and insurance					1.5%	\$ 437,059.20
Grand Total Construction costs						\$ 29,574,339.20

Owner Contingency					3.0%	\$ 887,230.18
Soft Costs(AE fees, CM pre-con fee, permitting, geotech, special inspector, material testing, etc.					11.8%	\$ 3,579,234.40
Technology/Equipment						\$ 107,000.00
Furniture, fixture, equipment ,technology	100,000	sf	@	\$ 8.00		\$ 800,000.00
Total Project costs						\$ 34,947,803.78





Counselman Hunsaker
AQUATICS FOR LIFE

Watauga County, NC
Aquatic Center Operational Study
Boone, NC

AGENDA

2018 Annual Pre-Budget Retreat

- INTRODUCTION
- STUDY PROCESS
- OPERATIONAL PLAN OVERVIEW
- QUESTIONS AND ANSWERS

STUDY PROCESS

STUDY PROCESS

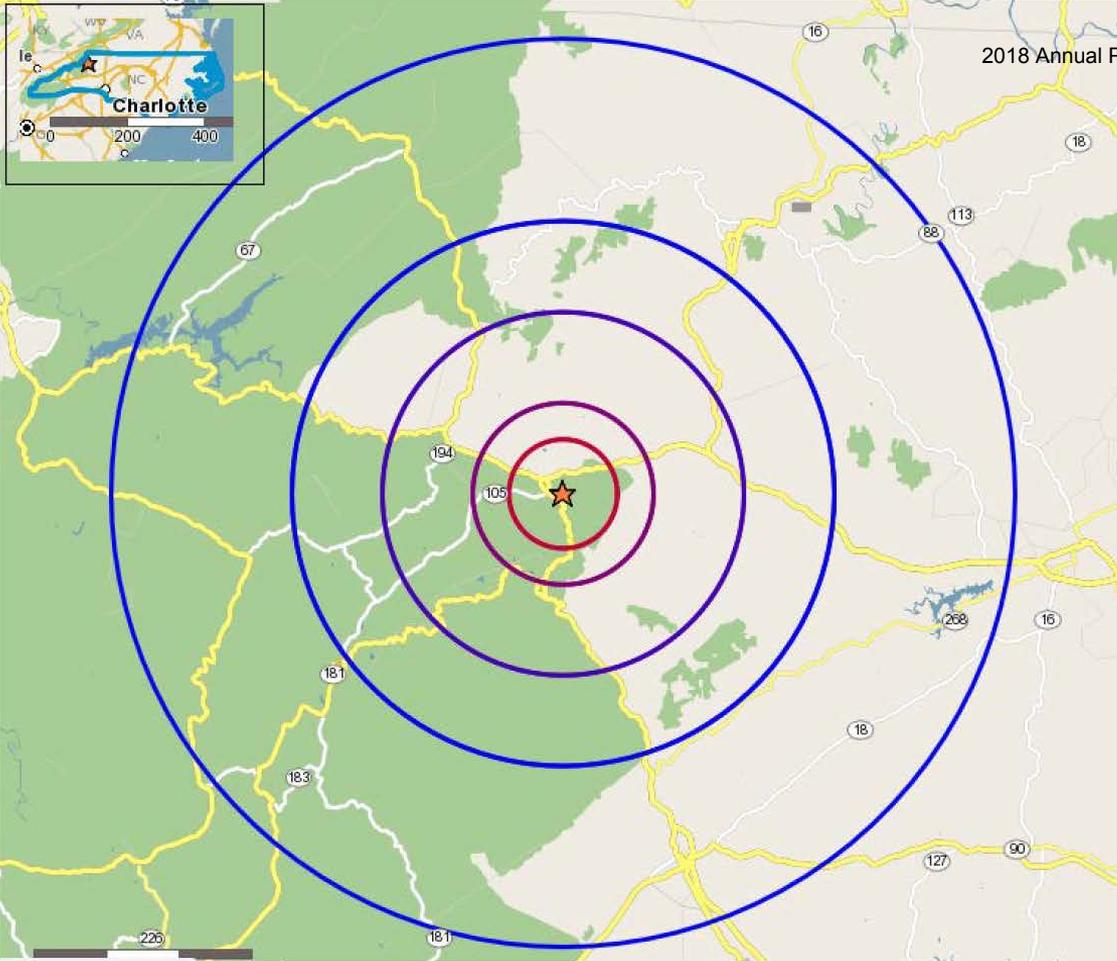
2018 Annual Pre-Budget Retreat

- AREA AQUATIC PROVIDERS
- MARKET AREA DEMOGRAPHICS
 - POPULATION, AGE, INCOME
- AREA AQUATIC USER GROUPS
- HISTORIC USAGE AND PROJECT LEVEL OF GROWTH
- FACILITY MANAGEMENT OUTLINE
 - FACILITY OPERATING SCHEDULE
 - FACILITY CAPACITY LIMITS
 - ORGANIZATION CHART
 - JOB DESCRIPTIONS
 - WAGE STRUCTURE
- OPINION OF PROBABLE REVENUE
 - MARKET PENETRATION
 - SEASONAL USAGE
 - DEVELOP FEE STRUCTURE
 - OPINION OF ATTENDANCE BY USER GROUP
 - OPINION OF REVENUE
- OPINION OF PROBABLE EXPENSES
 - LABOR DEMAND
 - CHEMICAL DEMAND
 - SUPPLY DEMAND
 - MAINTENANCE AND REPAIR DEMAND
 - UTILITY DEMAND
- OPINION OF FACILITY FINANCIAL PERFORMANCE

DEMOGRAPHICS

25 MILE RADIUS

2018 Annual Pre-Budget Retreat



MARKET AREA POPULATION BY DISTANCE

Radius	Population						Average Annual Change			
	2010		2015		2020		2010-2015		2016-2020	
	Number (000's)	Percent of Total	Number (000's)	Percent of Total	Number (000's)	Percent of Total	Number (000's)	Percent Change	Number (000's)	Percent Change
0 to 3 Miles	24.3	14.1%	25.4	14.6%	27.2	14.8%	0.2	0.9%	0.4	1.3%
3 to 5 Miles	8.0	4.6%	8.3	4.7%	9.2	5.0%	0.1	0.7%	0.2	2.1%
5 to 10 Miles	17.2	10.0%	18.3	10.5%	20.1	10.9%	0.2	1.2%	0.3	1.8%
Subtotal	49.6	28.8%	52.0	29.9%	56.5	30.8%	0.5	1.0%	0.9	1.6%
10 to 15 Miles	16.0	9.3%	15.9	9.1%	17.0	9.3%	0.0	-0.2%	0.2	1.4%
15 to 25 Miles	106.5	61.9%	106.5	61.1%	109.7	59.9%	0.0	0.0%	0.7	0.6%
Subtotal	122.5	71.2%	122.3	70.1%	126.8	69.2%	0.0	0.0%	0.9	0.7%
Total (0-25 Miles)	172.0	100.0%	174.4	100.0%	183.2	100.0%	0.5	0.3%	1.8	1.0%
Boone, NC	17.1		18.1		19.2		0.2	1.1%	0.2	1.2%

Source: Alteryx

MARKET AREA AGE DISTRIBUTION													
Age Groups	0 to 3 Miles		3 to 5 Miles		5 to 10 Miles		10 to 15 Miles		15 to 25 Miles		Boone, NC		U.S. Age Population
	#	%	#	%	#	%	#	%	#	%	#	%	
Age 0-4	571	2.2%	326	3.9%	782	4.3%	689	4.3%	5,023	4.7%	309	1.7%	6.5%
Age 5-9	685	2.7%	365	4.4%	926	5.1%	776	4.9%	5,684	5.3%	323	1.8%	6.5%
Age 10-14	611	2.4%	363	4.4%	954	5.2%	843	5.3%	6,037	5.7%	301	1.7%	6.6%
Age 15-19	4,549	17.9%	408	4.9%	883	4.8%	971	6.1%	6,111	5.7%	4,107	22.7%	6.9%
Subtotal	6,416	25.2%	1,462	17.7%	3,545	19.3%	3,279	20.7%	22,855	21.5%	5,040	27.8%	26.5%
Age 20-24	8,895	35.0%	1,189	14.4%	1,153	6.3%	951	6.0%	5,830	5.5%	7,542	41.7%	7.1%
Age 25-29	1,476	5.8%	612	7.4%	1,128	6.2%	792	5.0%	5,613	5.3%	927	5.1%	6.8%
Age 30-34	887	3.5%	476	5.7%	1,098	6.0%	772	4.9%	5,627	5.3%	501	2.8%	6.6%
Age 35-39	753	3.0%	419	5.1%	1,113	6.1%	858	5.4%	5,952	5.6%	421	2.3%	6.3%
Age 40-44	772	3.0%	450	5.4%	1,158	6.3%	963	6.1%	7,022	6.6%	406	2.2%	6.8%
Age 45-49	835	3.3%	490	5.9%	1,230	6.7%	1,064	6.7%	7,502	7.0%	452	2.5%	7.1%
Age 50-54	897	3.5%	557	6.7%	1,405	7.7%	1,174	7.4%	8,041	7.6%	448	2.5%	7.3%
Age 55-59	978	3.8%	590	7.1%	1,458	8.0%	1,179	7.4%	7,965	7.5%	521	2.9%	6.5%
Age 60-64	937	3.7%	635	7.7%	1,527	8.3%	1,249	7.9%	7,699	7.2%	452	2.5%	5.7%
Age 65-69	770	3.0%	529	6.4%	1,325	7.2%	1,272	8.0%	7,440	7.0%	379	2.1%	4.2%
Age 70-74	612	2.4%	374	4.5%	924	5.0%	929	5.9%	5,734	5.4%	312	1.7%	3.1%
Age 75-79	453	1.8%	224	2.7%	588	3.2%	665	4.2%	4,071	3.8%	255	1.4%	2.4%
Age 80-84	333	1.3%	149	1.8%	359	2.0%	406	2.6%	2,631	2.5%	180	1.0%	1.9%
Age 85+	427	1.7%	125	1.5%	318	1.7%	306	1.9%	2,473	2.3%	266	1.5%	1.9%
TOTAL:	25,441	100.0%	8,281	100.0%	18,329	100.0%	15,859	100.0%	106,455	100.0%	18,102	100.0%	100%
Median Age	22.6		39.8		44.9		46.5		45.2		21.7		37.0

Source: Alteryx

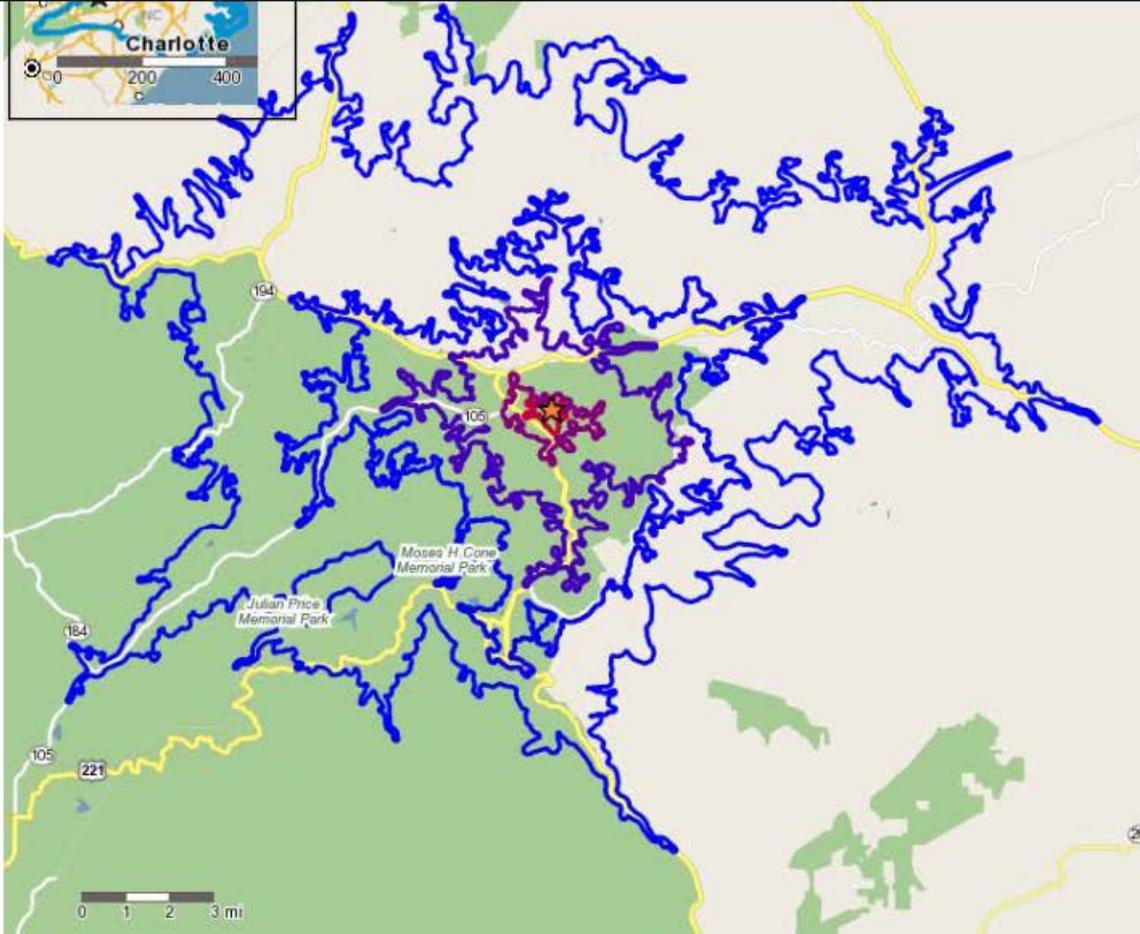
MARKET AREA INCOME				
Radius	Per Capita Incomes		Median Household Incomes	
	Dollars	Index	Dollars	Index
0 to 3 Miles	\$21,995	0.83	\$33,603	0.64
3 to 5 Miles	\$30,402	1.15	\$50,012	0.95
5 to 10 Miles	\$29,898	1.13	\$50,839	0.97
10 to 15 Miles	\$26,404	1.00	\$44,139	0.84
15 to 25 Miles	\$20,069	0.76	\$35,307	0.67
Boone, NC	\$18,456	0.70	\$25,263	0.48
Total U.S.	\$26,464	1.00	\$52,599	1.00

Source: Alteryx

DRIVE TIMES

Name	3 mins	3-5 mins	5-10 mins	10-15 mins	15-25 mins	Total
Total Population 5 Year	346	1,377	19,265	11,280	16,768	49,036
Total Population Current	336	1,285	18,141	10,283	15,326	45,371
Total Population Last	306	1,198	17,285	9,991	14,345	43,125

2019 Analysis Pro-Budget Retreat



INITIAL FEEDBACK

INITIAL FEEDBACK

2018 Annual Pre-Budget Retreat

- PROVIDE AN AQUATIC AND RECREATION FACILITY FOR THE COMMUNITY
- ENSURE EVERYONE IN THE COMMUNITY HAS ACCESS
- PROVIDE SWIM LESSONS THROUGH THE SCHOOL DISTRICT IN ORDER TO HELP ALL CHILDREN TO LEARN HOW TO SWIM AND HOW TO BE SAFE AROUND THE WATER
- REACH A WIDE RANGE OF THE WATAUGA COUNTY COMMUNITY AND HAVE AN IMPACT ON THEIR LIFETIME HEALTH
- FACILITY GROUNDBREAKING IS PROPOSED FOR OCTOBER 2018
- DEVELOP AN OPERATIONAL MODEL THAT INCLUDES DAY PASSES AND MEMBERSHIPS (ONE PRICE FOR THE ENTIRE FACILITY)

- ADMISSION / MEMBERSHIPS SHOULD FOCUS ON DAILY, MONTHLY AND ANNUAL PASSES
- INCLUDE RESIDENT / NON-RESIDENT FEES IN THE PRICING STRUCTURE
- EXPLORE PROGRAMMING FEES / DAY PASSES FOR CAMPS (SUMMER, WINTER, HOLIDAYS, ETC.)
- INCLUDE PHILOSOPHY ON TOURNAMENTS (NUMBER, FREQUENCY, FEES)

FACILITY PROGRAM















Counsilman · Hunsaker
AQUATICS FOR LIFE

FINANCIAL OVERVIEW

MEMBERSHIP STRUCTURE

- DAILY RATE
 - COUNTY RESIDENT: \$8
 - NON-COUNTY RESIDENT: \$9
 - VISITOR: \$10

- MONTHLY MEMBERSHIP
 - \$42 INDIVIDUAL
 - \$21 SENIORS
 - \$79 FAMILY

- AVERAGE PER VISIT EXPENDITURE: \$6

Watauga County Recreation/Aquatic Center				
2018 Annual Pro Budget Retreat				
Category	Rate	Percent of Visits	Per Visit	
Daily Admission				
County Resident				
Adult (Age 18-59)	8.00	17%	1.36	
Child (Age 3-17)	4.00	10%	0.40	
Seniors (60+)	4.00	3%	0.12	
Free	0	2%	-	
Non-County Resident				
Adult (Age 18-59)	9.00	7%	0.63	
Child (Age 3-17)	5.00	4%	0.20	
Visitors				
Adult (Age 18-59)	10.00	3%	0.30	
Child (Age 3-17)	6.00	1%	0.06	
Monthly Membership				
County Resident				
Adult (Age 18-59)	42.00	20%	1.44	
Child (Age 3-17)	21.00	8%	0.29	
Seniors (60+)	21.00	4%	0.14	
Family (4)	79.00	10%	0.47	
Non-County Resident				
Individual	50.00	7%	0.60	
Family (4)	95.83	4%	0.23	
Subtotal / Average		100%	6.25	
Credit Card Fees (2%)			0.12	
Food / Merchandise			\$ 0.10	
Total			\$6.22	

AQUATIC / RECREATION PROGRAMS

2018 Annual Pre-Budget Retreat

		2018	2019	2020	2021	2022
▪ SWIM LESSONS						
▪ WATER FITNESS / AEROBICS						
	Attendance					
▪ SWIM TEAM	Watauga County Recreation/Aquatic Center	75,709	76,830	77,765	78,886	80,006
	Per Capita Spending (3% Annual Increase)					
▪ SWIM MEET RENTALS	Watauga County Recreation/Aquatic Center	\$6.22	\$6.41	\$6.60	\$6.80	\$7.00
	Aquatic Programming Revenue					
▪ BIRTHDAY PARTIES	Watauga County Recreation/Aquatic Center	\$120,900	\$132,990	\$153,603	\$161,284	\$177,815
	Rec Programming Revenue					
▪ LIFEGUARD COURSES	Watauga County Recreation/Aquatic Center	\$122,500	\$134,750	\$155,636	\$163,418	\$180,168
	Total Revenue (Gross)					
▪ GYM RENTALS	Watauga County Recreation/Aquatic Center	\$714,309.98	\$760,220.30	\$822,488.00	\$861,126.80	\$918,025.00
▪ GROUP EXERCISE CLASSES						
▪ CAMPS						

PART-TIME PERSONNEL EXPENSE

2018 Annual Pre-Budget Retreat

- 15 OPERATING HOURS PER DAY

- PART-TIME PERSONNEL INCLUDES:
 - CASHIER// FRONT DESK ATTENDANT
 - MANAGERS ON-DUTY
 - LIFEGUARDS

- RATE INCLUDES 20% BENEFIT/OVERHEAD ALLOWANCE

Job Description	Hours Per Day	Cost Per Hour		Days per Season	Total Employer Expense
	Watauga County Recreation/Aquatic Center	Hourly Rate	Rate with overhead	Annual	Watauga County Recreation/Aquatic Center
<i>Annual Total</i>					
Front Desk	30	8.50	\$10.20	365	111,690
Manager On-Duty	30	10.00	\$12.00	365	131,400
Lifeguard	53	8.50	\$10.20	365	197,319
Annual Total	113				\$440,409

EXPENSE BUDGET

- PERSONNEL – FULL-TIME EMPLOYEES, LIFEGUARDS, FRONT DESK SUPPORT
- INSURANCE – PROPERTY & LIABILITY
- REPAIR AND MAINTENANCE – PUMPS, MOTORS, LIGHTS, EQUIPMENT REPAIRS
- OPERATING SUPPLIES – OFFICE SUPPLIES, FACILITY EQUIPMENT
- CHEMICALS – CHLORINE/PH BUFFER
- HVAC – HEAT AND COOL NATATORIUM AND BUILDING
- ELECTRICITY – PUMPS/MOTORS FOR POOL + LIGHTING
- WATER/SEWER – POOL WATER REPLACEMENT + TOILETS/SHOWERS



Direct Facility Expense Budget	
Watauga County Recreation/Aquatic Center	
2018 Annual Pre-Budget Retreat	
Facility Staff	
Facility Supervisor	\$60,000
Assistant Facility Supervisor	\$50,000
Maintenance Supervisor	\$48,000
Aquatic Coordinator	\$48,000
Custodians	\$62,400
Full Time Benefits	\$107,360
Part-Time Employees	\$440,409
Training	\$25,000
Total Labor	\$841,169
Contractual Services	
Insurance	\$26,000
Repair and Maintenance	\$87,500
Total Contractual Services	\$113,500
Commodities	
Operating Supplies	\$52,500
Chemicals	\$26,996
Advertising	\$37,500
Total Commodities	\$116,996
Utilities	
HVAC	\$139,903
Electricity	\$101,283
Pool Heating	\$0
Data/Communications	\$4,320
Trash Service	\$6,240
Water & Sewer	\$32,327
Total Utilities	\$284,073
Total Operating Expenses	\$1,355,737

EXPENSE SUMMARY

2018 Annual Pre-Budget Retreat

	2018	2019	2020	2021	2022
Direct Facility Expenses					
Watauga County Recreation/Aquatic Center	1,355,737	1,389,631	1,424,372	1,459,981	1,496,480
Aquatic Programming Expenses					
Watauga County Recreation/Aquatic Center	\$55,270	\$60,560	\$69,512	\$72,917	\$80,123
Rec Programming Expenses					
Watauga County Recreation/Aquatic Center	\$66,175	\$67,280	\$77,438	\$81,310	\$89,496
Total Operating Expenses					
Watauga County Recreation/Aquatic Center	\$1,477,182	\$1,517,471	\$1,571,322	\$1,614,208	\$1,666,099

SUMMARY

- PROJECT COST
- ANNUAL ATTENDANCE
- REVENUE
- EXPENSE
- CURRENT AQUATIC CENTER BUDGET
- OPERATING CASHFLOW

	2018	2019	2020	2021	2022
Watauga County Recreation/Aquatic Center					
Project Cost	\$35,000,000				
Attendance	75,709				
Revenue	\$714,310	\$760,220	\$822,488	\$861,127	\$918,025
Expense	\$1,477,182	\$1,517,471	\$1,571,322	\$1,614,208	\$1,666,099
Operating Cashflow	(\$762,872)	(\$757,251)	(\$748,834)	(\$753,081)	(\$748,074)
Current Aquatic Center Budget	\$370,145	\$370,145	\$370,145	\$370,145	\$370,145
Cash Flow	(\$392,727)	(\$387,106)	(\$378,689)	(\$382,936)	(\$377,929)



Counselman Hunsaker
AQUATICS FOR LIFE

Watauga County, NC
Aquatic Center Operational Study
Boone, NC



Watauga County, North Carolina

Financing and Construction Schedule Community Recreation Center (CRC)

Start Date	Event	Finish Date	Participants
Aug 01, 17	Programming & Pre-Design Basis of Design	Oct 31, 17	
Oct 31, 17	Schematic Design (SD)	Jan 29, 18	
Oct 31, 17	Begin SD Efforts	Oct 31, 17	
Nov 21, 17	Team Meeting	Nov 21, 17	Architect / County Staff
Dec 11, 17	Design Efforts	Dec 25, 17	Architect/ County Staff
Dec 11, 17	Team Meeting	Dec 11, 17	Architect / County Staff
Dec 12, 17	Design Efforts	Dec 12, 17	Architect / County Staff
Jan 01, 18	Team Meeting	Jan 01, 18	Architect / County Staff
Jan 01, 18	Design Efforts	Jan 15, 18	Architect / County Staff
Jan 15, 18	Schematic Design – Review/Comments	Jan 29, 18	Architect / County Staff
Jan 29, 18	Design Development (DD)	Apr 27, 18	Architect / County Staff
Jan 29, 18	Begin DD Efforts	Jan 30, 18	Architect / County Staff
Feb 19, 18	Team Meeting	Feb 19, 18	Architect/County Staff/BCC
Mar 09, 18	Design Efforts	Mar 23, 18	Architect / County Staff
Mar 09, 18	Team Meeting	Mar 09, 18	Architect / County Staff
Mar 12, 18	Design Efforts	Mar 12, 18	Architect / County Staff
Mar 30, 18	Team Meeting	Mar 30, 18	Architect / County Staff
Mar 30, 18	Design Efforts	Apr 13, 18	Architect / County Staff
Apr 13, 18	Design Development – Review/Comments	Apr 27, 18	Architect / County Staff
Apr 27, 18	Construction Documents (CD)	Dec 21, 18	Architect / County Staff
Apr 27, 18	Early Site Package + Structure	Jun 28, 18	Architect / County Staff
Jun 29, 18	Submit to Regulatory for Early Site Package	Jun 29, 18	Architect / County Staff
Jun 29, 18	Guaranteed Maximum Price Documents (75% Document)	Jun 29, 18	Architect / County Staff
Jun 28, 18	Complete Remaining Construction Documents	Oct 06, 18	Architect / County Staff
Jul 02, 18	Owner Review of Early Site Package + Structure	Jul 16, 18	Architect / County Staff
Jul 16, 18	Clark Nexsen Response to Comments for Early Site Package From Regulatory Review	Jul 30, 18	Architect / County Staff
Aug 01, 18	Send Out Construction Bid Packets		Dept. Head/County Manager
Aug 15, 18	Receive Bids		Dept. Head/County Manager
Aug 30, 18	Contact LGC to Discuss Project		Finance Director
Sept 01, 18	Send Out Financing Packets		Finance Director
Sept 04, 18	Set Public Hearing for Financing for 10-2-18		Board of Commissioners
Sept 17, 18	Advertise Public Hearing for One Day, At Least Ten Days Before Hearing (Need Publishers Affidavit)-PH 10-2-18		Clerk to BCC
Sept 18, 18	Provide Copy of Bid Specifications and Certified Summary of Competitive Bids from Contractors to Finance Director		Dept. Head/County Manager

Start Date	Event	Finish Date	Participants
Sept 18, 18	Board Awards Construction Bids (Contracts)		Dept. Head/County Manager
Sept 24, 18	Receive Financing Bids		Finance Director
Sept 24, 18	Send 45 Day Letter		Finance Director
Sept 24, 18	Gather Bid Specs & Summary of Competitive Bids from Banks (Fee Arrangement Letter With Financing Proposal)		Finance Director
Sept 25, 18	Complete Bottom of Page One of Application / Complete Certified Net Debt Statement / Complete Fiscal Information		Finance Director
Oct 02, 18	Board Holds Public Hearing; Accepts and Awards Financing Bids		Board Packet - Finance Director
Oct 05, 18	Complete Revenue Projections On Repayment Plan		Finance Director
Oct 05, 18	Receive Engineer's Report Establishing Feasibility (If Applicable)		County Manager
Oct 05, 18	Obtain Letter From Contractor Stating He Obtained The Required Licenses and Permits and Give Copy to Finance Director		County Manager
Oct 05, 18	Provide Evidence That Plans and Specs Have Been Approved By Appropriate State Agencies (Give to Finance Director)		County Manager
Oct 05, 18	Prepare Unit Attorney's Opinion		Attorney
Oct 05, 18	Prepare Resolution Making Necessary Findings and Authorizing The Contract (Need Certified Copy)		Attorney/Clerk to BCC
Oct 05, 18	Provide Copy of Official (Certified Copy) Minutes of Hearing To Be Sent To The LGC Official minutes will be sent once approved at the Oct 16 BCC Meeting		Clerk to BCC
Oct 08, 18	Submit Application to LGC At Least 28 Days Prior to LGC Meeting		Finance Director
Oct 08, 18	Submit to Owner for Review	Oct 08, 18	Architect / County Staff
Oct 08, 18	Regulatory Review	Dec 07, 18	Architect / County Staff
Nov 06, 18	LGC Meeting (First Tuesday of Each Month)		Finance Director
Nov 13, 18	Closing On Loan		Finance Director/Attorney
Nov 13, 18	Get Completed IRS Form 8038-G At Loan Closing		Finance Director
Dec 07, 18	Clark Nexsen Response to Comments	Dec 21, 18	Architect / County Staff
Dec 24, 18	Construction Activities	May 29, 20	Architect / County Staff
Dec 24, 18	Notice To Proceed	Dec 24, 18	Architect / County Staff
Dec 24, 18	Construction	Feb 17, 20	Architect / County Staff
Feb 17, 20	Weather	Apr 17, 20	Architect / County Staff
Apr 20, 20	Project Complete	May 29, 20	Architect / County Staff



Watauga County, North Carolina

Construction Schedule Community Recreation Center (CRC)

Start Date	Event	Finish Date	Participants
Nov 21, 17	Team Meeting	Nov 21, 17	Architect / County Staff
Dec 11, 17	Design Efforts	Dec 25, 17	Architect/ County Staff
Dec 11, 17	Team Meeting	Dec 11, 17	Architect / County Staff
Dec 12, 17	Design Efforts	Dec 12, 17	Architect / County Staff
Jan 01, 18	Team Meeting	Jan 01, 18	Architect / County Staff
Jan 01, 18	Design Efforts	Jan 15, 18	Architect / County Staff
Jan 15, 18	Schematic Design – Review/Comments	Jan 29, 18	Architect / County Staff
Jan 29, 18	Design Development (DD)	Apr 27, 18	Architect / County Staff
Jan 29, 18	Begin DD Efforts	Jan 30, 18	Architect / County Staff
Feb 19, 18	Team Meeting	Feb 19, 18	Architect / County Staff
Mar 09, 18	Design Efforts	Mar 23, 18	Architect / County Staff
Mar 09, 18	Team Meeting	Mar 09, 18	Architect / County Staff
Mar 12, 18	Design Efforts	Mar 12, 18	Architect / County Staff
Mar 30, 18	Team Meeting	Mar 30, 18	Architect / County Staff
Mar 30, 18	Design Efforts	Apr 13, 18	Architect / County Staff
Apr 13, 18	Design Development – Review/Comments	Apr 27, 18	Architect / County Staff
Apr 27, 18	Construction Documents (CD)	Dec 21, 18	Architect / County Staff
Apr 27, 18	Early Site Package + Structure	Jun 28, 18	Architect / County Staff
Jun 29, 18	Submit to Regulatory for Early Site Package	Jun 29, 18	Architect / County Staff
Jun 29, 18	Guaranteed Maximum Price Documents (75% Document)	Jun 29, 18	Architect / County Staff
Jun 28, 18	Complete Remaining Construction Documents	Oct 06, 18	Architect / County Staff
Jul 02, 18	Owner Review of Early Site Package + Structure	Jul 16, 18	Architect / County Staff
Jul 16, 18	Clark Nexsen (CN) Response to Comments for Early Site Package From Regulatory Review	Jul 30, 18	Architect / County Staff
Oct 08, 18	Submit to Owner for Review	Oct 08, 18	Architect / County Staff
Oct 08, 18	Regulatory Review	Dec 07, 18	Architect / County Staff
Dec 07, 18	CN Response to Comments	Dec 21, 18	Architect / County Staff
Dec 24, 18	Construction Activities	May 29, 20	Architect / County Staff
Dec 24, 18	Notice to proceed with full construction package	Dec 24, 18	Architect / County Staff
Dec 24, 18	Construction	Feb 17, 20	Architect / County Staff
Feb 17, 20	Weather	Apr 17, 20	Architect / County Staff
Apr 20, 20	Project Complete	May 29, 20	Architect / County Staff



Financing Schedule 2018 Community Recreation Center (CRC)

August						
S	M	T	W	T	F	S
			1	2	3	4
5	6	7	8	9	10	11
12	13	14	15	16	17	18
19	20	21	22	23	24	25
26	27	28	29	30	31	

September						
S	M	T	W	T	F	S
						1
2	3	4	5	6	7	8
9	10	11	12	13	14	15
16	17	18	19	20	21	22
23	24	25	26	27	28	29
30						

October						
S	M	T	W	T	F	S
	1	2	3	4	5	6
7	8	9	10	11	12	13
14	15	16	17	18	19	20
21	22	23	24	25	26	27
28	29	30	31			

November						
S	M	T	W	T	F	S
				1	2	3
4	5	6	7	8	9	10
11	12	13	14	15	16	17
18	19	20	21	22	23	24
25	26	27	28	29	30	

Date	Event	Participants
Aug 01	Send out construction bid packets	Dept. Head/County Manager
Aug 15	Receive bids	Dept. Head/County Manager
Aug 30	Contact LGC to discuss project	Finance Director
Sept 01	Send out financing packets	Finance Director
Sept 04	Set public hearing for financing for 10-2-18; If 9-4-18 meeting is cancelled, must do at 9-18-18 meeting or before	Board of Commissioners
Sept 17	Advertise public hearing for one day, at least ten days before hearing (need publishers affidavit)-PH 10-2-18	Clerk to BCC
Sept 18	Provide copy of bid specifications and certified summary of competitive bids from contractors to Finance Director	Dept. Head/County Manager
Sept 18	Board awards construction bids (contracts)	Dept. Head/County Manager
Sept 24	Receive financing bids	Finance Director
Sept 24	Send 45 day letter	Finance Director
Sept 24	Gather bid specs & summary of competitive bids from banks (fee arrangement letter with financing proposal)	Finance Director
Sept 25	Complete bottom of page one of application	Finance Director
Sept 25	Complete certified net debt statement	Finance Director
Sept 25	Complete fiscal information	Finance Director
Oct 02	Board holds public hearing; Accepts and awards financing bids	Board Packet - Finance Director
Oct 05	Complete revenue projections on repayment plan	Finance Director
Oct 05	Get engineer's report establishing feasibility (if applicable)	Dept. Head/County Manager
Oct 05	Get letter from contractor stating he obtained the required licenses and permits and give copy to Finance Director	Dept. Head/County Manager
Oct 05	Provide evidence that plans and specs have been approved by appropriate State agencies (give to Finance Director)	Dept. Head/County Manager
Oct 05	Prepare unit attorney's opinion	Attorney
Oct 05	Prepare resolution making necessary findings and authorizing the contract (need certified copy)	Attorney/Clerk to BCC
Oct 05	Provide copy of official (certified copy) minutes of hearing to be sent to the LGC	Clerk to BCC
Oct 08	Submit application to LGC at least 28 days prior to LGC meeting	Finance Director
Nov 06	LGC Meeting (First Tuesday of each month)	Finance Director
Nov 13	Closing on loan	Finance Director/Attorney
Nov 13	Get completed IRS form 8038-G at loan closing	Finance Director

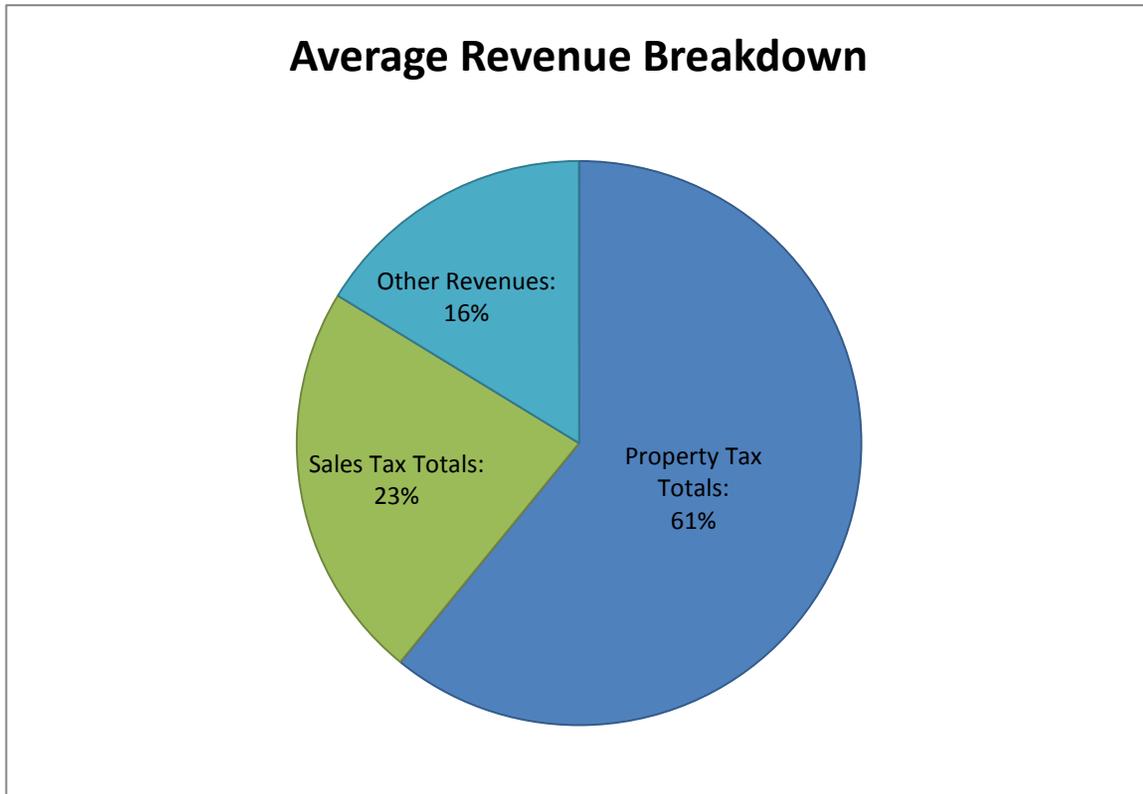
Budget Summary Report

2018 Annual Pre-Budget Retreat

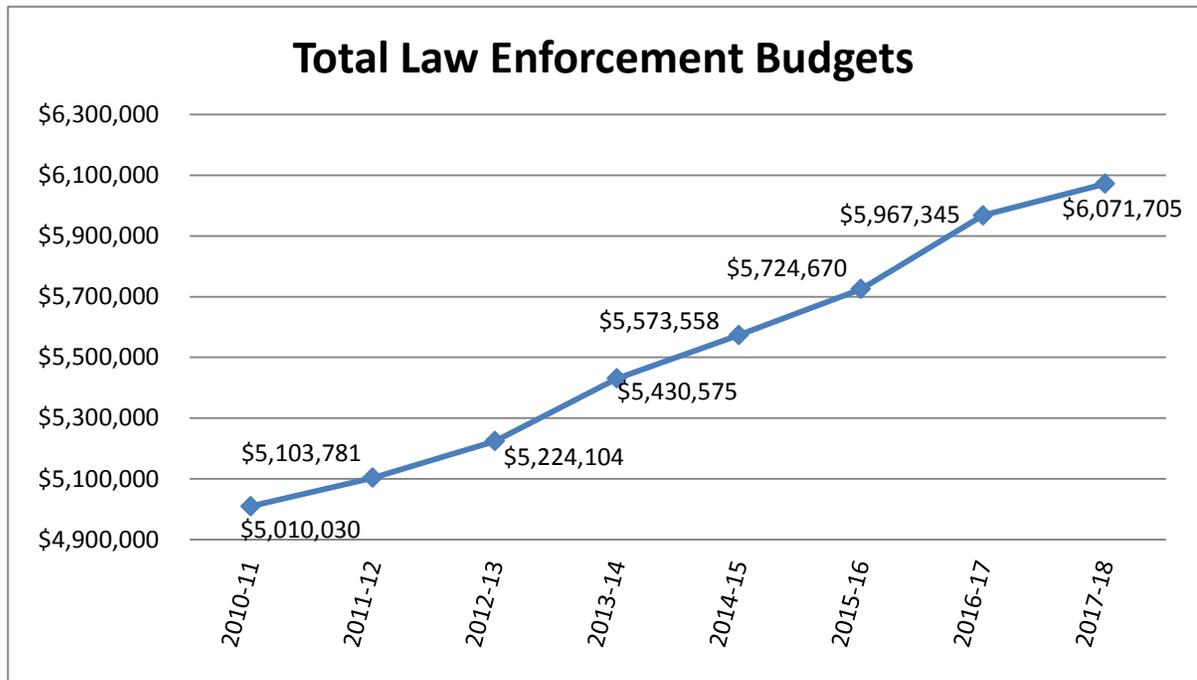
	Actuals Thru 6-30 of Each Year			FY 2017-18		
General Fund	FY 14-15	FY 15-16	FY 16-17	Annual Budget	Actual at 1/31/2018	Percent to Date
Revenues						
Property Taxes	27,939,146	28,151,345	28,518,320	\$ 31,548,475	30,000,109	95.1%
Sales Taxes	10,825,944	11,166,662	11,642,604	\$ 11,900,000	5,354,585	45.0%
Other Taxes	798,746	860,071	997,222	\$ 795,000	515,123	64.8%
Intergovernmental	4,289,183	5,180,714	8,735,599	\$ 4,923,891	1,706,694	34.7%
Permits and Fees	653,213	712,124	728,684	\$ 645,000	386,355	59.9%
Sales and Services	1,056,281	1,042,046	1,184,957	\$ 1,125,135	652,833	58.0%
Miscellaneous	722,994	529,455	662,568	\$ 447,185	385,608	86.2%
Transfer from Other Funds	-	4,100	826,750	\$ 820,000	820,000	100.0%
Fund Balance	-	-	-	\$ 1,078,031	-	0.0%
Revenue Subtotal:	46,285,507	47,646,517	53,296,704	\$ 53,282,717	39,821,307	74.7%
Expenditures						
General Administration	914,097	951,126	1,391,381	\$ 1,722,600	580,511	33.7%
Finance	365,420	364,879	389,202	\$ 422,504	227,003	53.7%
Tax	1,256,717	1,205,744	1,274,335	\$ 1,411,211	669,860	47.5%
Legal	64,148	195,299	71,428	\$ 75,000	27,117	36.2%
Court Facilities	1,429	2,256	7,072	\$ 2,900	1,027	35.4%
Elections	312,262	353,039	324,849	\$ 364,948	176,337	48.3%
Register of Deeds	480,579	535,123	499,756	\$ 538,602	306,716	56.9%
Information Technology	747,921	772,508	833,175	\$ 877,748	494,913	56.4%
Maintenance/Buildings	2,777,869	2,620,563	3,144,459	\$ 3,300,982	1,514,041	45.9%
Sheriff/Jail	5,383,221	5,448,482	5,978,815	\$ 6,336,810	3,254,473	51.4%
Emergency Services	2,137,928	2,228,116	2,539,191	\$ 2,558,360	1,481,835	57.9%
Planning & Inspections	611,038	612,252	588,852	\$ 674,435	365,801	54.2%
Ambulance & Rescue	1,218,799	1,218,112	1,246,541	\$ 1,478,790	756,431	51.2%
Animal Control	121,388	145,114	121,401	\$ 162,479	97,698	60.1%
Transportation	167,182	209,838	225,389	\$ 225,389	123,610	54.8%
Economic Development	50,292	45,988	77,713	\$ 78,454	30,997	39.5%
Cooperative Extention	245,905	231,786	236,585	\$ 247,460	121,632	49.2%
Soil Conservation	123,704	121,537	133,911	\$ 131,966	60,712	46.0%
Public Health	568,183	585,228	585,228	\$ 614,490	358,452	58.3%
Mental Health	171,194	171,194	171,194	\$ 171,195	99,864	58.3%
Project on Aging	1,181,439	1,172,453	1,185,061	\$ 1,371,310	667,442	48.7%
Veteran's Service	98,327	114,073	109,605	\$ 117,459	62,257	53.0%
Special Appropriations	420,552	462,673	454,219	\$ 442,035	283,221	64.1%
WCS, Board of Education	12,455,393	13,548,708	13,955,025	\$ 14,976,934	7,842,643	52.4%
CCC&TI, Watauga Campus	851,709	876,960	916,960	\$ 924,895	539,522	58.3%
Library	509,850	525,146	540,308	\$ 557,160	325,010	58.3%
Parks & Recreation	927,198	918,756	1,004,192	\$ 1,080,011	521,035	48.2%
Transfers to Other Funds	10,247,443	2,268,552	5,655,742	\$ 12,416,590	6,315,397	50.9%
Expenditures Subtotal:	44,411,187	37,905,505	43,661,589	\$ 53,282,717	27,305,557	51.2%
Social Services Fund						
Revenues						
Federal/State Programs	3,627,776	4,139,181	3,660,891	\$ 4,090,740	1,492,582	36.5%
Miscellaneous	7,216	14,688	16,764	\$ 21,200	9,556	45.1%
Transfer from General Fund	1,939,214	1,887,095	1,720,372	\$ 1,807,963	736,642	40.7%
Revenues Subtotal:	5,574,206	6,040,964	5,398,027	\$ 5,919,903	2,238,780	37.8%
Expenditures						
Administration	2,815,698	2,895,139	2,932,158	\$ 3,222,330	1,665,460	51.7%
Child Support Enforcement Programs	174,180	186,642	194,720	\$ 198,750	106,045	53.4%
Expenditures Subtotal:	5,303,046	5,382,383	5,103,743	\$ 5,919,903	2,533,313	42.8%
Solid Waste Fund						
Revenues						
Intergovernmental	113,698	153,795	150,829	\$ 124,000	33,900	27.3%
Charges for Services	4,346,486	4,654,870	5,145,174	\$ 4,606,045	3,946,458	85.7%
Miscellaneous	22,164	23,689	45,785	\$ 20,000	23,962	119.8%
Fund Balance Appropriated	-	-	-	\$ 32,225	-	0.0%
Revenues Subtotal:	4,482,348	4,832,354	5,341,788	\$ 4,782,270	4,004,320	83.7%
Expenditures						
Solid Waste Operations	4,132,355	4,110,041	4,581,875	\$ 4,513,385	2,277,214	50.5%
Recycling Operations	64,476	83,264	198,308	\$ 268,885	213,462	79.4%
Expenditures Subtotal:	4,196,831	4,193,305	4,780,183	\$ 4,782,270	2,490,676	52.1%

Primary County Revenues

	FY 12-13	FY 13-14	FY 14-15	FY 15-16	FY 16-17
Property Tax Totals:	\$ 27,908,138	\$ 28,588,117	\$ 28,151,345	\$ 28,151,345	\$ 28,518,320
Sales Tax Totals:	\$ 9,333,019	\$ 10,055,087	\$ 10,825,944	\$ 11,166,662	\$ 11,642,604
Other Revenues:	\$ 5,688,843	\$ 7,124,896	\$ 7,156,564	\$ 8,328,510	\$ 9,430,257
Total Revenues:	\$ 42,930,000	\$ 45,768,100	\$ 46,133,853	\$ 47,646,517	\$ 49,591,181



Law Enforcement Budget History



Fiscal Years	Sheriff	Jail	Total for Law Enforcement	Percent of Change	Percent of County Budget
2017-18	\$ 3,911,525	\$ 2,160,180	\$ 6,071,705	6.06%	11.40%
2016-17*	\$ 3,793,710	\$ 2,173,635	\$ 5,967,345	7.07%	11.63%
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	1.87%	11.77%
2010-11	\$ 3,156,861	\$ 1,853,169	\$ 5,010,030	4.99%	12.22%

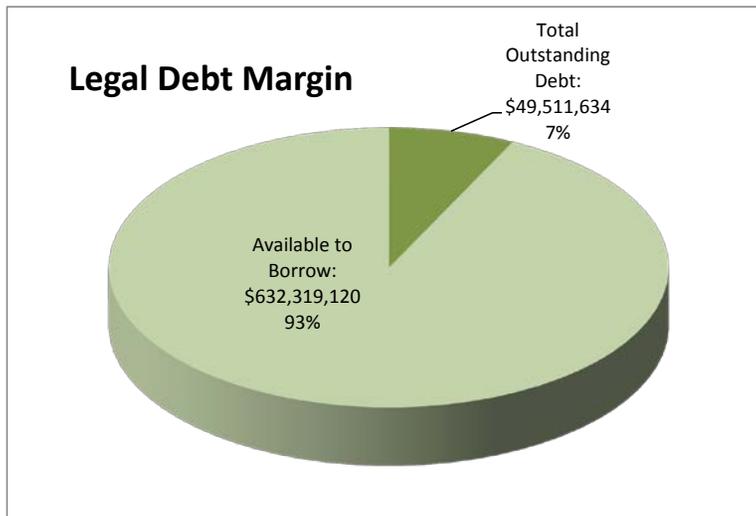
*\$254,000 in one time additional capital removed from FY 16-17 totals.

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%	3.24%	5.942%	
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	\$37,695,000	\$387,083	\$666,666	\$325,000	\$39,073,749
Interest	\$10,354,200	\$44,902	\$24,300	\$14,484	\$10,437,885

Outstanding Debt at June 30

	<u>Total</u>	<u>Decrease</u>
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: \$681,830,754

Total Outstanding Debt: \$49,511,634

Available to Borrow: \$632,319,120

Fiscal Year 2018-19 BUDGET SCHEDULE

January 2018

Capital Improvement Plan packets to departments.

January 31, 2018

Capital Improvement Program requests due back.

February/March 2018

Requests for funding sent to outside agencies.

February 19 and 21, 2018

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

February 26, 2018

Department head staff meeting at 9 AM. Budget information packets emailed out to departments.

March 22, 2018

Department budget worksheets with all supporting documents due by email to Margaret. Early submission is encouraged and appreciated.

April 2018

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

May 1, 2018

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

May 2018 (Dates to be determined)

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

May 15, 2018

Public hearing held on County Manager's proposed budget.

June 5, 2018

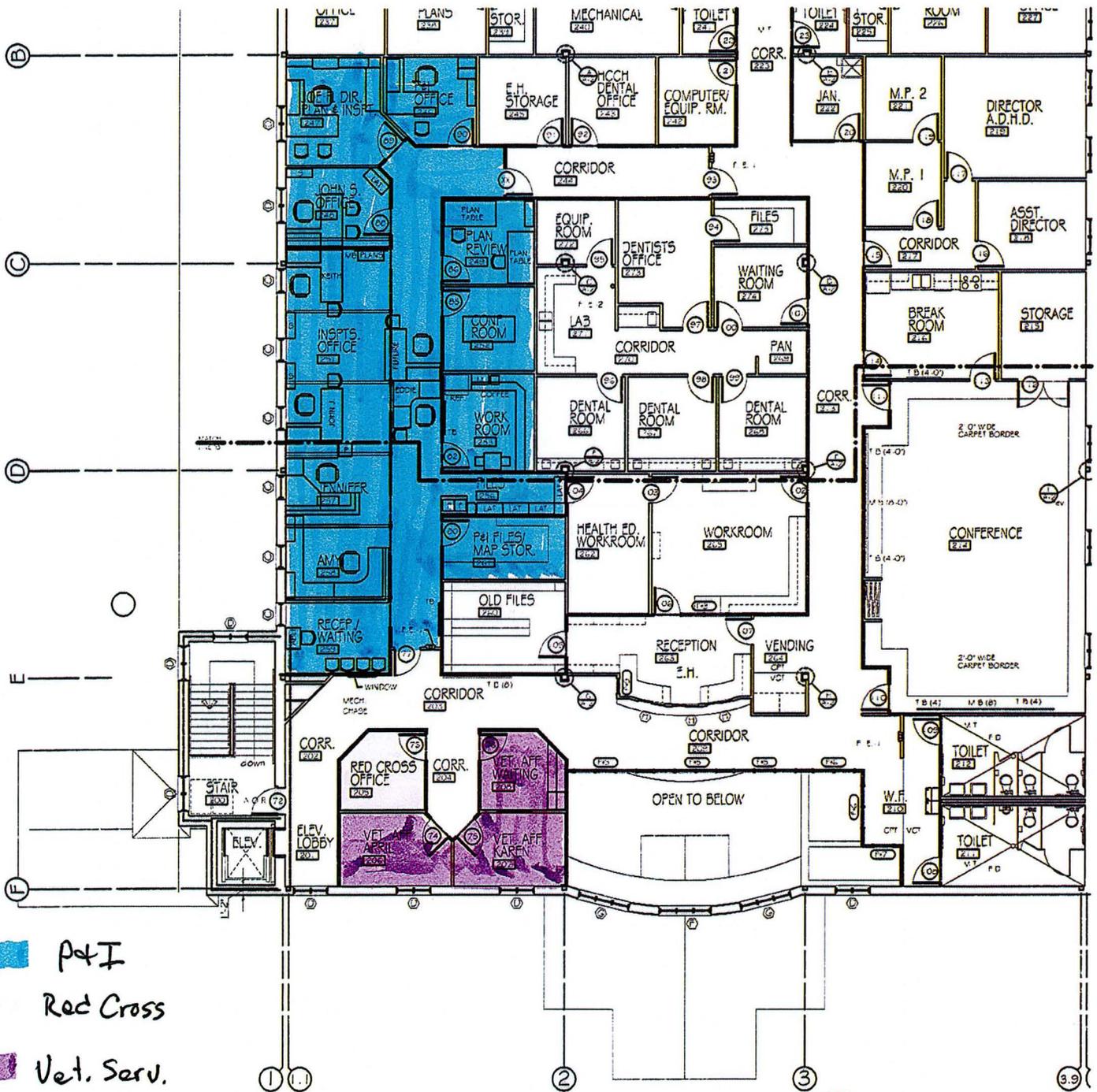
Budget adoption.



CAPITAL PROJECTS SUMMARY

Project Description	6/30/2017 Balance	2017-18 Budget	Budget Amendments		6/30/2018 Balance
			In	Out	
Caldwell Community College	202,075	50,000			252,075
Information Technology Needs	434,635				434,635
East Annex Renovations	325,481				325,481
Eastern Community Center	52,165				52,165
Emergency Communications	1,088,470	250,000			1,338,470
Facilities Maintenance	317,195	146,400			463,595
Future County Buildings	554,413				554,413
Industrial Park (EDC)	385,665				385,665
Recreation Complex/Pool Repair	7,530,585	2,477,075		(10,000,000)	7,660
Recreation-Future Park Development	194,955				194,955
Watauga Co. Schools-Long Term Needs	-	1,500,000			1,500,000
Watauga Co. Schools-CIP	1,269,128	500,000	214,205		1,983,333
Totals:	\$ 12,354,767	\$ 4,923,475	\$ 214,205	\$ (10,000,000)	\$ 7,492,447

Project Description	Actual Additions				
	FY 2012-13	FY 2013-14	FY 2014-15	FY 2015-16	FY 2016-17
Caldwell Community College	100,000	-	-	50,000	50,000
Emergency Communications	-	-	-	-	250,000
Facilities Maintenance	-	-	-	-	315,500
Future County Buildings	-	17,829			-
Recreation Complex/Pool Repair	-	870,236	2,094,595	1,843,552	2,384,500
Watauga Co. Schools-CIP	-	640,400	300,000	375,000	935,370
Totals:	\$100,000	\$1,528,465	\$2,394,595	\$2,268,552	\$3,935,370



- P&I
- Red Cross
- Vet. Serv.

1
A-3
SCHEME # 2
UPPER LEVEL FLOOR PLAN
 SCALE 1/8" = 1'-0"

NOTES:
 1 F.E.-2 FIRE EXTINGUISHER TO BE LOCATED UP IN MECHANICAL MEZZANINE
 1 HOUR FIRE RATED WALL
 A O R AREA OF RESCUE M B
 M T MARBLE THRESHOLD F D
 T B TACKBOARD (LENGTH)



November 21, 2017

Robert Marsh
Watauga County Maintenance Department
969 West King St.
Boone, NC 28607

Re: Watauga County Courthouse Courtroom #2, 842 West King St.

Dear Robert:

Attached is a proposed floor plan for renovating Courtroom #2 at the existing county courthouse building. We met and I presented a number of different options and eventually we narrowed it down to two workable plans. In the weeks after our meeting the importance of adding a juror's chair to bring the total count to 14 chairs was stressed. That requirement effectively eliminated one of the two options and the attached plan is the one that remains.

14 new juror chairs will be provided. That's an increase of one additional chair over the existing plan. Floor space was also provided for one handicapped person in a wheel chair to back into the juror's box. The back row of juror's chairs is raised up one step by 6". The front row will be at the main floor level of the courtroom.

The witness stand is raised 6" with handicapped access provided by a ramp and an adjacent step. The height of the witness stand is limited to 6". Anything higher than 6" would require the addition of handrails that extend 12" beyond the top and bottom of the ramp which would require more floor space that the courtroom can't afford to lose. As an alternative to the ramp and step a wheelchair lift may be provided within the witness stand itself and integrated into the millwork. It would free up the floor space in front of the judge and witness stand. That is not a cheap option and should be considered carefully. I received budget pricing from a manufacturer of a courtroom lift at about \$55,000. My estimate will show the design budget with and without the lift.

The judge's bench can be raised either 7" or 14" depending on the height desired. Access to the judge's bench will be provided by reducing the size of the existing janitor's closet to provide a walkway to the new judge's bench from his chambers. If the current judge is not handicapped stairs may be provided in lieu of a ramp but a future ramp must still be able to be provided and master planned in. A 7" high level change requires a 7'-0" long ramp and a 14" high level change requires a 14'-0" long ramp. Both will project into the judge's chambers and take up floor space of varying degree. The higher the level change the more floor space that will be required for the ramp. This configuration eliminates the need for the judge to pass behind the clerk to access his bench.

The clerk's desk is 6'-6" wide and can accommodate up to two persons with 4'-0" of space behind the desk for chairs. The clerk's desk will be on the main floor level of the courtroom and will not be raised.

The court reporter will be provided with a small desk in front of the jury box on the main level of the courtroom.

The bailiff is shown separated from the clerk's desk. The exact configuration and orientation of the bailiff may change somewhat when we get into the details of the design.

With the changes required for the jury box the attorney's tables need to be pushed back toward the public seating area and one row of public seating needs to be removed to provide a useable area for the attorneys. A new dividing wall will be provided to separate the public seating.

Extensive demolition of the courtroom will be required within the courtroom space, janitor's closet and judge's chamber's to accommodate these changes. All new finishes will be provided including all new ceilings in all three rooms. Courtroom proceedings within the courtroom will not be possible until all construction is complete and a certificate of occupancy is obtained. Arrangements for an alternate courtroom location will need to be made. In the project estimate I included the sum of \$35,000 for courtroom relocation expenses which should be considered a place holder rather than an actual estimate of what relocation expenses will be. It is however the approximate cost another county paid to temporarily relocate a small courtroom across a street for a few months during construction. There are many factors that will influence those expenses that the county will need to explore separately.

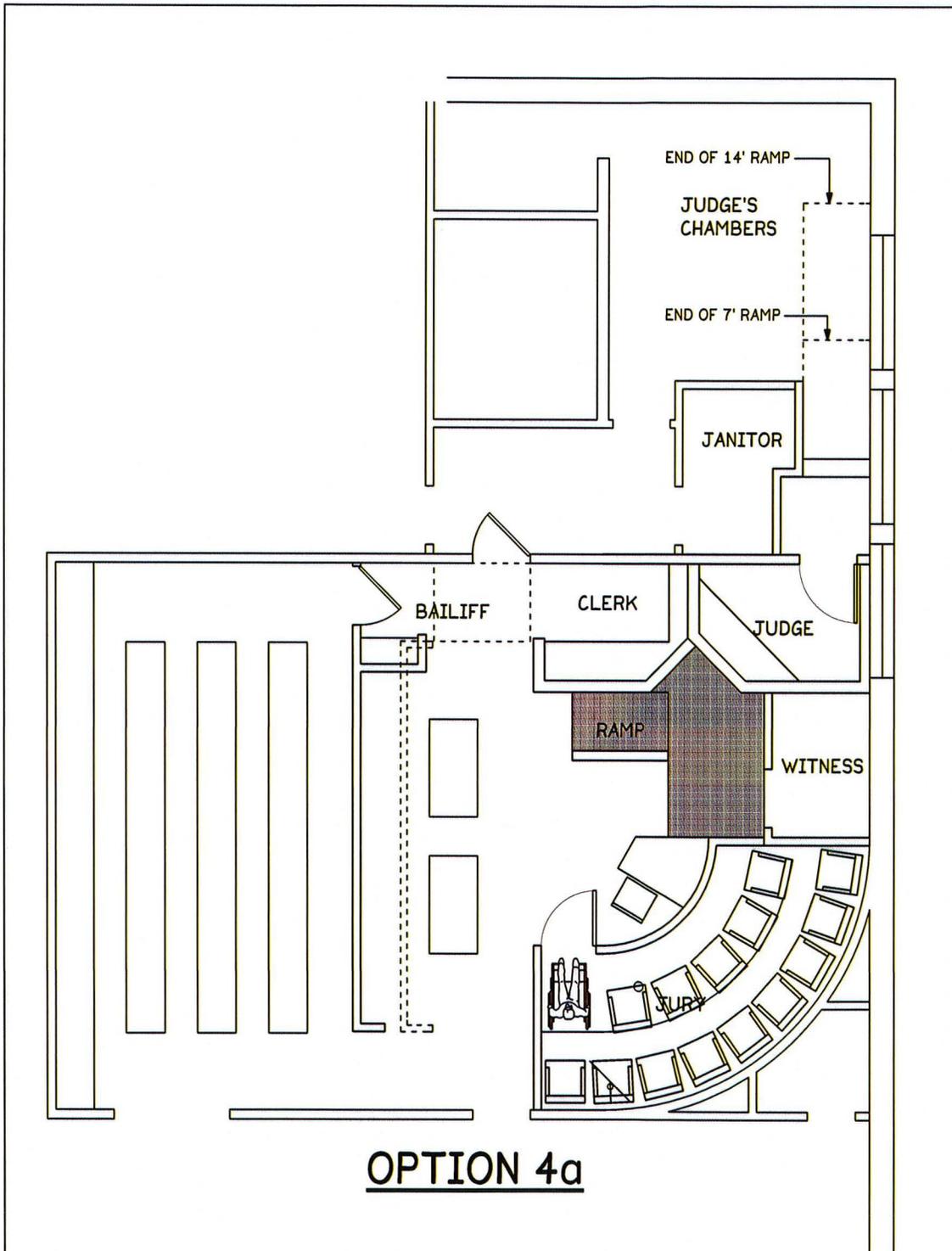
If you have any questions, please feel free to call.

Frank Randel

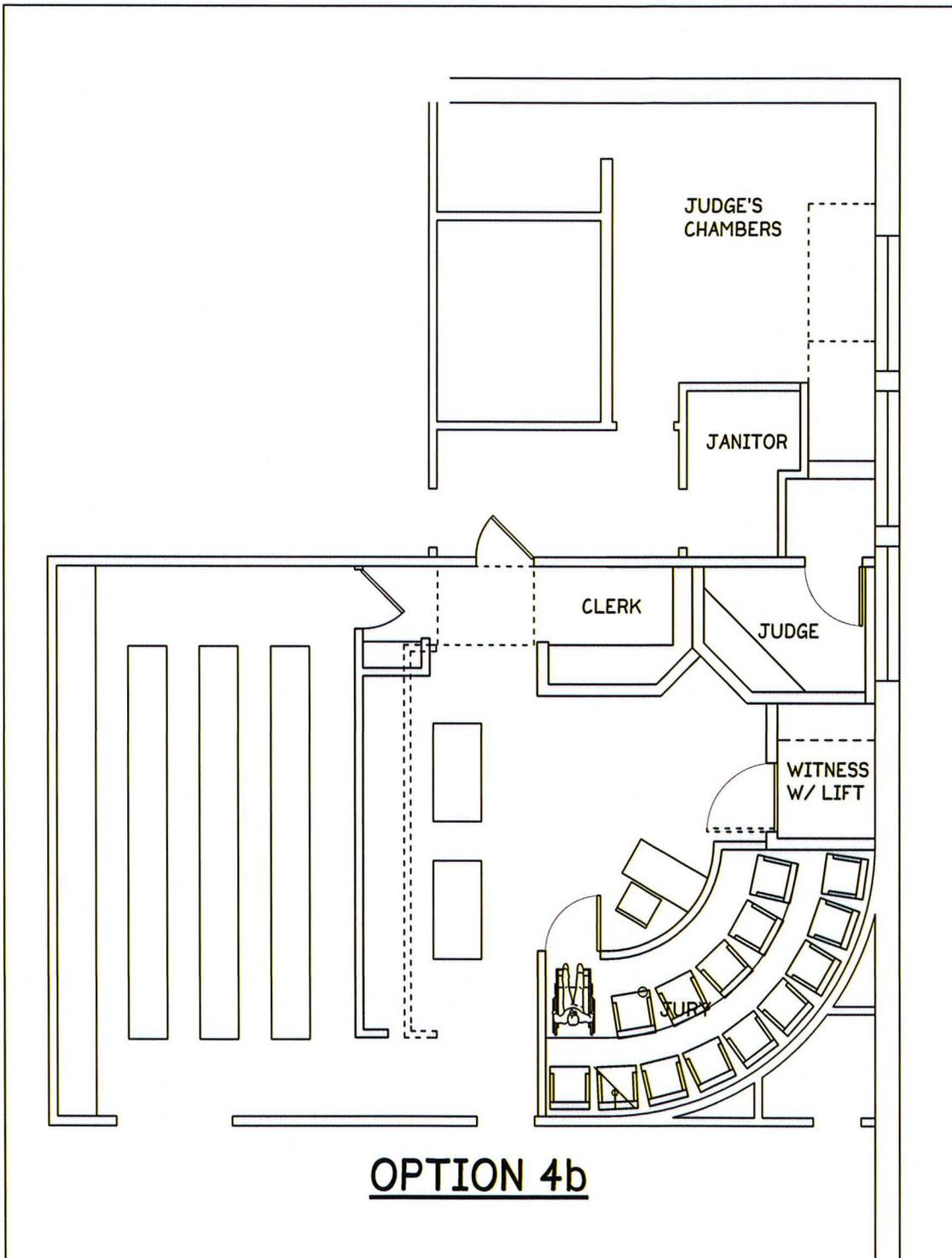
Frank Randel
Project Architect

**WATAUGA COUNTY COURTROOM #2
RENOVATION ESTIMATE**

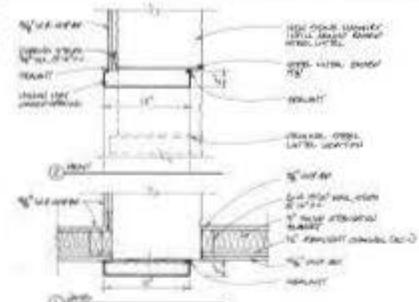
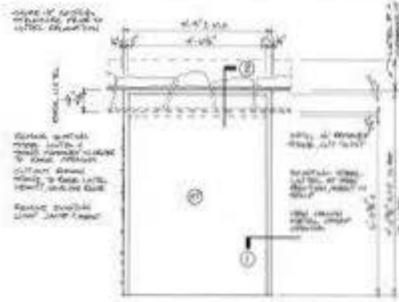
Construction Budget	\$190,000.00	
Construction Budget with wheelchair lift		\$245,000.00
10% Contingency	\$19,000.00	\$24,500.00
Courtroom relocation expenses	\$35,000.00	\$35,000.00
Architect / Engineer Fees	\$22,800.00	\$29,400.00
Interior Design	\$2,500.00	\$2,500.00
Total Project Budget		
<u>Without</u> Witness Wheelchair Lift	\$269,300.00	
Total Project Budget		
<u>With</u> Witness Wheelchair Lift		\$336,400.00



OPTION 4a



OPTION 4b

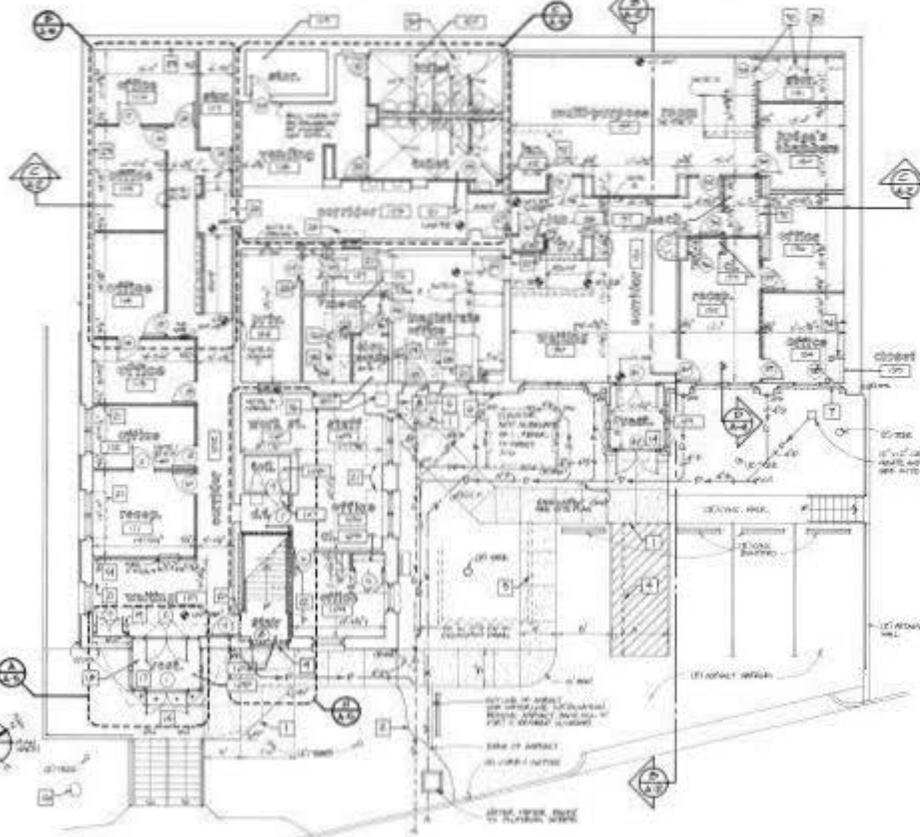


ELEVATION - FRAME 47 HEAD and JAMB DET.

DEMOLITION NOTES
A NUMBER IN SQUARE INDICATES DEMOLITION SIDE

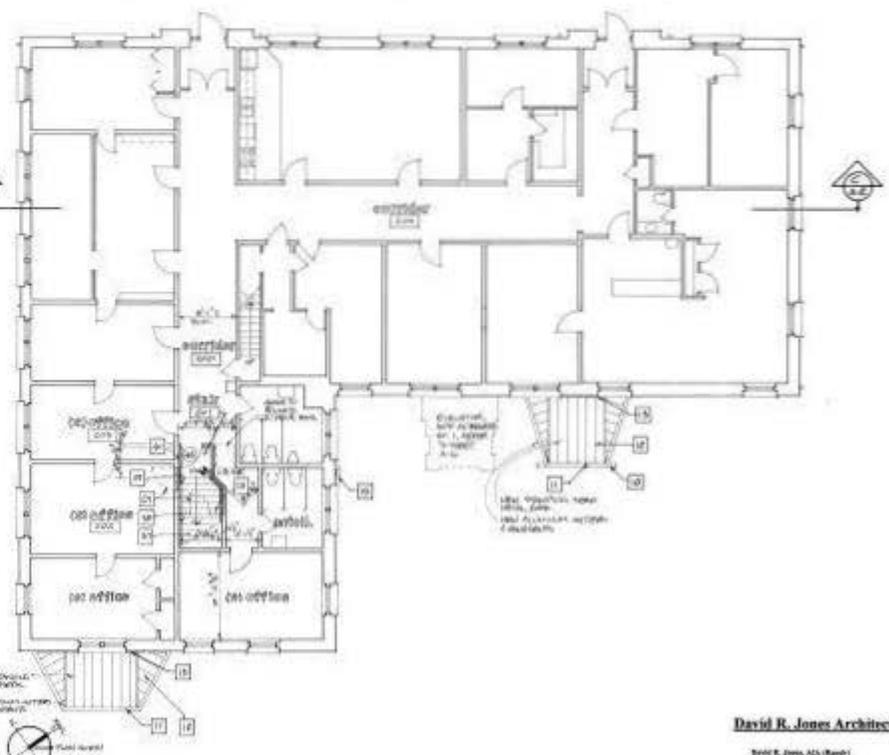
- 1 REMOVE EXISTING CONCRETE WALL / FIN
- 2 REMOVE EXISTING GYPSON PLASTER
- 3 REMOVE EXISTING FINISH: SHIP FOR DEMOL
- 4 REMOVE EXISTING FINISH LIME
- 5 REMOVE EXISTING CONCRETE
- 6 REMOVE EXISTING LIGHT BENCH LIGHT: SHIP FOR DEMOL
- 7 REMOVE EXISTING FINISH: EXTERIOR FINISH
- 8 REMOVE EXISTING WOODEN DOOR JAMB AND HEAD
- 9 REMOVE EXISTING WINDOW SILL & TRACK
- 10 REMOVE EXISTING SILL
- 11 REMOVE EXISTING FLOOR BOARD
- 12 REMOVE EXISTING CONCRETE: EXTERIOR SIDE
- 13 REMOVE EXISTING CONCRETE: EXTERIOR SIDE
- 14 REMOVE EXISTING METAL FLOORING AND SILL
- 15 REMOVE EXISTING A BRASS FLOORING DOOR
- 16 REMOVE EXISTING FLOOR LIGHT: EXTERIOR SIDE
- 17 REMOVE EXISTING WOOD SILL, EXTERIOR SIDE
- 18 REMOVE EXISTING EXTERIOR WALL & GLASS FLOOR BOTTOM OF (1) OF FLOOR FINISH TO CEILING
- 19 REMOVE EXISTING GYPSUM: EXTERIOR SIDE
- 20 REMOVE EXISTING WOOD FINISH FOR NEW DOOR AND JAMB
- 21 REMOVE EXISTING WOOD FINISH: EXTERIOR SIDE

- 22 REMOVE EXISTING EXTERIOR DOOR
- 23 REMOVE EXISTING EXTERIOR WALL: EXTERIOR SIDE
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- 100 REMOVE EXISTING WOOD SILL: EXTERIOR SIDE



FIRST LEVEL FLOOR PLAN

- NOTES:**
1. THIS DRAWING IS FOR INFORMATION ONLY.
 2. ALL WORK SHALL BE IN ACCORDANCE WITH THE CITY OF SEASIDE, CALIFORNIA.
 3. ALL WORK SHALL BE IN ACCORDANCE WITH THE CALIFORNIA BUILDING CODE.
 4. ALL WORK SHALL BE IN ACCORDANCE WITH THE CALIFORNIA ELECTRICAL CODE.
 5. ALL WORK SHALL BE IN ACCORDANCE WITH THE CALIFORNIA MECHANICAL CODE.
 6. ALL WORK SHALL BE IN ACCORDANCE WITH THE CALIFORNIA PLUMBING CODE.
 7. ALL WORK SHALL BE IN ACCORDANCE WITH THE CALIFORNIA FIRE CODE.
 8. ALL WORK SHALL BE IN ACCORDANCE WITH THE CALIFORNIA SAFETY CODE.
 9. ALL WORK SHALL BE IN ACCORDANCE WITH THE CALIFORNIA ENVIRONMENTAL CODE.
 10. ALL WORK SHALL BE IN ACCORDANCE WITH THE CALIFORNIA HISTORIC PRESERVATION CODE.



SECOND LEVEL FLOOR PLAN

David R. Jones Architecture

David R. Jones, AIA (Lead)
 2000 Broadway, Suite 100
 San Francisco, CA 94109
 Tel: 415.774.4444
 Fax: 415.774.4444
 www.davidrjones.com

ALTERATION TO THE
HATALKA CO COURTHOUSE ANNEX
 PROJECT NO. 17-0001
 SHEET NO. 87
FLOOR PLANS, DEMO NOTES

Town of Boone Property



Capital Funding Plan

Watauga County School System

	Current Capital	Capital Project Set Aside		Total Annual County Funding	Lottery Funds	Long Term Needs	Total Capital Funding
2013-14	\$0	\$340,400					
		300,000	*	\$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					
		300,000	*	1,000,000	300,000		1,300,000
2017-18	450,000	500,000		950,000	300,000	1,500,000	2,750,000
2018-19	450,000	500,000		950,000	300,000	1,500,000	2,750,000
2019-20	450,000	500,000		950,000	300,000	1,500,000	2,750,000
2020-21	450,000	500,000		950,000	300,000	1,500,000	2,750,000

Lottery Funds: Balance is \$202,398 with additional revenues expected in FY 17-18 of approximately \$224,500.

ADM Funds: Balance is \$3,193.

County CIP

(Excludes School System Capital Set Aside)

2013-14	\$17,829	
	*	870,236
2014-15	*	2,094,595
2015-16		450,000
	*	1,443,552
2016-17		500,000
	*	2,800,000
2017-18		1,400,000
2018-19		1,400,000
2019-20		1,400,000
2020-21		1,400,000

**Does not include tax increase funds for Rec Center construction and debt service

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

Ten Year Funding Summary for Watauga County Schools

Budgeted

Current Expense

Fiscal Year	08/09	09/10	10/11	11/12	12/13	13/14	14/15	15/16	16/17	17/18
Current Operating	11,150,085	11,065,679	10,984,774	11,839,645	11,839,645	12,062,834	12,062,834	12,558,345	12,713,712	13,172,035
Annual Inc/(Dec)	577,917	(84,406)	(80,905)	854,871	-	223,189	-	495,511	155,367	458,323
	5.47%	-0.76%	-0.73%	7.78%	0.00%	1.89%	0.00%	4.11%	1.24%	3.60%
WCS Fund Balance	512,444	1,958,446	2,400,214	4,499,249	4,687,534	4,077,715	3,333,909	3,235,107	3,256,372	
Fund Bal Inc/(Dec)	(862,661)	1,446,002	441,768	2,099,035	188,285	(609,819)	(743,806)	(98,802)	21,265	

Capital Expense

Fiscal Year	08/09	09/10	10/11	11/12	12/13	13/14	14/15	15/16	16/17	17/18
Additional Projects	225,000	3,496,624	50,000	-	-	-	-	-	-	-
Capital Projects Fund	200,000	-	-	-	-	640,400	300,000	375,000	700,000	500,000
Long Term Capital Needs	-	-	-	-	-	-	-	-	-	1,500,000
QSCB Projects	-	1,219,216	-	-	-	-	-	-	-	-
Lottery/ADM Projects	860,693	83,264	650,493	966,108	268,964	216,249	820,740	210,132	566,931	300,000
Current Capital	650,404	326,909	407,814	321,574	340,400	-	175,000	275,000	300,000	450,000
Subtotal of Capital:	1,936,097	5,126,013	1,108,307	1,287,682	609,364	856,649	1,295,740	860,132	1,566,931	2,750,000
Annual Inc/(Dec)	396,892	3,189,916	(4,017,706)	179,375	(678,318)	247,285	439,091	(435,608)	706,799	1,183,069
Debt Service	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	5,202,104
WCS Fund Balance	289,712	280,775	261,068	321,344	173,108	39,504	315,497	303,378	325,991	
Capital Bal Inc/(Dec)	(36,037)	(8,937)	(19,707)	60,276	(148,236)	(133,604)	275,993	(12,119)	22,613	

Total County Funding Excluding Debt Service	12,225,489	14,889,212	11,442,588	12,161,219	12,180,045	12,703,234	12,537,834	13,208,345	13,713,712	14,122,035
Annual Inc/(Dec)	570,961	2,663,723	(3,446,624)	718,631	18,826	523,189	(165,400)	670,511	505,367	408,323

Total Funding	19,759,210	22,705,870	18,463,652	20,655,426	19,448,080	19,939,875	19,810,683	18,877,373	19,629,631	21,124,139
Annual Inc/(Dec)	5,364,900	2,946,660	(4,242,218)	2,191,774	(1,207,346)	491,795	(129,192)	(933,310)	752,258	1,494,508

Change in Operating Fund Balance, last year versus 9 years ago: \$ 2,743,928 increase

Change in Capital Fund Balance, last year versus 9 years ago: \$ 36,279 increase

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



Economic Impact Report

In November 2017, NCSU's Institute for Transportation, Research & Education (ITRE) completed an Economic Impact Study: How the Middle Fork Greenway will strengthen the economy of Watauga County, Blowing Rock and Boone.

- 38,000 annual trips on the greenway
- \$10 million in health benefits (value of extended life over 10 years)
- 9.5% increase in the value of properties within a half mile of the greenway
- \$296,000 increase in local property tax revenue per year
- \$947,000 annually in business activity benefits
- 12 new jobs that support \$276,300 in labor income
- 12,000 annual tourist trips —estimated to generate \$6 million in the local economy

Progress

- 2.2 miles are in the construction planning phase
- \$4 million has been raised to purchase land, build trail, and fund the next 1.3 miles of construction
- Based on what we know today, an additional \$9-10 million are needed to complete the trail

MFG Estimated Costs (2/2018)

Section	Location description	Cost per foot	Approx. Length (Linear ft.)	Approx. length (miles)	Approx. construction Costs	Already spent	Description
1	Tanger through Foley Center	\$366	6,864ft	1.3	\$2,514,000	\$190,000	Engineering, design, trailhead parking, path
2a	McDowell's to Aho, following hwy 321	\$1,300	2,718ft	0.51	\$3,533,400	\$26,000	land acquisition, renderings
2b	McDowell's to Aho, following Roaring River Rd	\$400	4,073ft	0.77 mi	\$1,629,200	"	"
3	Aho to Sterling Creek Park	\$350	2,907ft	0.55mi	\$1,017,450	\$160,000	Aho Bridge accommodation
4a	Sterling Creek Park to Tweetsie	\$123	4,488ft	0.85 mi	Completed section	\$550,000	STIP and Tweetsie RR
4b	Tweetsie to GMB park	\$358 (\$449)	5,016ft	0.95 mi	\$1,800,000	\$455,400	Engineering, design, land acquisition
5a	GMB Park to Fairway Drive along HWY	\$400	6,114ft	1.16 mi	\$2,445,600	0	0
5b	GMB park to JVC along river	\$400	9,312	1.76 mi	\$3,728,400	\$10,000	Payne Branch Park acquisition
6	Fairway Drive to Boone Greenway	\$400	3,430ft	0.64mi	\$1,372,000	\$18,900	bWell district /renderings
TOTAL			31,537ft	6 mi	\$12,682,450	\$1,410,300*	
Alternate Route Total			36,150ft	6.8 mi	\$12,061,050		

Light Pink – Alternate routes

Light Blue – Actual costs per foot

Light Green – Guestimate cost per foot

*This number does not include any administrative costs (salary, rent, travel, etc.) or marketing, website development, master plan, printing, etc....



Watauga TDA Funding Since 2015

YEAR	Amount	For What
2015-16	\$25,000	BRP section
	\$200,000	\$60K for Aho Bridge \$110,000 Section 4 (shovel ready)
2017	\$200,000	Section 4 construction
2018	\$200,000	Section 4 construction
TOTAL	\$625,000	

Middle Fork Greenway Funding in 2017

EFLAP (Blowing Rock)	\$2,000,000
NC DWR (Watauga County)	\$ 200,000
Watauga TDA	\$ 400,000
Blowing Rock TDA	\$ 25,000
Private donations	\$ 57,653
Local Businesses	\$ 26,387
Other grants	\$ 41,380
TOTAL	\$2,750,420

Other Grants—BR Village Foundation, HC United Way, State Farm, Wells Fargo, BR Tour of Homes, NCDWR
In-kind pledged donations—Vulcan Stone, Chandler Concrete, Charleston Forge, Azalea Nursery



Section 4 North

Construction Budget: \$1,800,000

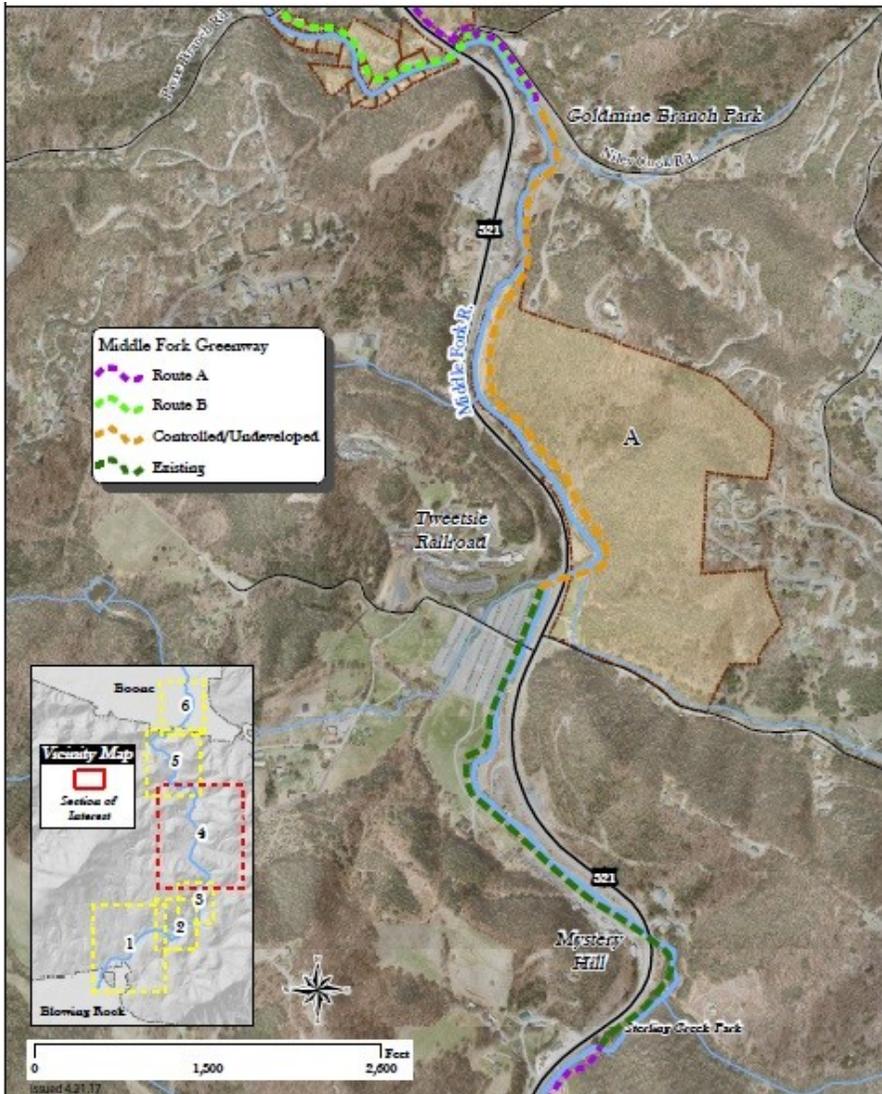
Pledged or in-hand:

15/16 TDA	\$ 30,000
17-18 TDA	\$400,000
NC DWR	\$200,000
Other	\$ 40,000
TOTAL	\$670,000

Need an additional \$1,130,000

2018 Potential Grants:

RTP	\$100,000
ARC	\$300,000
PARTF	\$430,000
TOTAL	\$830,000



2018 Funding Needs

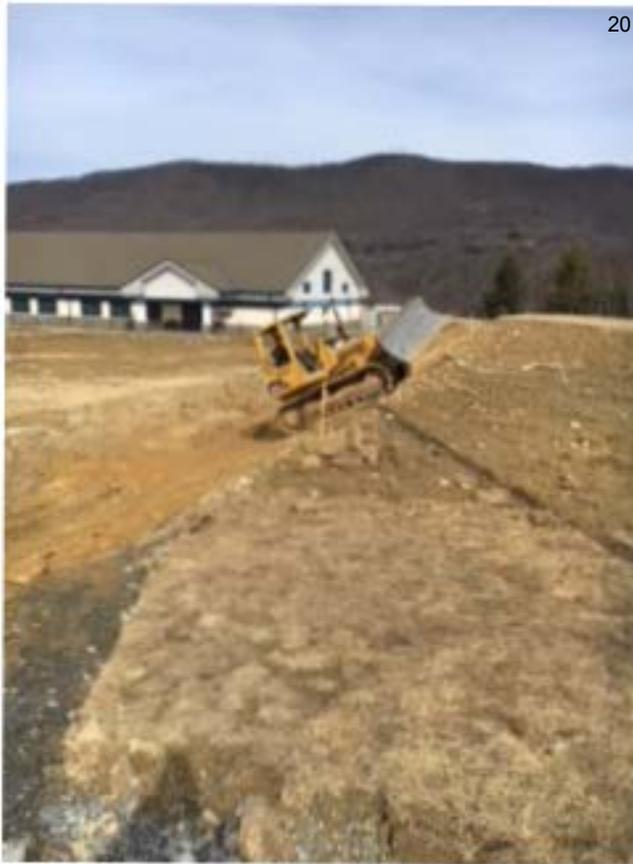
Section 4	\$ 1,130,000
Section 1 Gap	\$ 100,000
Land Acquisition	\$ 80,000
Administration	\$ 25,000
TOTAL	\$ 1,335,000

IF we received all the grants listed above:

Have a gap of
\$505,000









Watauga County Board of Education

OFFICE OF THE SUPERINTENDENT
MARGARET E. GRAGG EDUCATION CENTER
175 PIONEER TRAIL, BOONE, NC 28607

TEL: (828) 264-7190
FAX: (828) 264-7196

February 19, 2018

To: Watauga County Commissioners
Mr. Deron Geouque, County Manager

From: Watauga County Board of Education
Dr. Scott Elliott, Superintendent
Mrs. Ly Marze, Finance Officer

Re: Preliminary Budget Discussion for FY 2018-19

The Watauga County Schools system is extremely grateful for the Watauga County Commissioners' longstanding commitment to generous funding for our schools. That commitment is a major factor in the strong and successful public school system that we have in Watauga County. In the interest of helping to maintain and strengthen our partnership on behalf of local students and families, this letter will identify some of the highest priority needs for our schools for fiscal year 2018-19.

Operating Expense

- **Increase in Salaries and Benefits** - It is expected that the state will provide an average salary increase of 6% in 2018-19 for a majority of our teachers based on their years of experience. Assistant Principals are also expected to receive a revision in their pay structure of an additional 2%. No estimations have been released yet for non-certified staff but it is expected that there will be a slight increase for these employees as well. Also, employer matching hospitalization and retirement rates are expected to increase by approximately 4% and 8% respectively next year.
- **Meeting Class Size Maximums** - If passed, the recent K-3 class size compromise bill (HB 90) will provide a one-year reprieve for school districts in preparation of meeting stricter class size maximum limits. We still need to be cognizant of the additional costs that will be incurred for the additional teachers, instructional supplies, and facility needs in subsequent school years once these class size maximums are in effect.

Capital Outlay

- **Architectural Facilities Study** - The extensive architectural study of facilities recently completed for Watauga County Schools shows a total renovation and new construction cost of over \$99.6 million needed over and in addition to the ongoing capital needs for the district. An estimated \$46.4 million of this is identified for just renovation, not new construction, for six of our eight elementary schools. These renovations would include improvements such as HVAC work, window replacements, roof repairs, and electrical updates of our buildings.

- **Capital Improvement Needs** - In addition to the major facility renovation and new construction needs, the district also recognizes the ongoing requirement for repairs of our aging classrooms and buildings. Replacing worn carpets and rotting doors, repairing parking lots and roofs, and sustaining our instructional technology program by replacing broken projectors and outdated computers will require the continued commitment of capital funds from the county. Also, with the upcoming changes in class size maximums and increased enrollment in general, the district is looking ahead and planning for the need of additional mobile units, classroom furniture, and technology infrastructure.
- **Operating Capital Needs** - Our school district has been proactive in identifying recurring capital needs such as the replacement of activity buses and maintenance vehicles each year after many years of deferred attention in these areas. With an average age of 16.9 years, our 14 activity buses are operating beyond their expected life and are increasingly expensive to maintain and repair. Additionally, our cafeteria tables district-wide need to be updated for student safety. Specialized equipment for the arts, band, and orchestra programs also need to be on a replacement cycle to maintain integrity of those instructional items.

We appreciate the funding you continue to provide and your recent support for a plan of action for addressing large scale capital needs. We request that the Watauga County Board of Education maintain as much flexibility as possible over the year to year capital funding from the county and education lottery funding from the state so that we can focus resources on the needs identified by the Board. We also request that together we develop a plan for funding and addressing as soon as possible the large projects recently identified in our architectural study.

In summary, the discussion points in this letter are the district's preliminary look into 2018-19 and beyond. However, we believe this information provides a useful basis for discussion of funding needs and priorities for the school system especially in the year ahead. We will be glad to provide any additional information you need to make the best possible decisions about the appropriate level of funding for our schools.

Thank you for your consideration and continued support in providing high quality education to all the students of Watauga County Schools.





Students

Learning environments

Technology

Population

Travel Distance



Facilities

Age

General maintenance

DOI comparison

Growth potential

Building code



Cost

Maintenance

Life Cycle

Renovation/repairs

New vs. Existing



STUDENTS

Learning environments

Technology

Population

Travel Distance

21ST CENTURY LEARNING ENVIRONMENTS





CRITICAL THINKING

STUDENT ENGAGEMENT

CREATIVITY

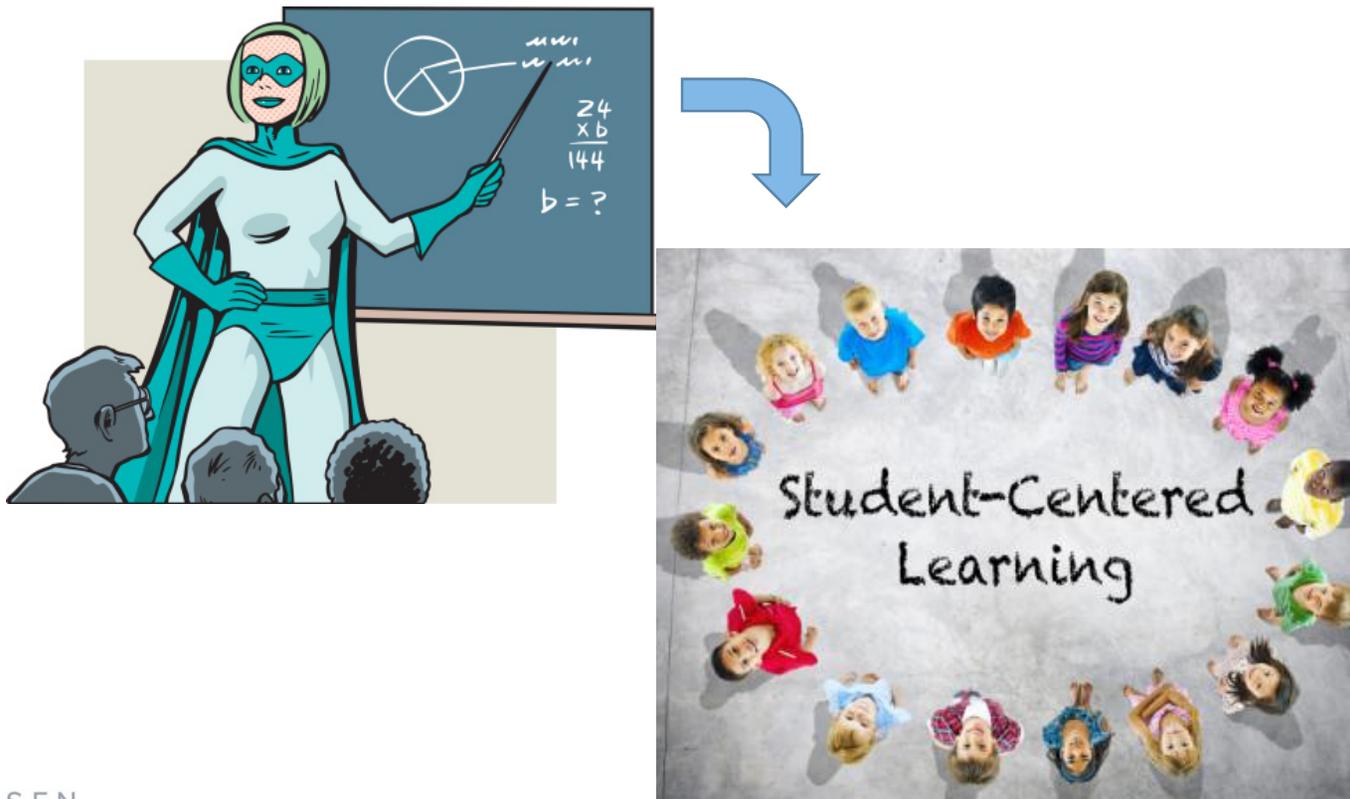
COLLABORATION

COMMUNICATION

REAL WORLD
PROBLEMS



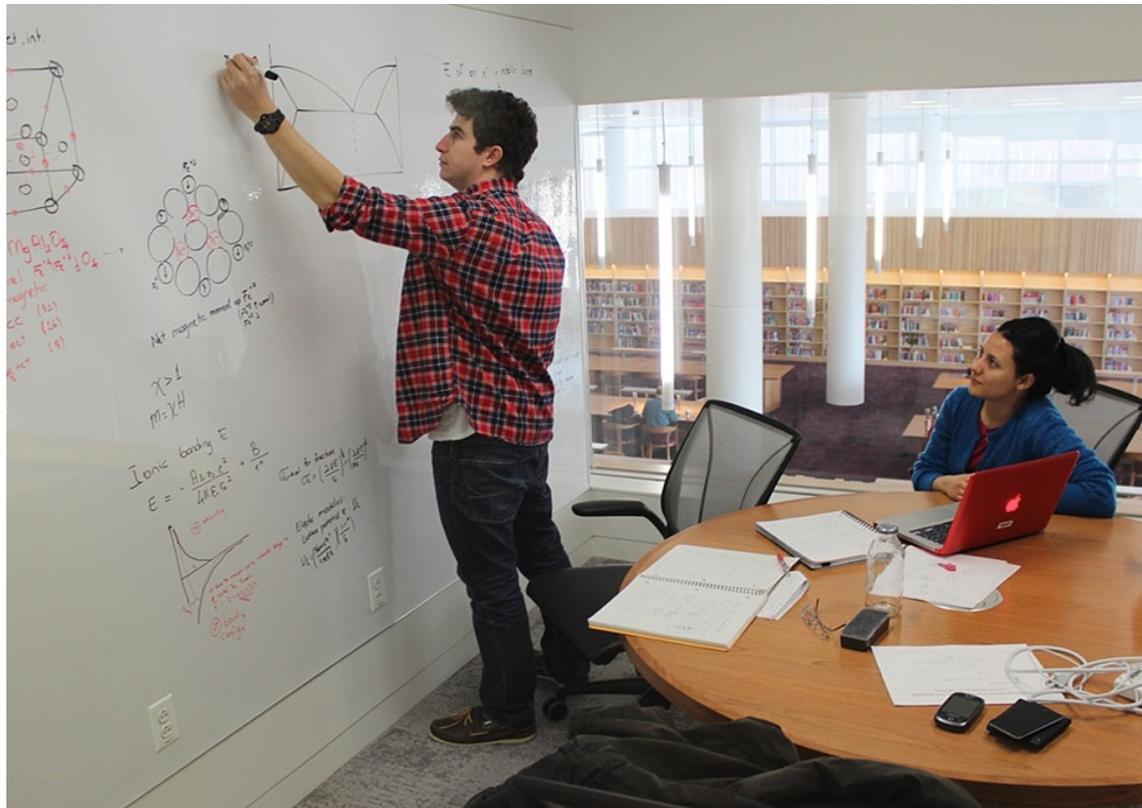
The Focus Changes from *How Teachers Teach*.....to *how Students Learn*





INTERDISCIPLINARY INSTRUCTION

CLARK NEXSEN



PEER INSTRUCTION

CLARKNEXSEN



CLARKNEXSEN

FLEXIBLE SPACES FOR INSTRUCTION



COLLABORATION SPACES

CLARKNEXSEN



CLARKNEXSEN



FLEXIBILITY IN CLASSROOM CONFIGURATION



LEARNING HAPPENS EVERYWHERE

CLARKNEXSEN



OUTDOOR LEARNING ENVIRONMENTS

CLARKNEXSEN

Inquiry / Research

OneNote Online

Anne's OneDrive Documents Educating Generation Z Edit in Browser Print Share Help Sign in

Tuesday, March 15, 2016 11:00 AM

Integrating Technology in Active Learning Spaces

According to Judy Willis, a neurologist, educator and Edutopia contributor, your brain goes into a state of stress when bored. Designing active, flexible learning spaces that get kids excited about learning is important for engaging young minds. In a review of the [Education Design Showcase](#) web site, common attributes of the award-winning schools and libraries were:

- Student-centered, hands-on learning that fosters interaction between students
- Small learning communities / neighborhoods
- Vibrant, fun environments that are playful and reflective of the diverse character of students and the community
- Collaborative learning spaces that are flexible and adaptable
- Ergonomic furnishings including mobile seating & tables with height-adjustability feature
- Ample storage as undisturbed spaces lead to mindful learning & reduced stress
- Relaxing corners & quiet zones
- Canteens, cafeteriums, and flex walls for dividing gyms and cafeteria spaces
- Play time, teamwork, study groups or free-time activities
- Wayfinding and zoning which adds clarity and grounding for students

From <http://www.demos.com/like/inspire-technology-active-learning-spaces/>

http://www.wired.com/wired/archive/16.03_attention_span_tech.html
Technology and attention spans: forecasted many years ago that technology would play a role in attention spans "A wealth of information creates a poverty of attention." -Nobel winning economist Herbert Simon. "Addiction to technology is altering the way we think and feel." Attention span test linked at the end of article.

http://www.huffingtonpost.com/diana-graber/ids-tech-and-those-shrinking-attention-spans_b_4870653.html
Article looks at the positive aspects of technology affecting attention spans, particularly in students research habits. "... technology not only help students find information more quickly and efficiently, it also improves their ability to switch between tasks more quickly." Brains are capable of adapting to changes, but a balance is still required for daily life outside of technology. These critical skills also need to be taught.

<http://www.medicaily.com/human-attention-spans-shortens-8-seconds-due-digital-technology-3-way-stay-focused-338473>
Attention spans are down (in all age ranges and genders) from an average of 12 seconds (in 2000) to 8 seconds (May 2015), but multi-tasking has significantly improved. Tips given to help maintain more focus (drink fluids, exercise, avoid electronic devices). "A 2013 study found an office worker gets only 11 minutes between each interruption, while it takes an average of 25 minutes to return to the original task after an interruption."

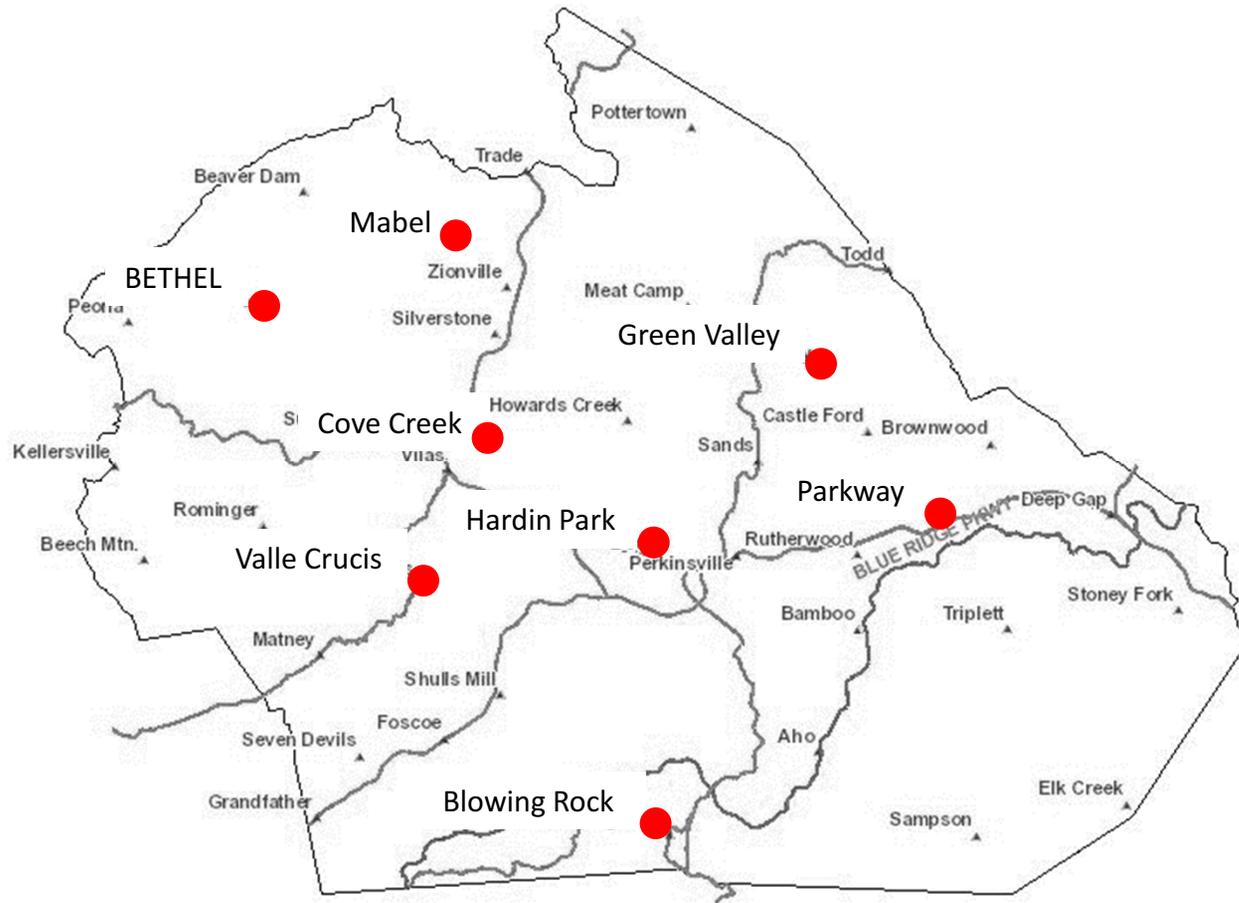
<http://phys.org/news/2015-05-technology-attention-spans-shorter-goldfish.html>
"There's no reason why the modern world should necessarily diminish our mental faculties and no reason to fear them changing. Our cognitive abilities are constantly changing and even naturally vary across the day." Studies showing that attention spans are decreasing cannot be heavily weighted, as the study should only pertain to the specific test being performed, not across the board in general life throughout the day.

http://steinhardt.nyu.edu/agapich/opus/issues/2010/fall/On_Social_Network_Use_and_Attention
"The short-attention-span issue is linked to the idea that social networking encourages the reward center of the brain to signal as it does with drug use, due to the instantly gratifying nature of these simulated interactions. Greenfield proclaims that the rapidly occurring interchanges present in these websites will accustom the brain to operate on these unrealistic timescales. As a result, when one finds that responses are not immediately forthcoming, Greenfield suggests that behaviors of Attention Deficit Disorder will become prevalent in adolescents, a diagnosis on the rise for years (Wintour, 2009)." There is a lack of research on the possible positive outcomes of social multitasking.





FACILITIES







Site



Site

9

Site Feasibility Analysis



BUILDING

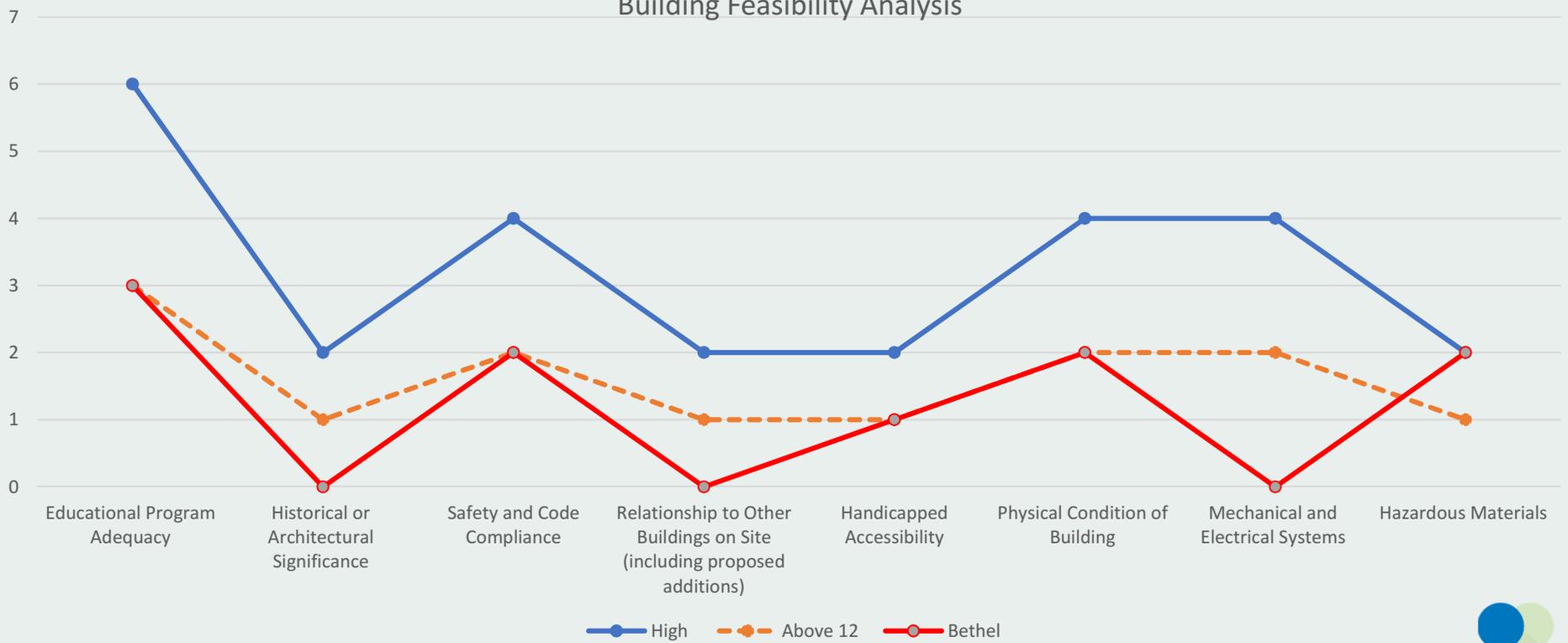




BUILDING

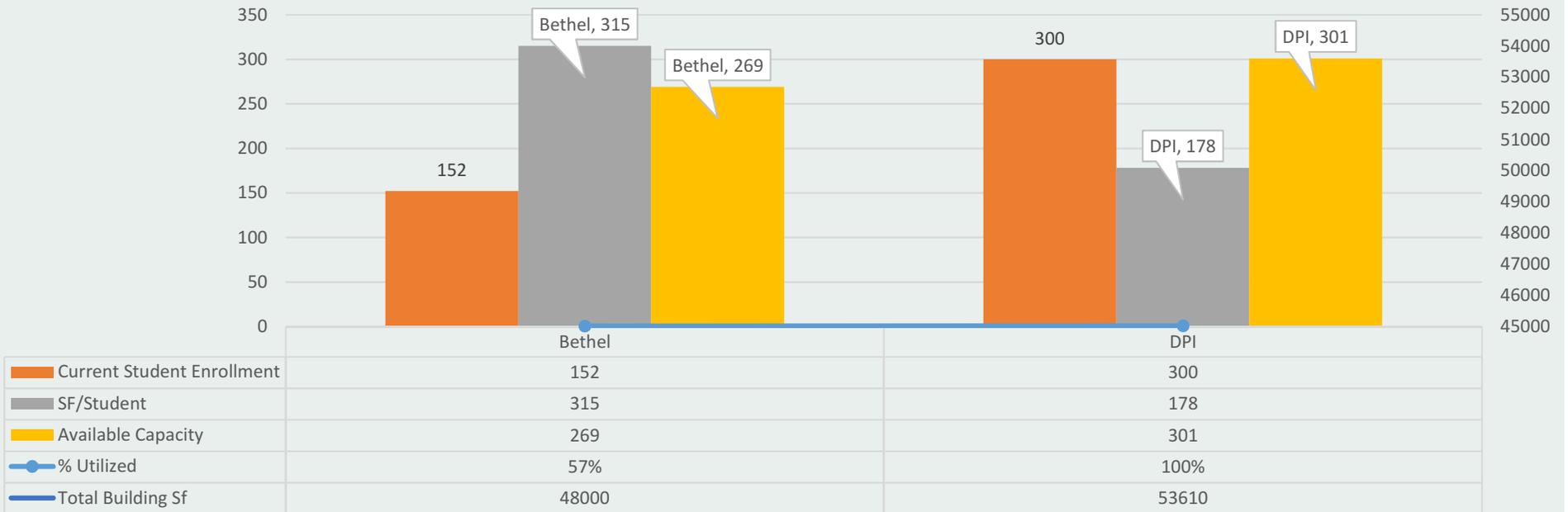
10

Building Feasibility Analysis



UTILIZATION

BETHEL ELEMENTARY



Conceptual Budgeting - Bethel Elementary School					
HVAC Replacment	48,000	sf	@	\$ 26.00	sf \$ 1,248,000.00
ACT replacment due to HVAC work	48,000	sf	@	\$ 3.50	\$ 168,000.00
Light replacement -complete during HVAC work	48,000	sf	@	\$ 5.00	\$ 240,000.00
Electrical work due to HVAC replacment + fire alarm replacement	48,000	sf	@	\$ 5.00	\$ 240,000.00
Address egress stairs	48,000	sf	@	\$ 0.50	\$ 24,000.00
Address entrances and security	48,000	sf	@	\$ 1.00	\$ 48,000.00
Upgrade accessiblity	48,000	sf	@	\$ 5.00	\$ 240,000.00
Upgrade supply and waste	48,000	sf	@	\$ 12.00	\$ 576,000.00
Roof repairs	48,000	sf	@	\$ 5.00	\$ 240,000.00
Window Replacement	48,000	sf	@	\$ 5.00	\$ 240,000.00
General maintenance	48,000	sf	@	\$ 3.00	\$ 144,000.00
Escalation- Assumed construction Start by 6/19 complete by 6/2021	30.1	month	@	.05% per month	15.050% \$ 418,992.00
TOTAL PHASE 1 + ESCALATION					\$ 3,826,992.00

Phase 2- Site work	3	acres	@	\$ 40,000.00	\$ 120,000.00
Phase 2 - Sprinkler entire facility	48,000	sf	@	\$ 4.50	\$ 216,000.00
Phase 2- Site work to address water issues between buildings	1	acres	@	\$ 100,000.00	\$ 100,000.00
Escalation-Assumed construction Start 6/1/2025 complete by 8/1/21	93.0	month	@	.05% per month	46.500% \$ 202,740.00
TOTAL PHASE 2 + ESCALATION					\$ 638,740.00

Sub total PHASE 1 AND PHASE 2					\$ 4,465,732.00
Overhead and Profit				6.0%	\$ 267,943.92
Sub total					\$ 4,733,675.92
Bonds and insurance				1.5%	\$ 71,005.14
Grand Total Construction costs					\$ 4,804,681.06

Owner Contingency					10.0%	\$ 480,468.11
Soft Costs(AE fees, CM pre-con fee, survey, permitting, geotech, special inspector, material testing agent, Air Monitoring etc.)					12.0%	\$ 576,561.73
Total Project costs						\$ 5,861,710.89





Blowing Rock

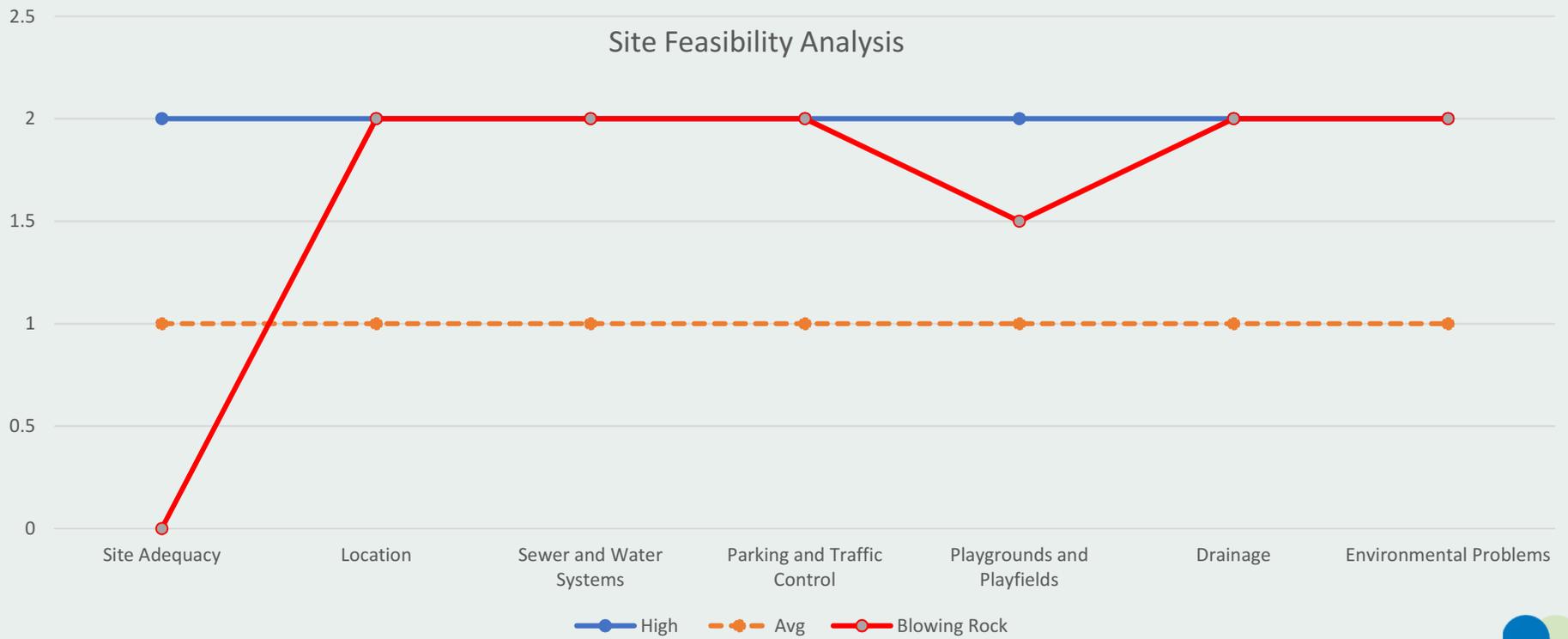




Site

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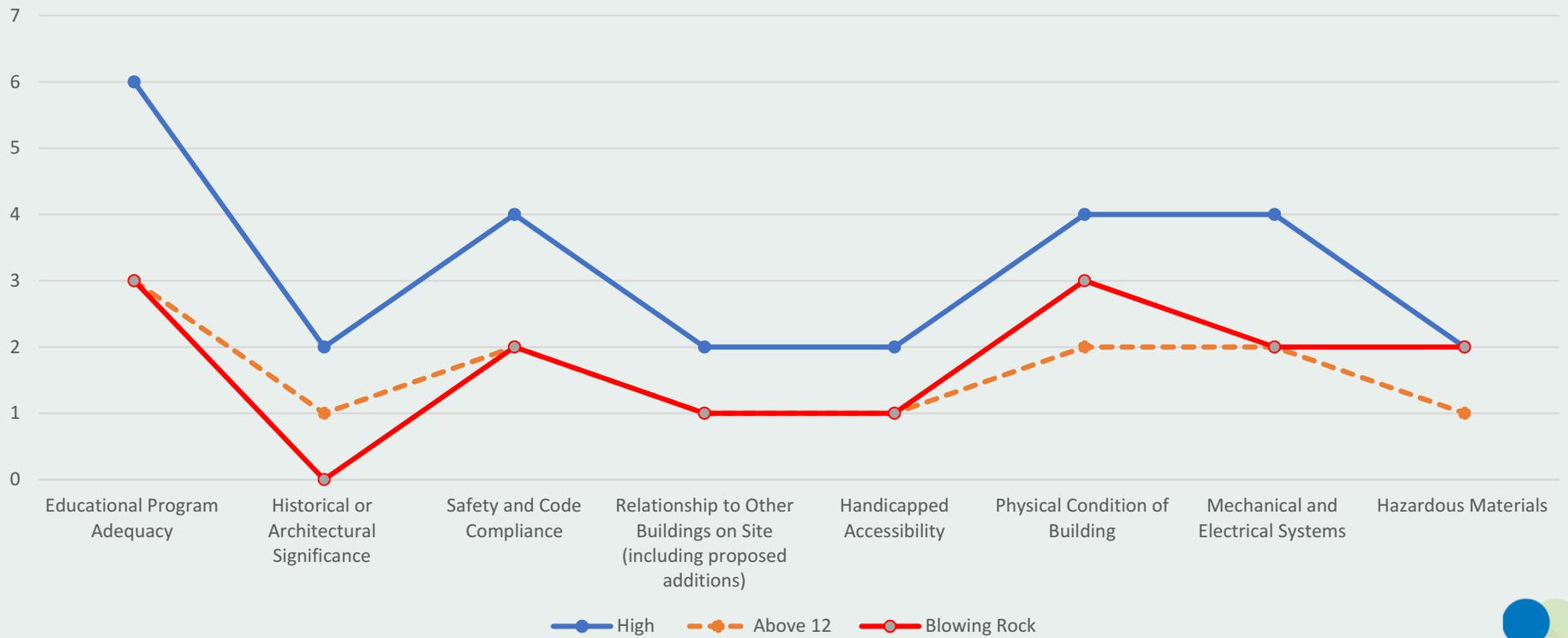
Site Feasibility Analysis

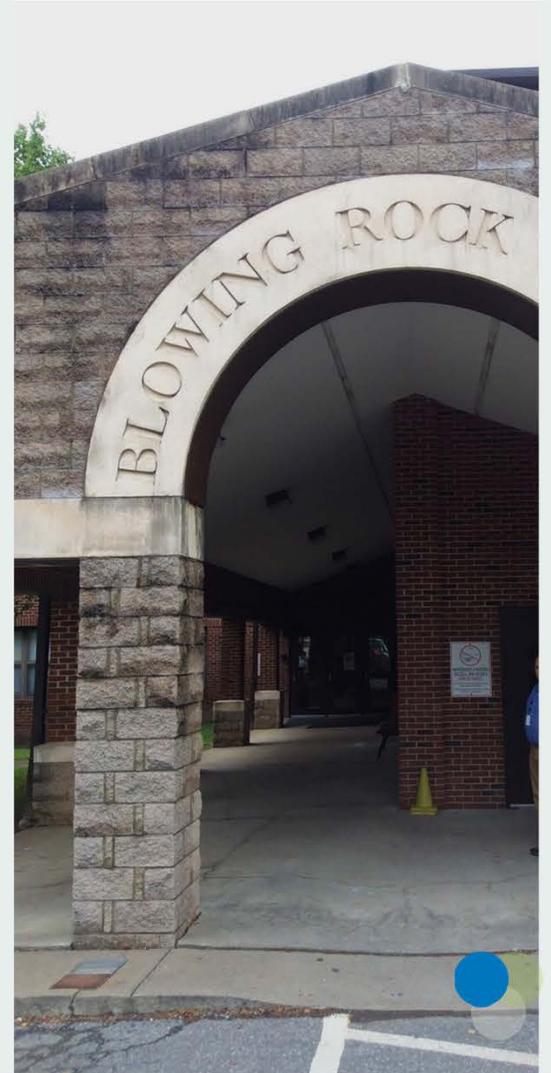


BUILDING

14

Building Feasibility Analysis

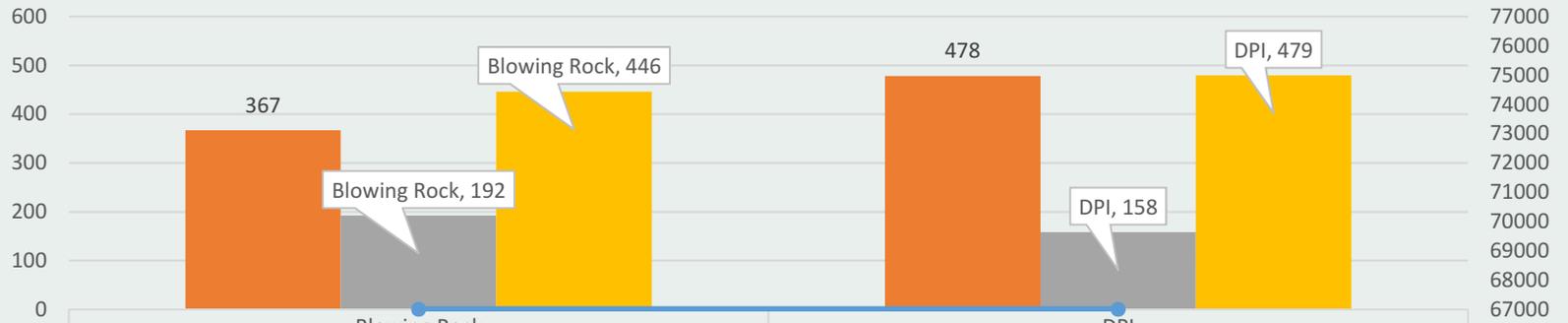






UTILIZATION

BLOWING ROCK ELEMENTARY



	Blowing Rock	DPI
Current Student Enrollment	367	478
SF/Student	192	158
Available Capacity	446	479
% Utilized	82%	100%
Total Building Sf	70500	75820



Conceptual Budgeting - Blowing Rock Elementary School						
HVAC Replacment	70,500	sf	@	\$ 28.00	sf	\$ 1,974,000.00
ACT replacment due to HVAC work	70,500	sf	@	\$ 3.50		\$ 246,750.00
Light replacement -complete during HVAC work	70,500	sf	@	\$ 5.00		\$ 352,500.00
Electrical service + fire alarm replacement	70,500	sf	@	\$ 5.00		\$ 352,500.00
Address Cooridor modifications for fire protection	70,500	sf	@	\$ 0.50		\$ 35,250.00
Address entrances and security	70,500	sf	@	\$ 1.00		\$ 70,500.00
Upgrade accessiblity	70,500	sf	@	\$ 5.00		\$ 352,500.00
Installation of new supply and waste lines	70,500	sf	@	\$ 12.00		\$ 846,000.00
Science Classroom renovations	2,500	sf	@	\$ 175.00		\$ 437,500.00
Roof repairs	70,500	sf	@	\$ 2.00		\$ 141,000.00
Window Replacement	70,500	sf	@	\$ 5.00		\$ 352,500.00
Sprinkler installation	70,500	sf	@	\$ 4.50		\$ 317,250.00
General maintenance	70,500	sf	@	\$ 3.50		\$ 246,750.00
Escalation- Assumed construction Start by 6/19 complete by 6/2021	30.1	month	@	.05% per month	15.050%	\$ 636,615.00
TOTAL PHASE 1 + ESCALATION						\$ 6,361,615.00
Phase 2- Site work	3	acres	@	\$ 40,000.00		\$ 120,000.00
Escalation-Assumed construction Start 6/1/2025 complete by 8/1/21	93.0	month	@	.05% per month	46.500%	\$ 55,800.00
TOTAL PHASE 2 + ESCALATION						\$ 175,800.00
Sub total PHASE 1 AND PHASE 2						\$ 6,537,415.00
Overhead and Profit					6.0%	\$ 392,244.90
Sub total						\$ 6,929,659.90
Bonds and insurance					1.5%	\$ 103,944.90
Grand Total Construction costs						\$ 7,033,604.80
Owner Contingency					10.0%	\$ 703,360.48
Soft Costs(AE fees, CM pre-con fee, survey, permitting, geotech, special inspector, material testing agent, Air Monitoring etc.)					12.0%	\$ 844,032.58
Total Project costs						\$ 8,580,997.85





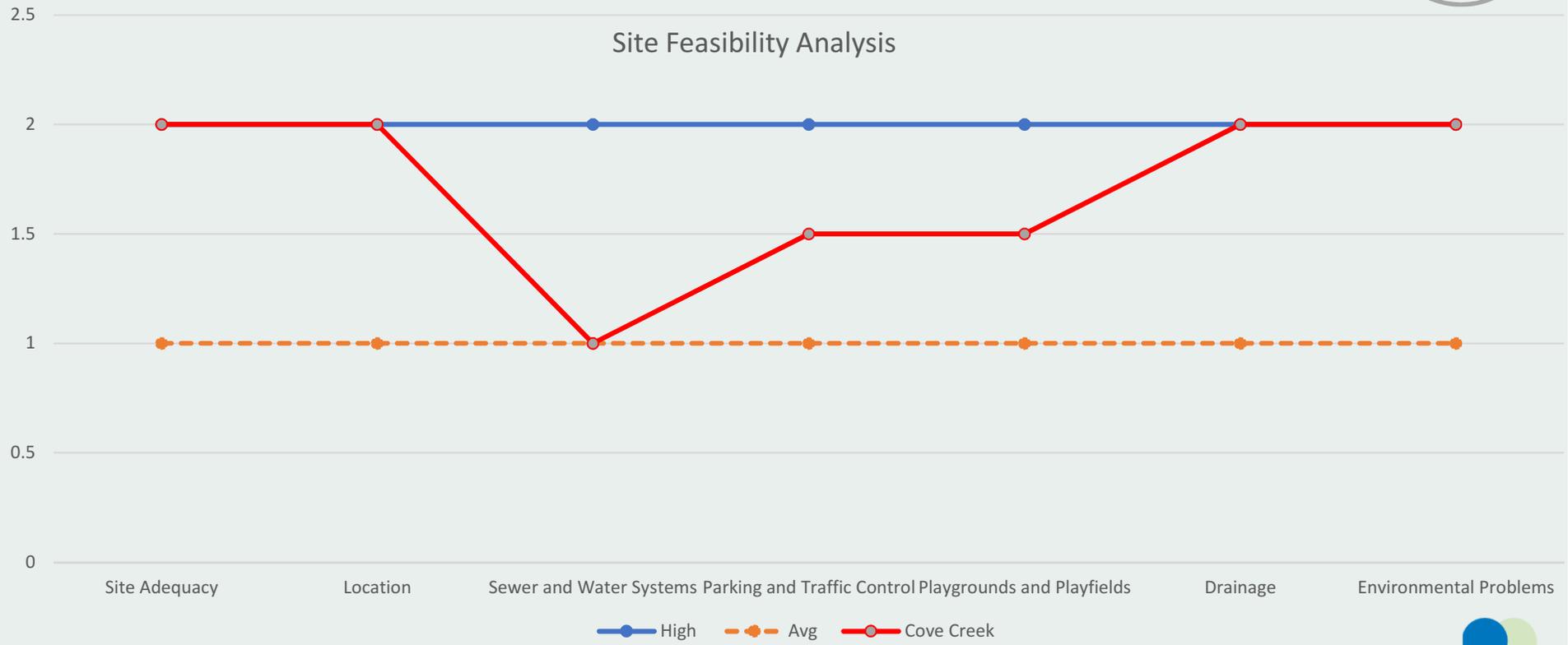
Cove Creek

Site

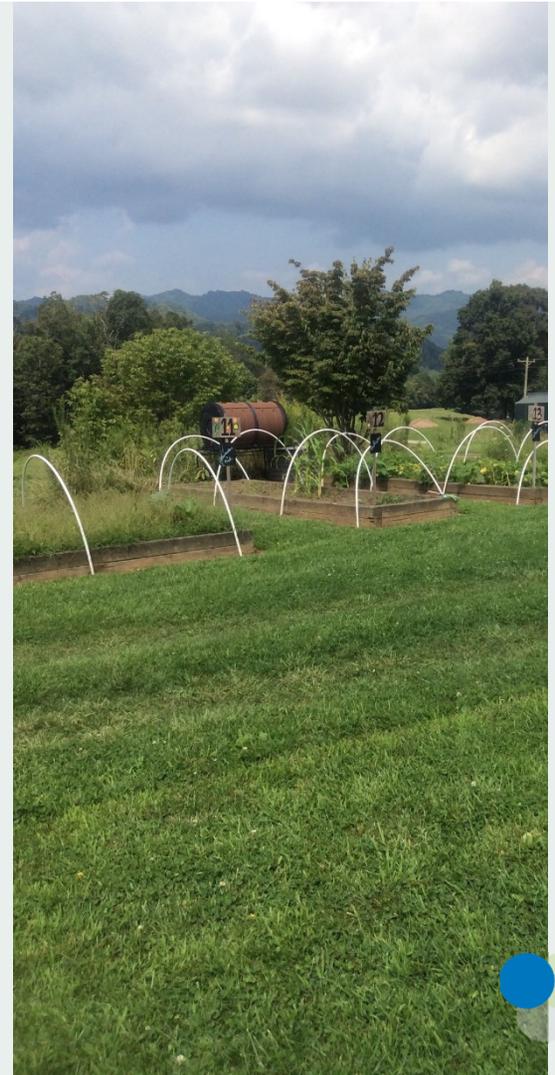
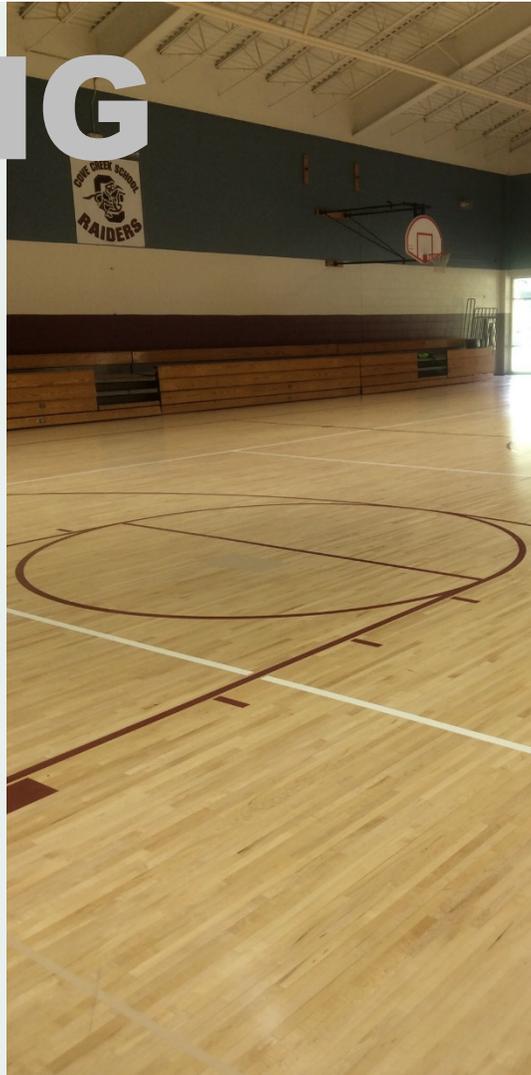


Site

12



BUILDING

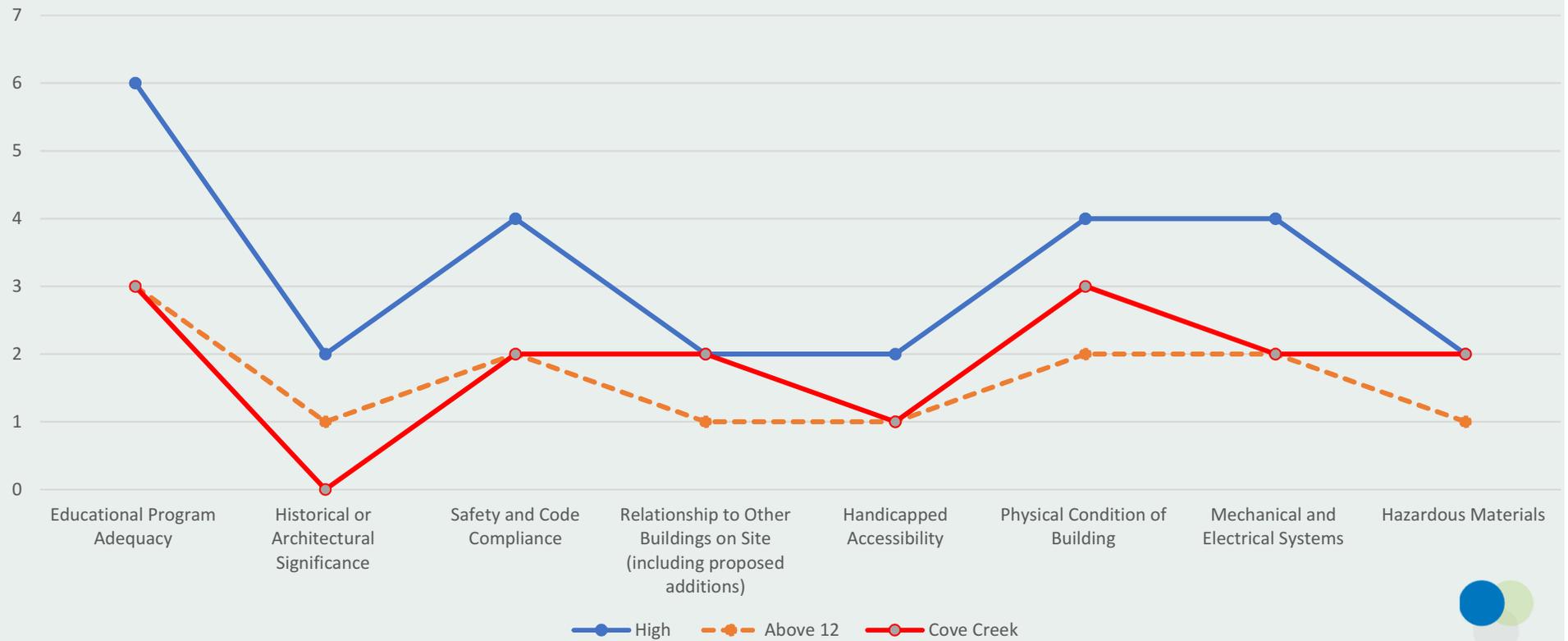




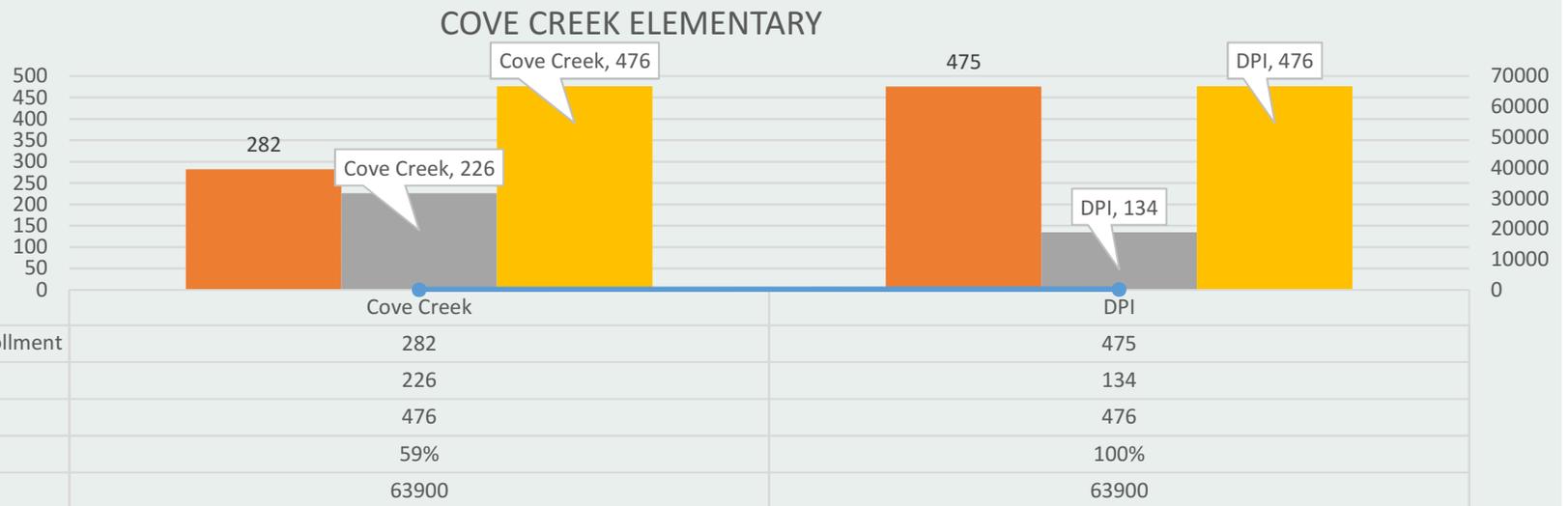
BUILDING

15

Building Feasibility Analysis



UTILIZATION



Conceptual Budgeting - Cove Creek Elementary School						
HVAC Replacment	65,000 sf	@	\$	28.00 sf	\$	1,820,000.00
ACT replacment due to HVAC work	65,000 sf	@	\$	3.50	\$	227,500.00
Light replacement -complete during HVAC work	65,000 sf	@	\$	5.00	\$	325,000.00
Electrical service + fire alarm replacement	65,000 sf	@	\$	3.00	\$	195,000.00
Plumbing upgrades to Pre-K/hot water	65,000 sf	@	\$	2.00	\$	130,000.00
Address entrances and security	65,000 sf	@	\$	1.00	\$	65,000.00
Installation of water supply and waste	65,000 sf	@	\$	12.00	\$	780,000.00
Roof repairs	65,000 sf	@	\$	2.00	\$	130,000.00
Window Replacement	65,000 sf	@	\$	5.00	\$	325,000.00
General maintenance	65,000 sf	@	\$	5.00	\$	325,000.00
Escalation- Assumed construction Start by 6/19 complete by 6/2020	30.1 month	@	.05% per month	15.050%	\$	533,146.25
TOTAL PHASE 1 + ESCALATION					\$	4,855,646.25

Sub total PHASE 1					\$	4,855,646.25
Overhead and Profit				6.0%	\$	291,338.78
Sub total					\$	5,146,985.03
Bonds and insurance				1.5%	\$	77,204.78
Grand Total Construction costs					\$	5,224,189.80

Owner Contingency					10.0%	\$	522,418.98
Soft Costs(AE fees, CM pre-con fee, survey, permitting, geotech, special inspector, material testing agent, Air Monitoring etc.)					12.0%	\$	626,902.78
Total Project costs						\$	6,373,511.56



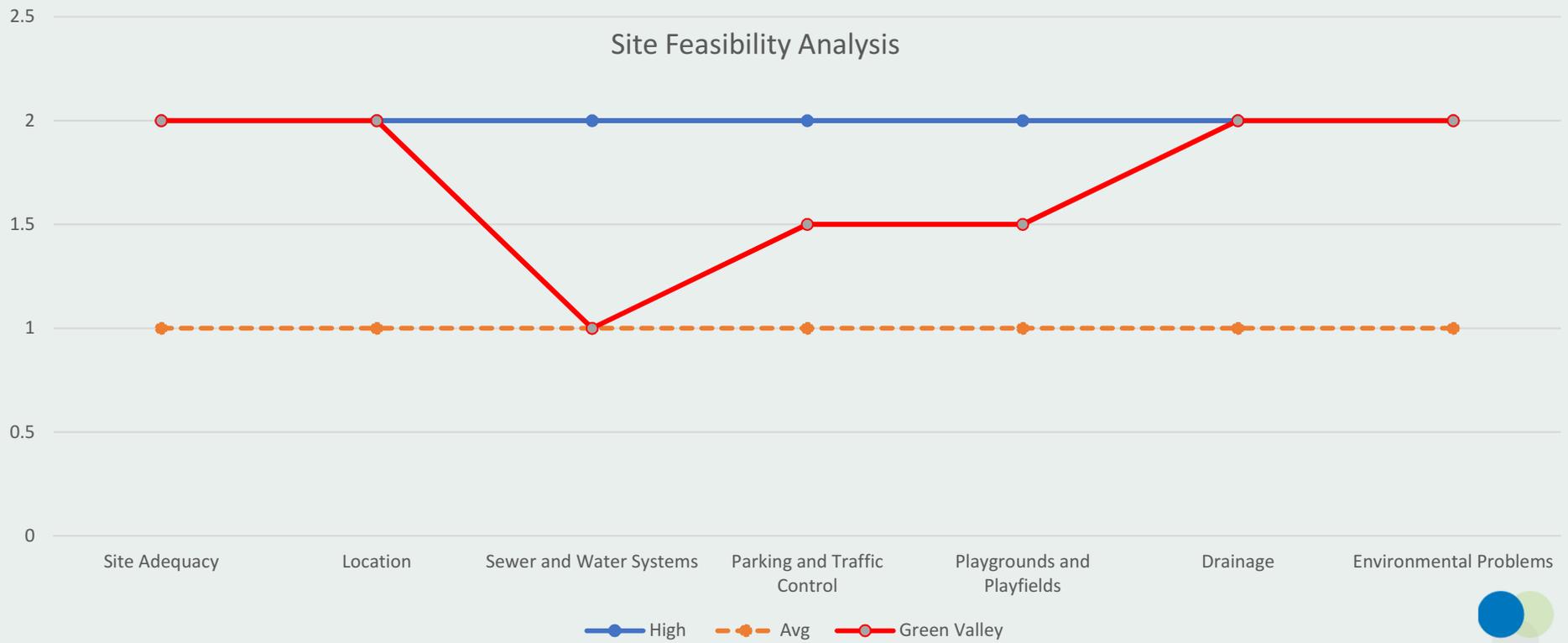


Green Valley

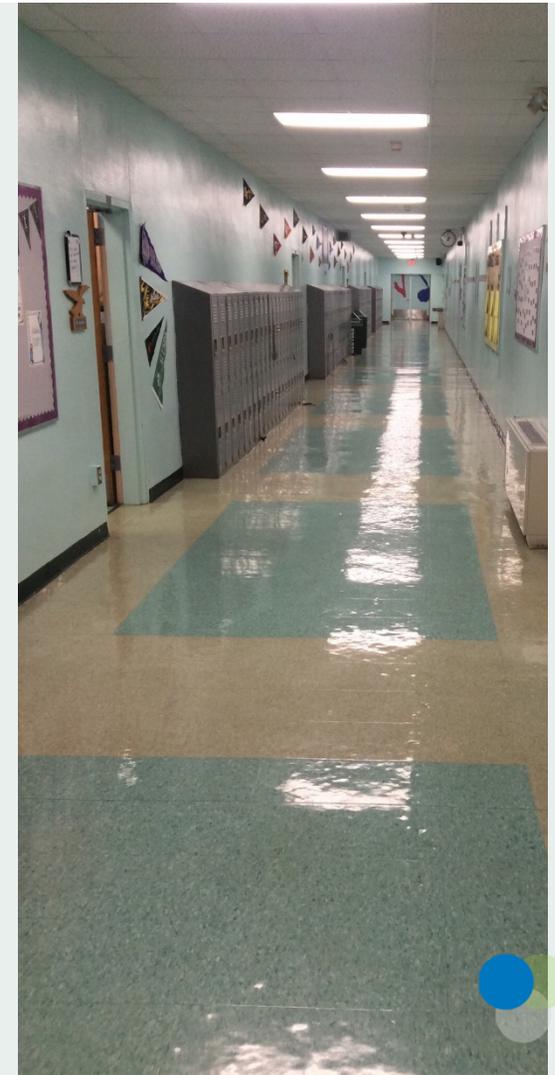


Site

12



BUILDING





BUILDING

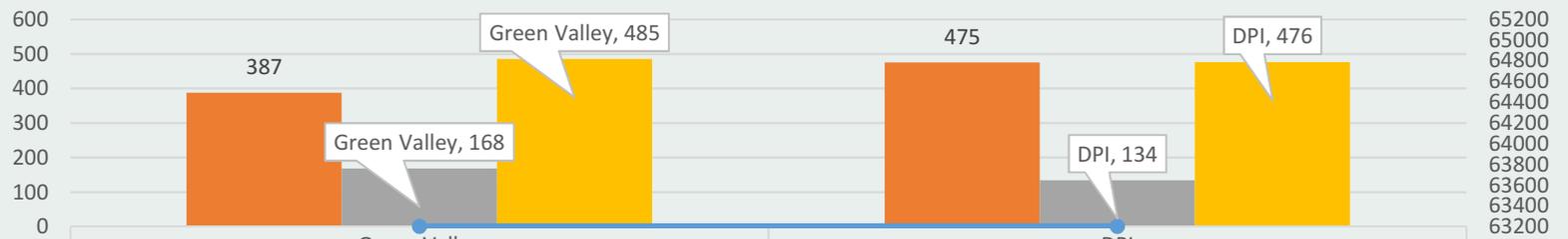
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Building Feasibility Analysis



UTILIZATION

GREEN VALLEY ELEMENTARY



- Current Student Enrollment
- SF/Student
- Available Capacity
- % Utilized
- Total Building Sf

	Green Valley	DPI
Current Student Enrollment	387	475
SF/Student	168	134
Available Capacity	485	476
% Utilized	80%	100%
Total Building Sf	65100	63900



Conceptual Budgeting - Green Valley					
HVAC Replacment	65,100 sf	@	\$ 28.00 sf	\$	1,822,800.00
ACT replacment due to HVAC work	65,100 sf	@	\$ 3.50	\$	227,850.00
Light replacement -complete during HVAC work	65,100 sf	@	\$ 6.00	\$	390,600.00
Electrical service + fire alarm replacement	65,100 sf	@	\$ 5.00	\$	325,500.00
Address Central Egress Stair	65,100 sf	@	\$ 1.00	\$	65,100.00
Address entrances and security	65,100 sf	@	\$ 1.00	\$	65,100.00
Upgrade accessibility	65,100 sf	@	\$ 5.00	\$	325,500.00
Installation of new supply and waste lines	65,100 sf	@	\$ 12.00	\$	781,200.00
Roof replacements	65,100 sf	@	\$ 12.00	\$	781,200.00
Window Replacement	65,100 sf	@	\$ 5.00	\$	325,500.00
Sprinkler installation	65,100 sf	@	\$ 4.50	\$	292,950.00
Two classroom addition	2,000 sf	@	\$ 225.00	\$	450,000.00
Bus drop off Canopy	1 ls	@	\$ 50,000.00	\$	50,000.00
Replace wooden platform with noncombustible construction	1,500 sf	@	\$ 75.00	\$	112,500.00
Construct restrooms at playground	1,500 sf	@	\$ 300.00	\$	450,000.00
General maintenance	65,100 sf	@	\$ 4.00	\$	260,400.00
Escalation- Assumed construction Start by 6/19 complete by 6/2021	30.1 month	@	.05% per month	15.050%	\$ 602,549.33
TOTAL PHASE 1 + ESCALATION					\$ 7,328,749.33

Phase 2- Site work	3 acres	@	\$ 40,000.00	\$	120,000.00
Escalation-Assumed construction Start 6/1/2025 complete by 8/1/21	93.0 month	@	.05% per month	46.500%	\$ 55,800.00
TOTAL PHASE 2 + ESCALATION					\$ 175,800.00

Sub total PHASE 1 AND PHASE 2				\$	7,504,549.33
Overhead and Profit				6.0%	\$ 450,272.96
Sub total					\$ 7,954,822.28
Bonds and insurance				1.5%	\$ 119,322.33
Grand Total Construction costs					\$ 8,074,144.62

Owner Contingency				10.0%	\$ 807,414.46
Soft Costs(AE fees, CM pre-con fee, survey, permitting, geotech, special inspector, material testing agent, Air Monitoring etc.)				12.0%	\$ 968,897.35
Total Project costs					\$ 9,850,456.43





Hardin Park

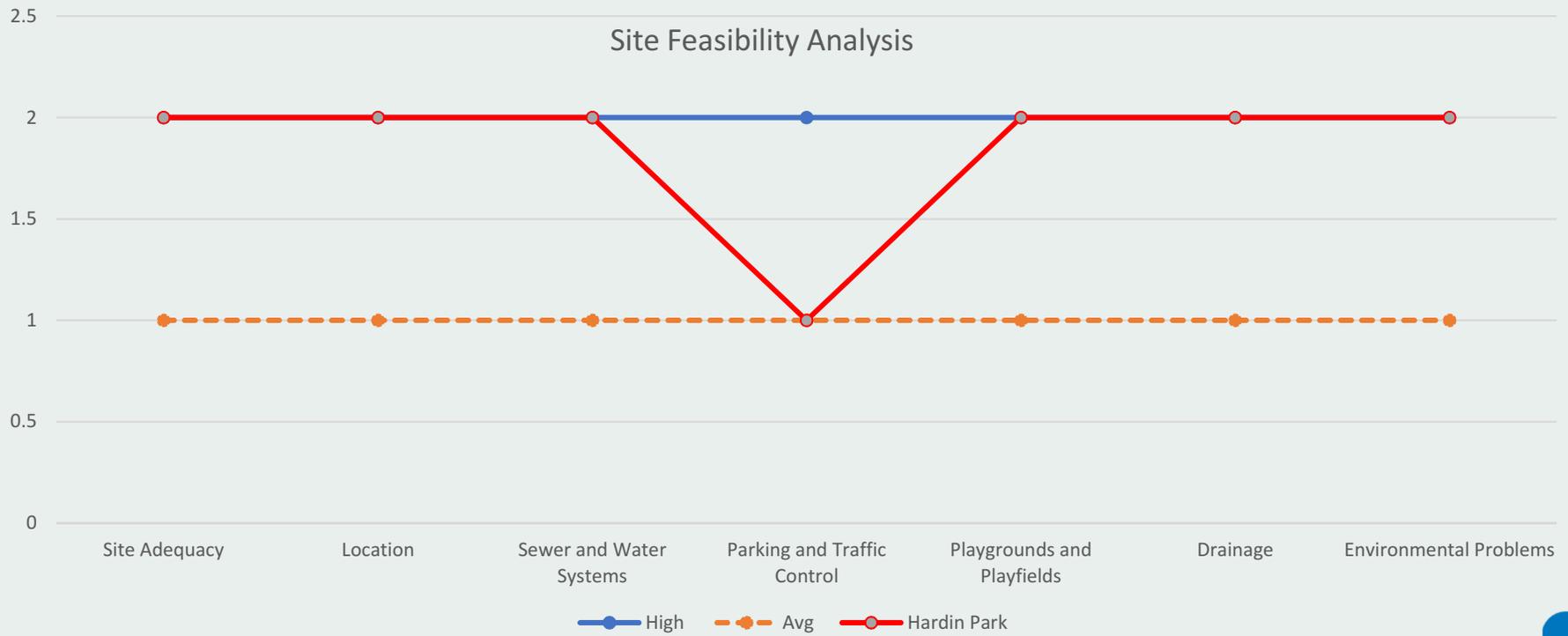


Site



Site

13



BUILDING

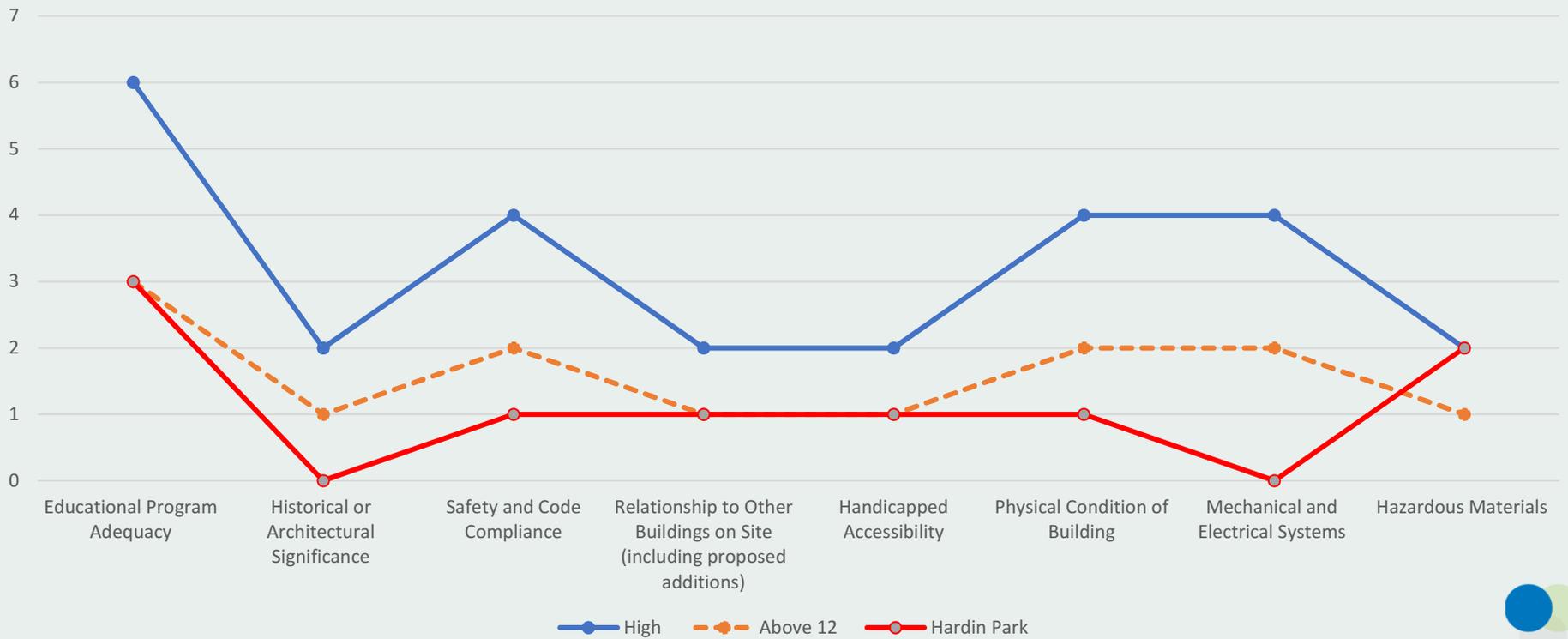




BUILDING

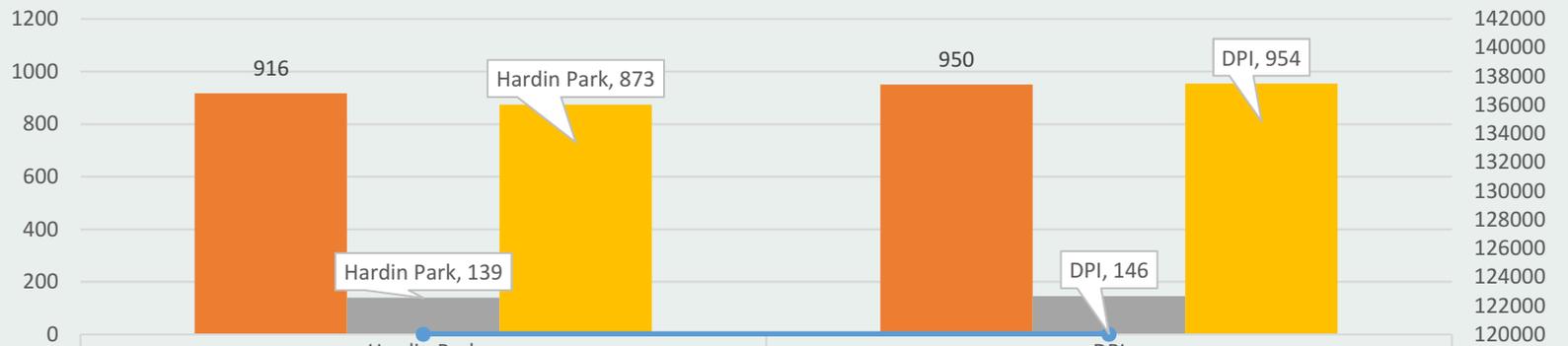
9

Building Feasibility Analysis



UTILIZATION

HARDIN PARK ELEMENTARY



	Hardin Park	DPI
Current Student Enrollment	916	950
SF/Student	139	146
Available Capacity	873	954
% Utilized	105%	100%
Total Building Sf	127500	139321



Conceptual Budgeting - Hardin Park					
Demolition	127,499 sf	@	\$ 5.00 sf		\$ 637,495.00
HVAC Replacment	127,500 sf	@	\$ 28.00 sf		\$ 3,570,000.00
ACT replacment due to HVAC work	127,500 sf	@	\$ 3.50		\$ 446,250.00
Light replacement -complete during HVAC work	127,500 sf	@	\$ 6.00		\$ 765,000.00
Plumbing upgrades	127,501 sf	@	\$ 7.00		\$ 892,507.00
Electrical service + fire alarm replacement	127,500 sf	@	\$ 12.00		\$ 1,530,000.00
Construct corridors to meet building code/egress requirements	127,501 sf	@	\$ 6.00		\$ 765,006.00
Address entrances and security	127,500 sf	@	\$ 1.00		\$ 127,500.00
Upgrade accessibility	127,500 sf	@	\$ 5.00		\$ 637,500.00
Installation of new supply and waste lines	127,500 sf	@	\$ 8.00		\$ 1,020,000.00
Roof replacements	127,500 sf	@	\$ 12.00		\$ 1,530,000.00
Window Replacement	127,500 sf	@	\$ 5.00		\$ 637,500.00
Sprinkler installation	127,500 sf	@	\$ 4.50		\$ 573,750.00
Minor interior reconfigurations	127,500 sf	@	\$ 10.00		\$ 1,275,000.00
General maintenance	127,500 sf	@	\$ 8.00		\$ 1,020,000.00
Add (1) CTE classroom	1,000 sf	@	\$ 300.00		\$ 300,000.00
Auxillary Gym addition-no bleachers	5,000 sf	@	\$ 250.00		\$ 1,250,000.00
On site modulars	7 units	@	\$ 250,000.00		\$ 1,750,000.00
Escalation- Assumed construction Start by 6/19 complete by 6/202.	42.3 month	@	.05% per month	21.133%	\$ 2,061,295.25
TOTAL PHASE 1 + ESCALATION					\$ 20,788,803.25

Phase 2- Site work	3 acres	@	\$ 40,000.00		\$ 120,000.00
Escalation-Assumed construction Start 6/1/2021 complete by 12/1	48.4 month	@	.05% per month	24.183%	\$ 29,020.00
TOTAL PHASE 2 + ESCALATION					\$ 149,020.00

Sub total PHASE 1 AND PHASE 2					\$ 20,937,823.25
Overhead and Profit				6.0%	\$ 1,256,269.39
Sub total					\$ 22,194,092.64
Bonds and insurance				1.5%	\$ 332,911.39
Grand Total Construction costs					\$ 22,527,004.03

Owner Contingency				10.0%	\$ 2,252,700.40
Furniture, Fixtures, and Equipment	133,500	@	\$ 15.00		\$ 2,002,500.00
Soft Costs(AE fees, CM pre-con fee, survey, permitting, geotech, special inspector, material testing agent, Air Monitoring etc.)				12.0%	\$ 2,703,240.48
Total Project costs					\$ 29,485,444.92





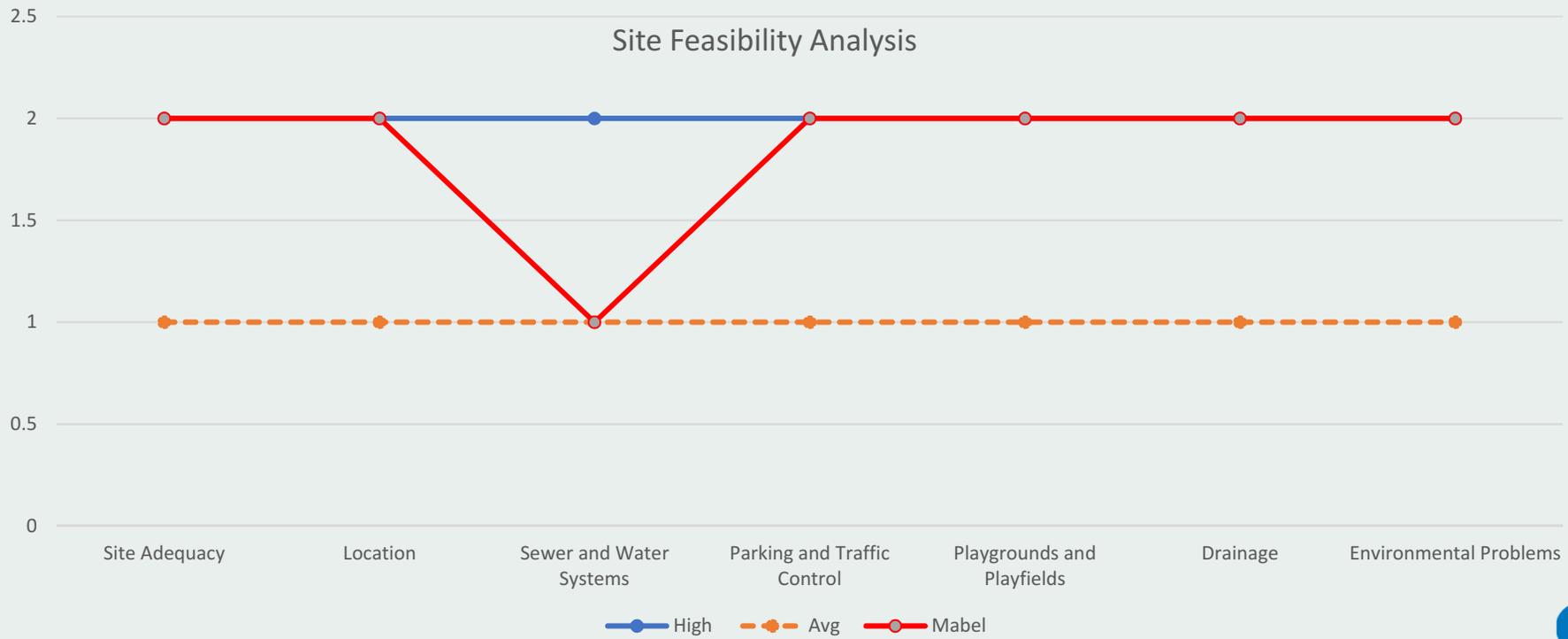
Mabel

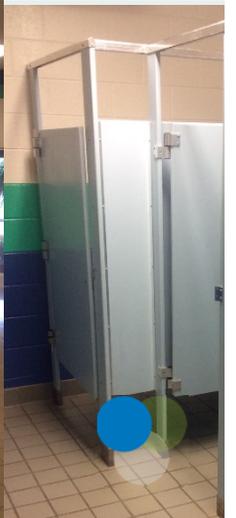




Site

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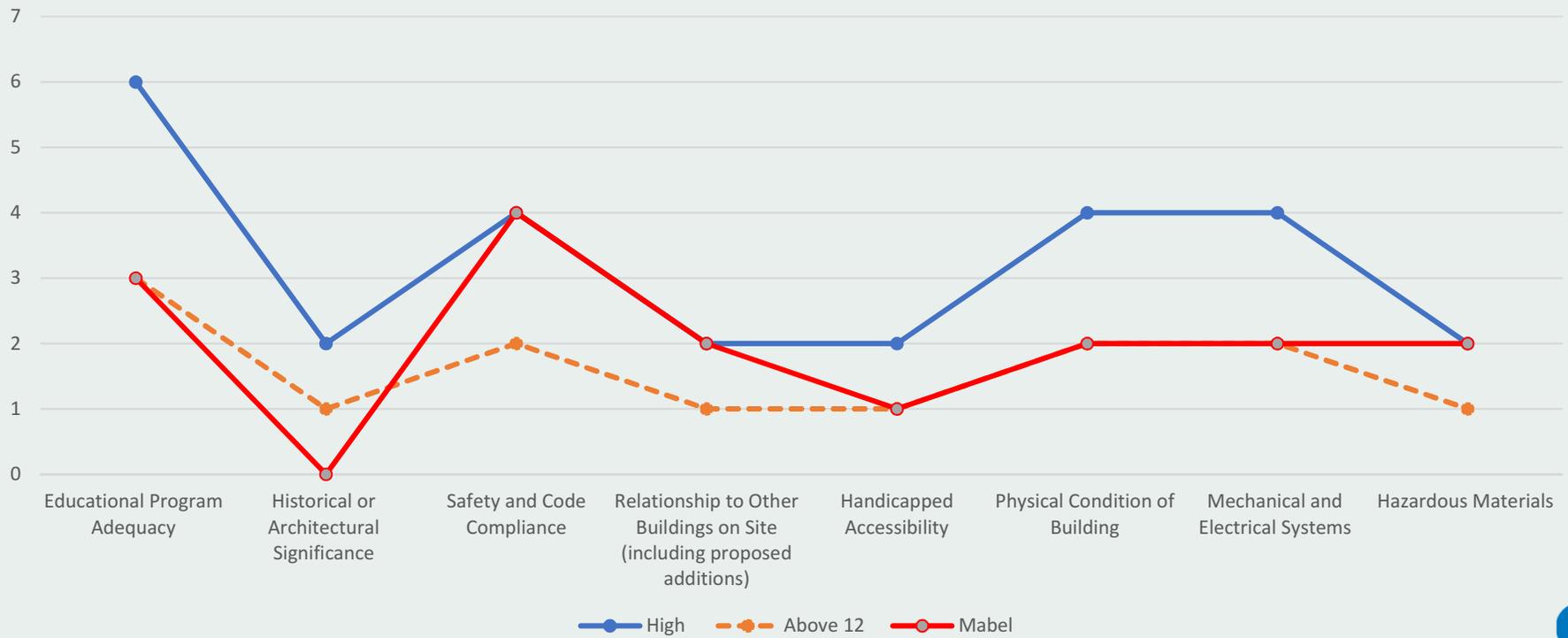




BUILDING

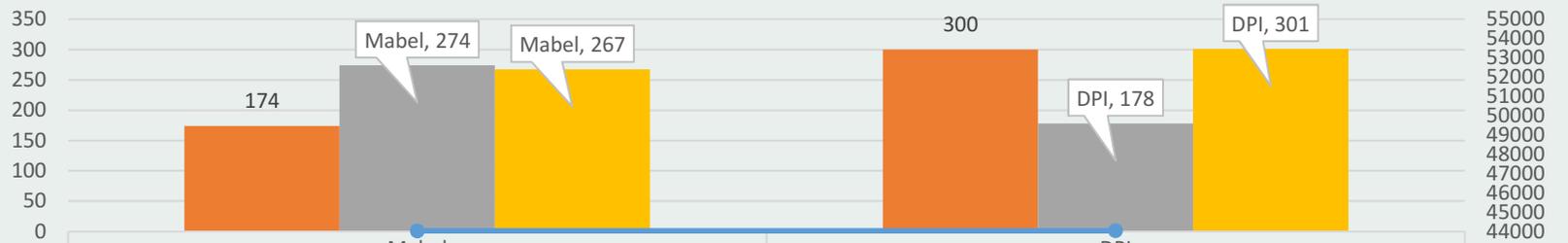
16

Building Feasibility Analysis



UTILIZATION

MABEL ELEMENTARY



	Mabel	DPI
Current Student Enrollment	174	300
SF/Student	274	178
Available Capacity	267	301
% Utilized	65%	100%
Total Building Sf	47700	53610



Conceptual Budgeting - Mabel Elementary School					
HVAC Replacment	48,000 sf	@	\$ 26.00 sf	\$	1,248,000.00
ACT replacment due to HVAC work	48,000 sf	@	\$ 3.50	\$	168,000.00
Light replacement -complete during HVAC work	48,000 sf	@	\$ 5.00	\$	240,000.00
General Electrical + fire alarm replacement	48,000 sf	@	\$ 2.50	\$	120,000.00
Address entrances and security	48,000 sf	@	\$ 1.00	\$	48,000.00
Upgrade accessiblity	48,000 sf	@	\$ 5.00	\$	240,000.00
Replace Gym floor	5,000 sf	@	\$ 12.00	\$	60,000.00
Roof repairs/gutters	48,000 sf	@	\$ 4.00	\$	192,000.00
Window Replacement	48,000 sf	@	\$ 5.00	\$	240,000.00
Kitchen Addition	1,000 sf	@	\$ 400.00	\$	400,000.00
General maintenance	48,000 sf	@	\$ 3.00	\$	144,000.00
Escalation- Assumed construction Start by 6/19 complete by 6/2021	30.1 month	@	.05% per month	15.050%	\$ 319,662.00
TOTAL PHASE 1 + ESCALATION					\$ 3,419,662.00

Sub total PHASE 1				\$	3,419,662.00
Overhead and Profit				6.0%	\$ 205,179.72
Sub total					\$ 3,624,841.72
Bonds and insurance				1.5%	\$ 54,372.63
Grand Total Construction costs					\$ 3,679,214.35

Owner Contingency					10.0%	\$ 367,921.43
Soft Costs(AE fees, CM pre-con fee, survey, permitting, geotech, special inspector, material testing agent, Air Monitoring etc.)					12.0%	\$ 441,505.72
Total Project costs						\$ 4,488,641.50



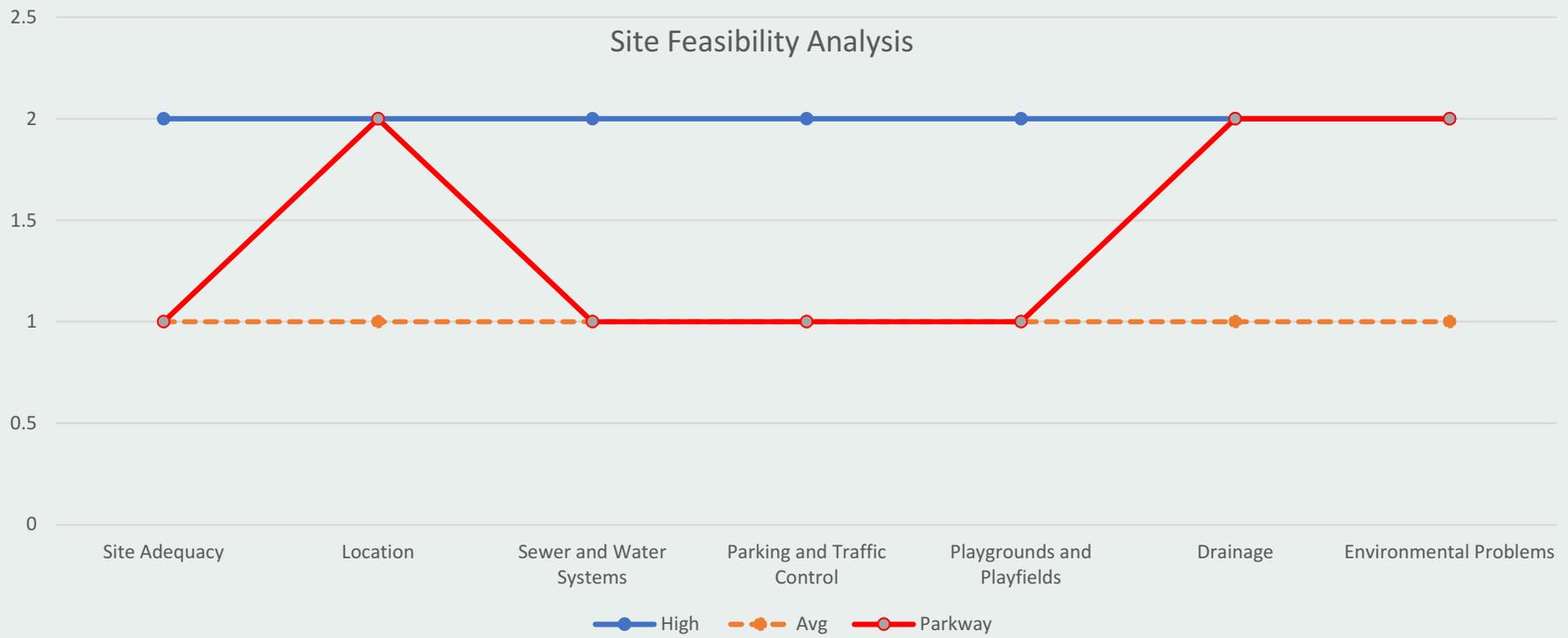


Site



Site

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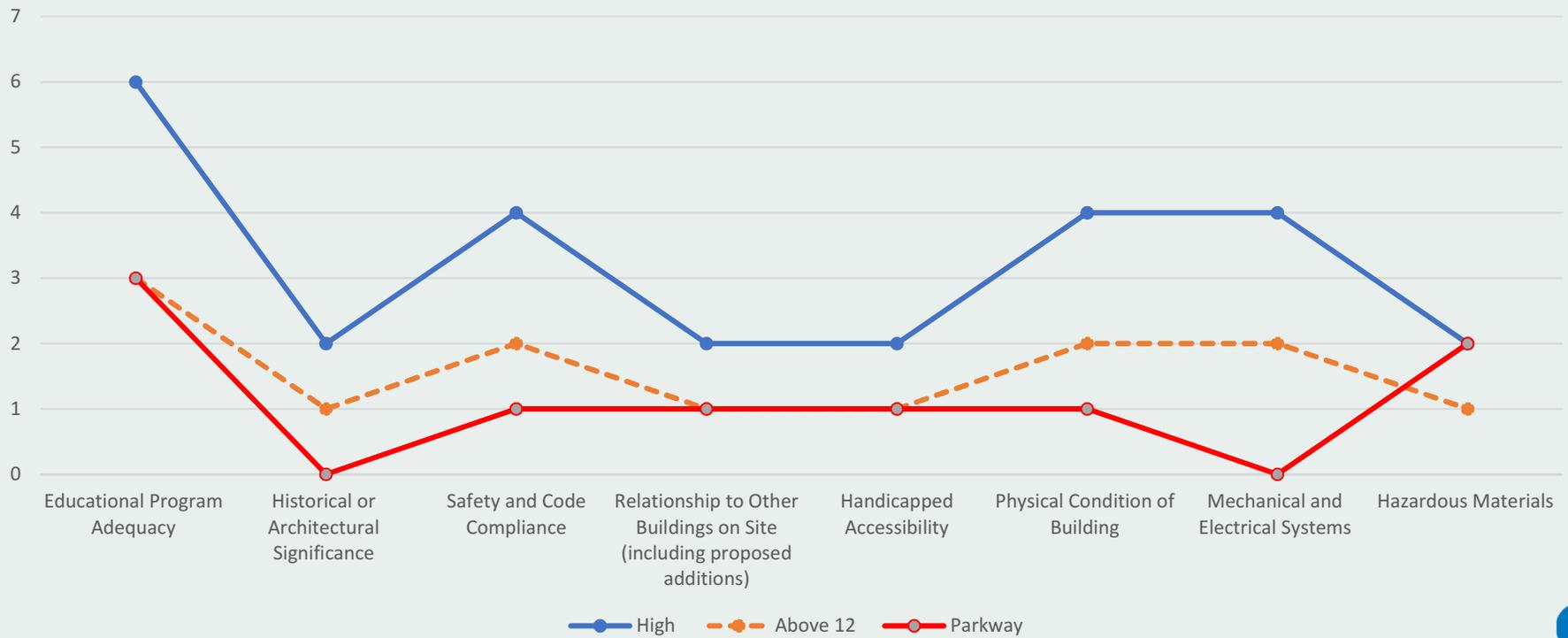




BUILDING

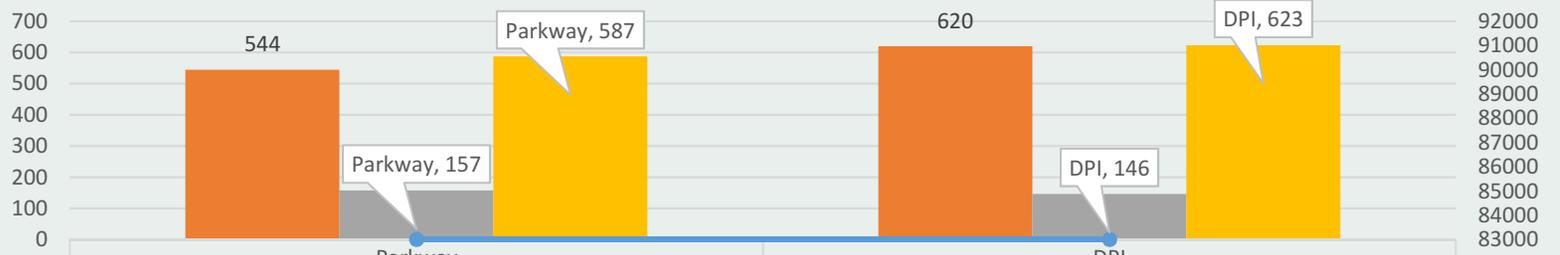
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Building Feasibility Analysis



UTILIZATION

PARKWAY ELEMENTARY



	Parkway	DPI
Current Student Enrollment	544	620
SF/Student	157	146
Available Capacity	587	623
% Utilized	93%	100%
Total Building Sf	85800	91076



Conceptual Budgeting - Parkway Elementary School					
HVAC Replacment	85,800 sf	@	\$ 28.00 sf		\$ 2,402,400.00
ACT replacment due to HVAC work	85,800 sf	@	\$ 3.50		\$ 300,300.00
Light replacement -complete during HVAC work	85,800 sf	@	\$ 5.00		\$ 429,000.00
Electrical service + fire alarm replacement	85,800 sf	@	\$ 3.00		\$ 257,400.00
Address Cooridor modifications for fire protection	85,800 sf	@	\$ 0.50		\$ 42,900.00
Address entrances and security	85,800 sf	@	\$ 1.00		\$ 85,800.00
Upgrade accessiblity	85,800 sf	@	\$ 5.00		\$ 429,000.00
Roof repairs	85,800 sf	@	\$ 5.00		\$ 429,000.00
Window Replacement	85,800 sf	@	\$ 5.00		\$ 429,000.00
Add additional general purpose classroom (3)	3,000 sf	@	\$ 300.00		\$ 900,000.00
Add CTE Classroom	1,000 sf	@	\$ 300.00		\$ 300,000.00
Add Auxillary Gym	5,000 sf	@	\$ 300.00		\$ 1,500,000.00
General maintenance	85,800 sf	@	\$ 3.50		\$ 300,300.00
Escalation- Assumed construction Start by 6/19 complete by 6/2021	30.1 month	@	.05% per month	15.050%	\$ 593,993.40
TOTAL PHASE 1 + ESCALATION					\$ 8,399,093.40

Phase 2- Site work	3 acres	@	\$ 40,000.00		\$ 120,000.00
Escalation-Assumed construction Start 6/1/2025 complete by 8/1/21	93.0 month	@	.05% per month	46.500%	\$ 55,800.00
TOTAL PHASE 2 + ESCALATION					\$ 175,800.00

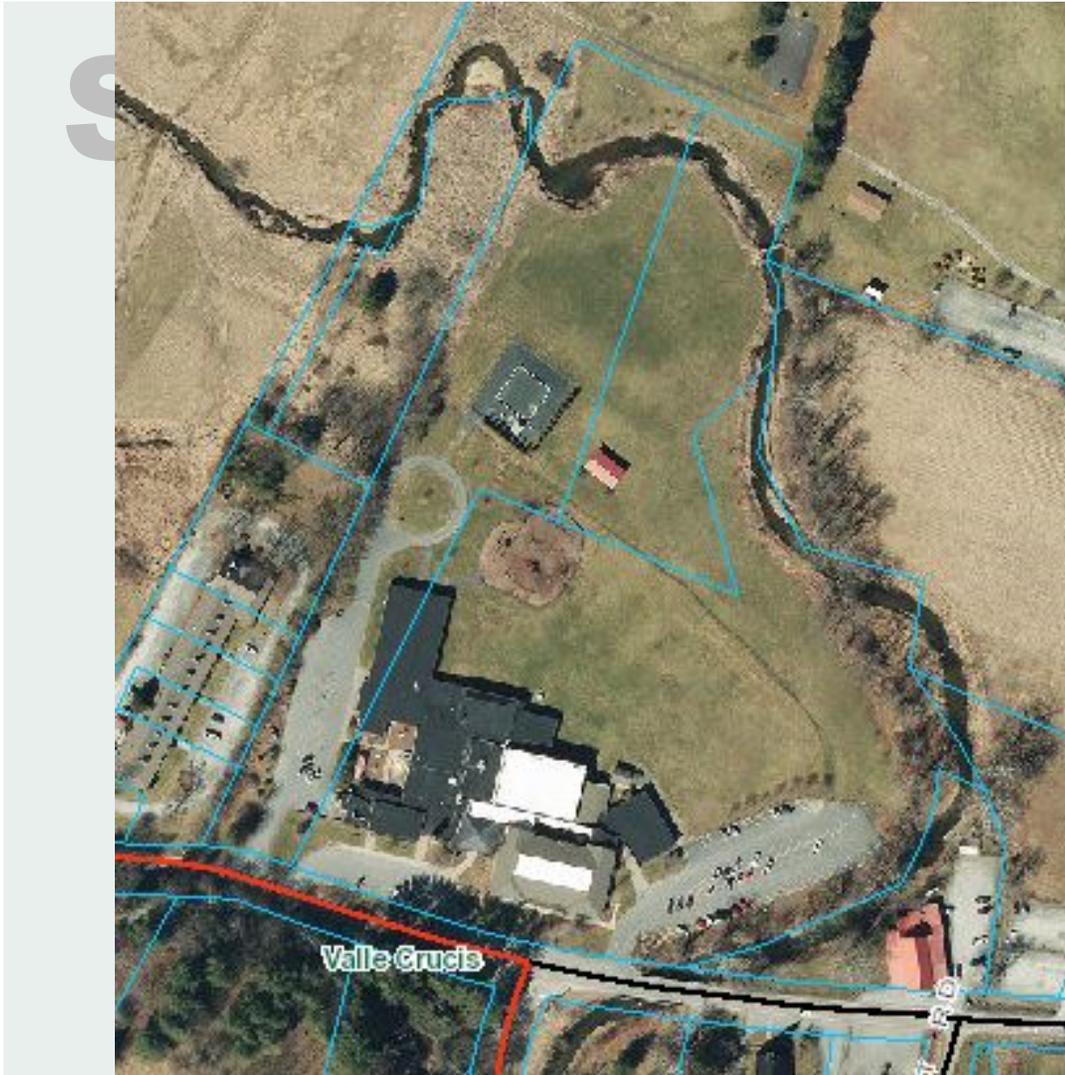
Sub total PHASE 1 AND PHASE 2					\$ 8,574,893.40
Overhead and Profit				6.0%	\$ 514,493.60
Sub total					\$ 9,089,387.00
Bonds and insurance				1.5%	\$ 136,340.81
Grand Total Construction costs					\$ 9,225,727.81

Owner Contingency				10.0%	\$ 922,572.78
Soft Costs(AE fees, CM pre-con fee, survey, permitting, geotech, special inspector, material testing agent, Air Monitoring etc.)				12.0%	\$ 1,107,087.34
Total Project costs					\$ 11,255,387.93





Valle Crucis

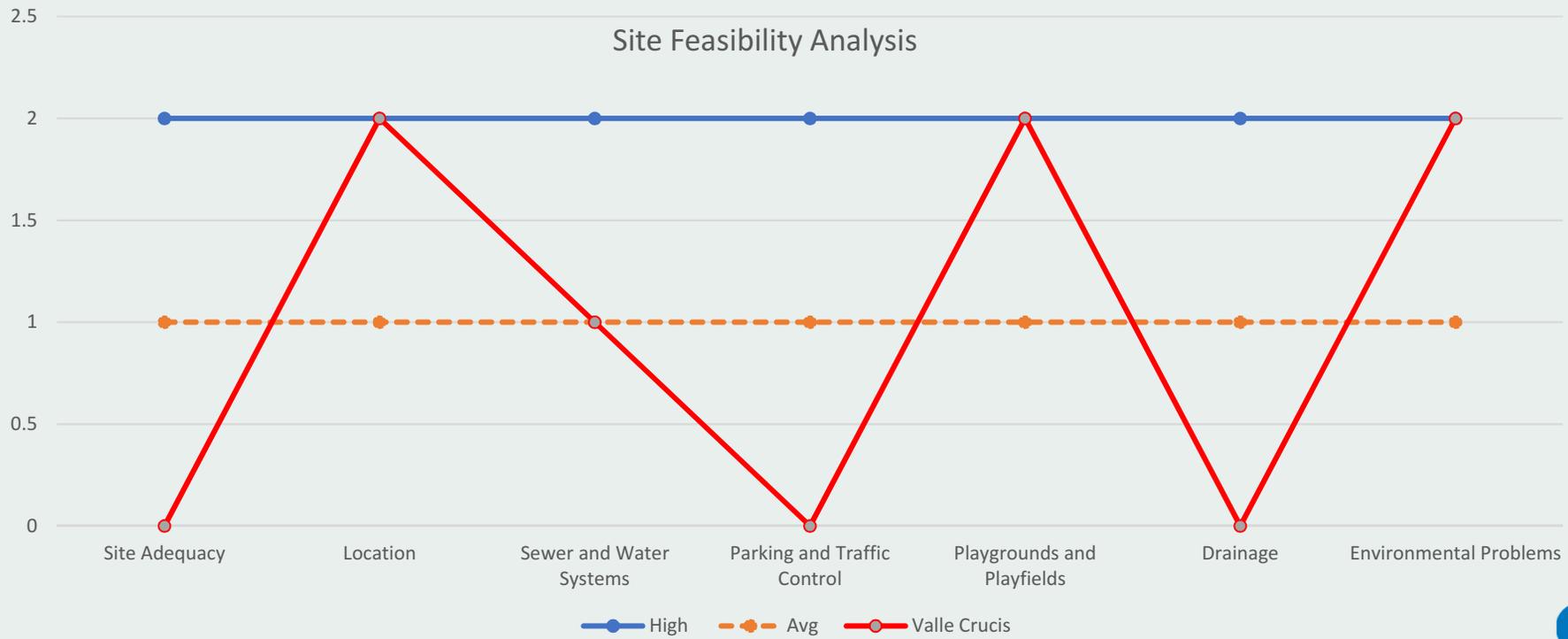


Site



Site

7

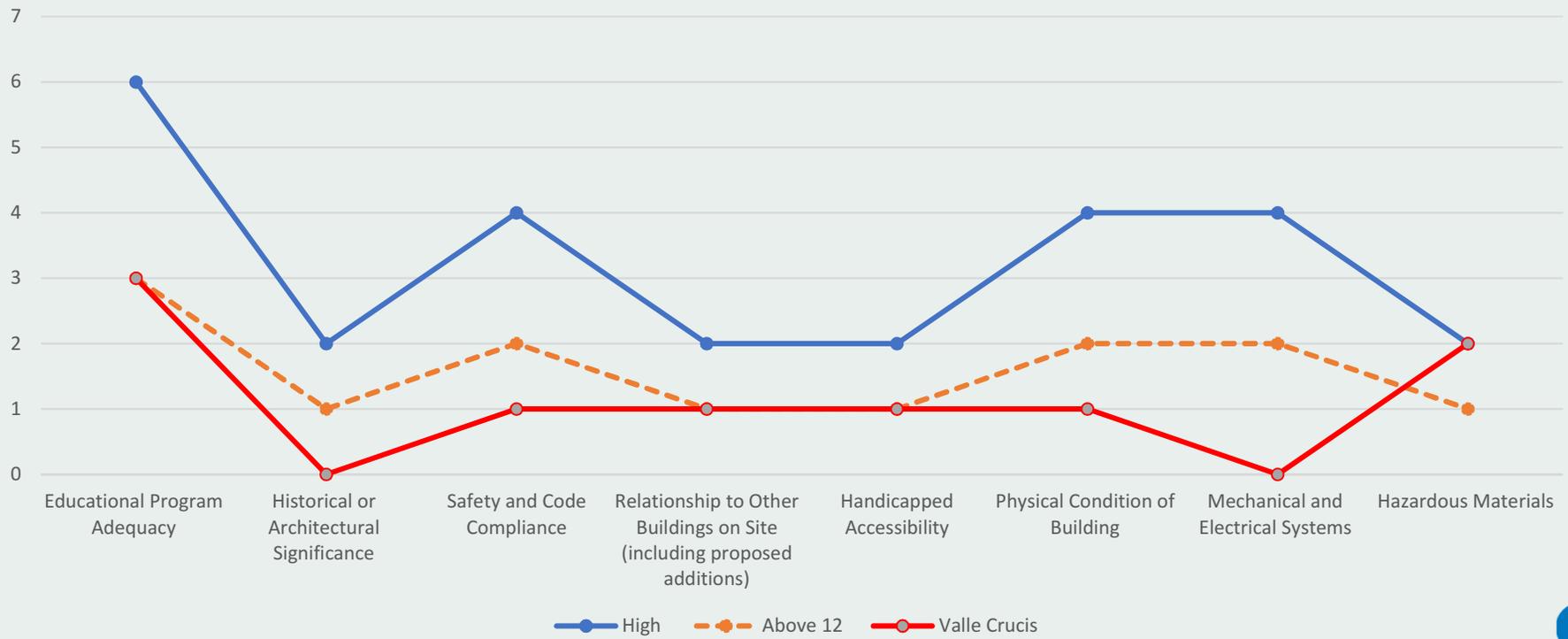




BUILDING

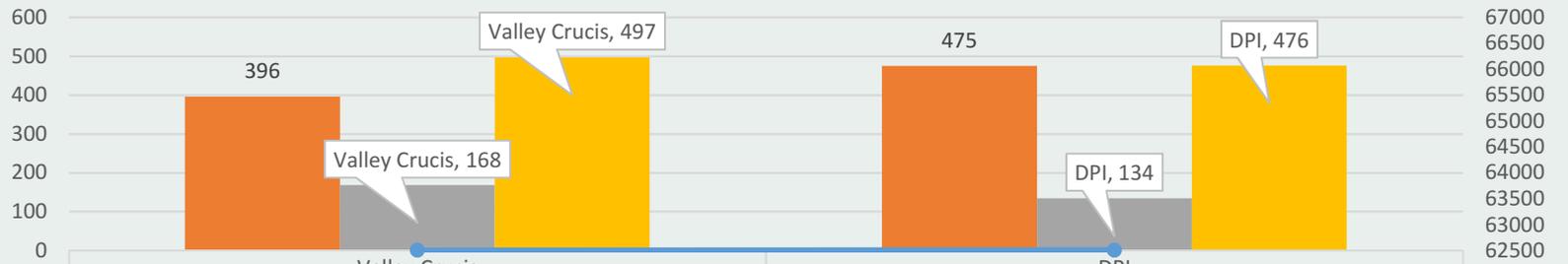
9

Building Feasibility Analysis



UTILIZATION

VALLE CRUCIS ELEMENTARY



	Valley Crucis	DPI
Current Student Enrollment	396	475
SF/Student	168	134
Available Capacity	497	476
% Utilized	80%	100%
Total Building Sf	66600	63900



Conceptual Budgeting - Valle Crucis					
Demolition	33,000 sf	@	\$ 6.00 sf		\$ 198,000.00
Replace Middle School Building	33,000 sf	@	\$ 300.00 sf		\$ 9,900,000.00
HVAC Replacment	66,600 sf	@	\$ 28.00 sf		\$ 1,864,800.00
ACT replacment due to HVAC work	66,600 sf	@	\$ 3.50		\$ 233,100.00
Light replacement -complete during HVAC work	66,600 sf	@	\$ 6.00		\$ 399,600.00
Plumbing upgrades	66,600 sf	@	\$ 6.00		\$ 399,600.00
Electrical service + fire alarm replacement	66,600 sf	@	\$ 5.00		\$ 333,000.00
Address entrances and security	66,600 sf	@	\$ 1.00		\$ 66,600.00
Upgrade accessibility	66,600 sf	@	\$ 2.00		\$ 133,200.00
Roof replacements	66,600 sf	@	\$ 12.00		\$ 799,200.00
Window Replacement	66,600 sf	@	\$ 5.00		\$ 333,000.00
Sprinkler installation	66,600 sf	@	\$ 4.50		\$ 299,700.00
Minor interior reconfigurations	66,600 sf	@	\$ 5.00		\$ 333,000.00
General maintenance	66,600 sf	@	\$ 8.00		\$ 532,800.00
Add (4) classrooms	4,000 sf	@	\$ 300.00		\$ 1,200,000.00
Escalation- Assumed construction Start by 6/19 complete by 6/202:	42.3 month	@	.05% per month	21.133%	\$ 724,852.20
TOTAL PHASE 1 + ESCALATION					\$ 17,750,452.20

Sub total PHASE 1					\$ 17,750,452.20
Overhead and Profit				6.0%	\$ 1,065,027.13
Sub total					\$ 18,815,479.33
Bonds and insurance				1.5%	\$ 282,232.19
Grand Total Construction costs					\$ 19,097,711.52

Owner Contingency					10.0%	\$ 1,909,771.15
Furniture, Fixtures and Equipment	33,000 sf	@	15			\$ 495,000.00
Soft Costs(AE fees, CM pre-con fee, survey, permitting, geotech, special inspector, material testing agent, Air Monitoring etc.)					12.0%	\$ 2,291,725.38
Total Project costs						\$ 23,794,208.06

Note: Additions and major renovations are not recommended for this site

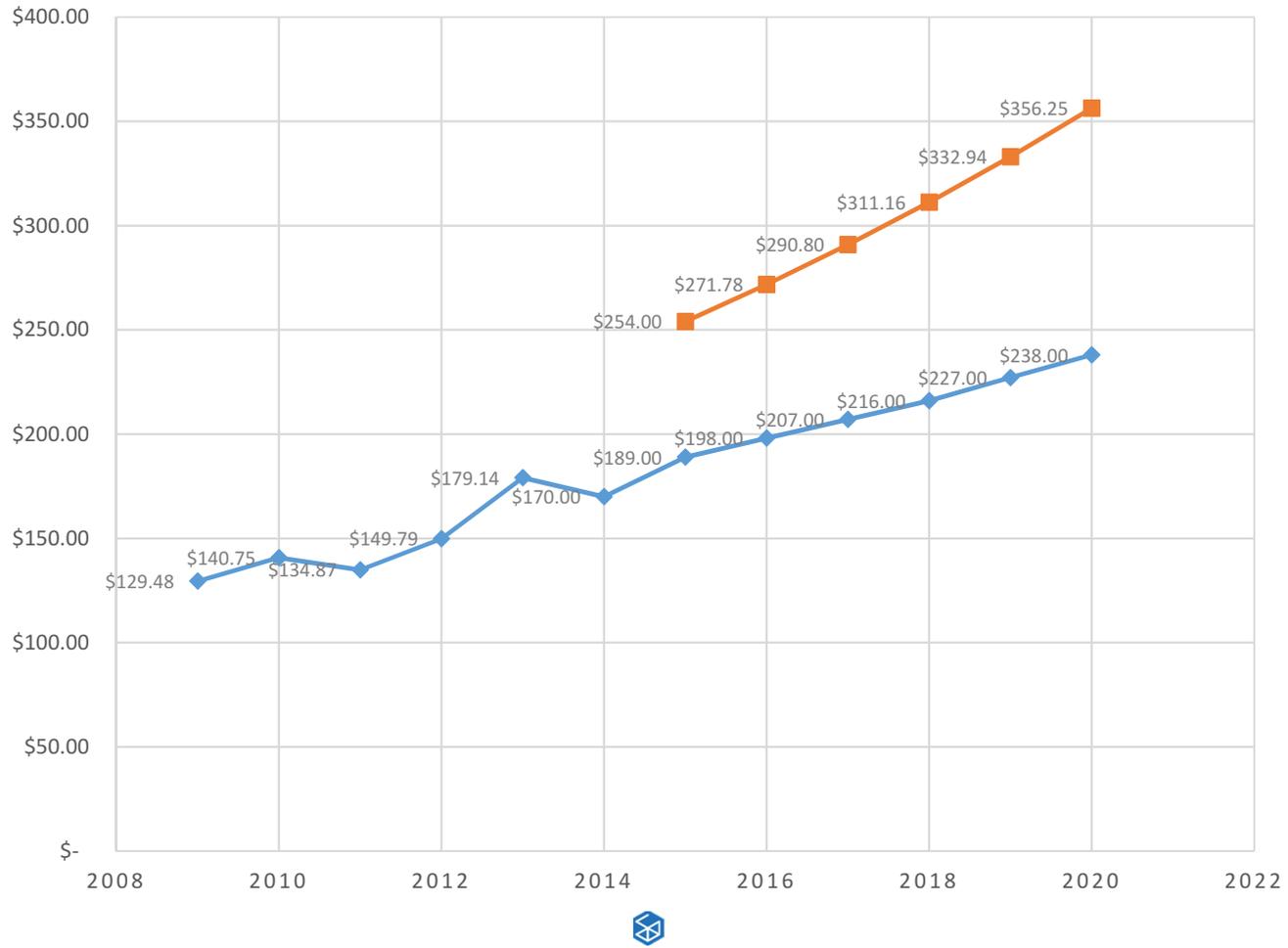


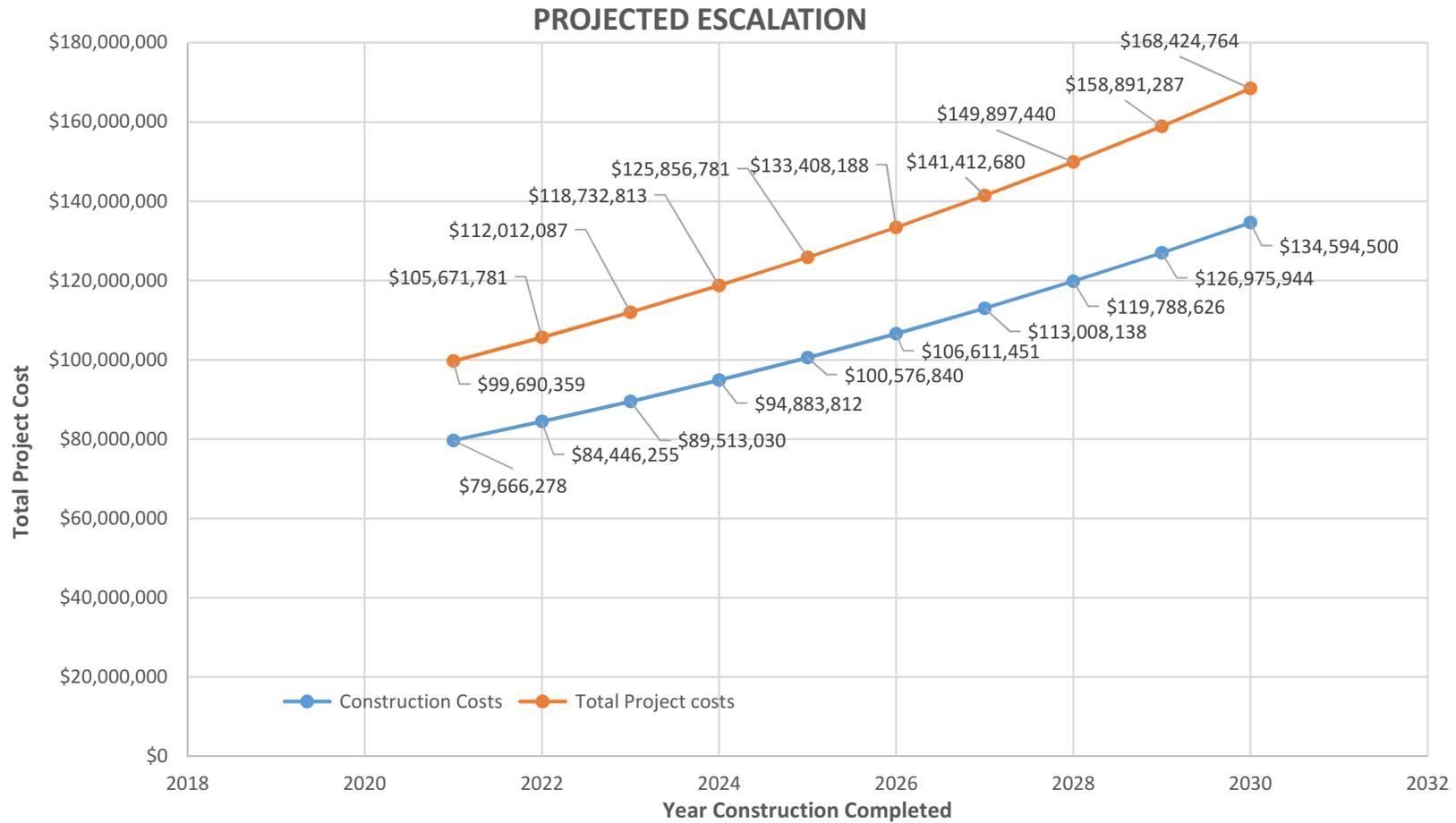


Summary

Summary of Projects		
	Construction Costs	Total Project Costs
Bethel	\$ 4,804,681.06	\$ 5,861,710.89
Blowing Rock	\$ 7,033,604.80	\$ 8,580,997.85
Cove Creek	\$ 5,224,189.80	\$ 6,373,511.56
Green Valley	\$ 8,074,144.62	\$ 9,850,456.43
Hardin Park	\$ 22,527,004.03	\$ 29,485,444.92
Mabel	\$ 3,679,214.35	\$ 4,488,641.50
Parkway	\$ 9,225,727.81	\$ 11,255,387.93
Valle Crucis	\$ 19,097,711.52	\$ 23,794,208.06
Totals	\$ 79,666,277.99	\$ 99,690,359.14







SPECIAL APPROPRIATIONS

	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18
APPALACHIAN THEATER OF THE HC	-	-	-	10,000	10,000	10,000
BEECH MTN PARKS & REC	2,500	2,500	-	-	-	-
BLOWING ROCK PARKS & REC	15,000	15,000	12,000	12,000	12,000	12,000
BLUE RIDGE MEDIATION/DRUG COURT	19,250	19,250	40,000	21,000	21,000	22,500
CHILDREN'S COUNCIL	-	-	-	1,500	1,500	2,500
CHILDREN'S PLAYHOUSE	-	2,500	-	-	1,223	2,500
COMMUNITY CARE CLINIC	22,500	17,000	17,000	17,000	17,000	25,000
FOSCOE GRANDFATHER COMM. CENTER	-	5,000	5,000	5,000	5,000	5,000
FOSTER GRANDPARENT PROGRAM	1,100	-	-	-	-	-
GREEN VALLEY COMMUNITY PARK	10,000	8,000	8,000	8,000	8,000	8,000
HOSPITALITY HOUSE - WECAN	1,000	2,500	2,500	2,500	2,500	2,500
HOSPITALITY HOUSE	-	-	-	10,000	10,000	10,000
HUNGER COALITION	14,000	8,500	8,500	8,500	8,500	8,500
MOUNTAIN ALLIANCE	15,000	10,000	10,000	10,000	10,000	10,000
OASIS	10,000	10,000	10,000	10,000	10,000	10,000
SOUTHERN APPALACHIAN HISTORICAL ASSN	20,400	12,000	12,000	22,000	22,000	22,000
VALLE CRUCIS COMMUNITY PARK	16,000	15,000	15,000	15,000	15,000	15,000
WAMY	10,714	10,714	10,714	13,214	2,500	2,500
WATAUGA COUNTY ARTS COUNCIL	8,800	8,800	8,800	8,800	8,800	8,800
WATAUGA HUMANE SOCIETY	78,000	79,482	80,356	81,401	81,482	82,460
WATAUGA OPPORTUNITIES	33,000	33,000	33,000	33,000	33,000	33,000
WESTERN YOUTH NETWORK	3,300	1,500	1,500	1,500	1,500	1,500
TOTALS:	280,564	260,746	274,370	290,415	281,005	293,760

**Watauga County
Eligibility Determination Form
For First Time Non-Profit Funding Requests**

Name of non-profit: Children's Council of Watauga County, Inc.

Date completed: February 12, 2018

Non-Profit Eligibility for Consideration of County Funding

A non-profit must have been in existence at least one year and already been qualified for tax exempt status by the IRS for Federal tax purposes. Attach a copy of your tax exempt status.

1. What are the non-profit's specific mission, services, and geographic service area.
See attached.
2. Describe your target clients.
See attached.
3. Explain the way you have been working with clients in the absence of County funding.
See attached.
4. Does the non-profit have an income stream that provides sufficient operational funds? If no, provide an explanation.
See attached.
5. Salary of existing or planned full-time and part-time staff that will be on the payroll.
See attached.
6. Describe your plans/strategy on how you will develop relationships with partners that lead to the additional funding sources needed for the future operations.
See attached.
7. Include all information as listed on the Watauga County Required Checklist For Non-Profit Funding Requests.
See attached.

Internal Revenue Service
District Director

Department of the Treasury

Date: APR 9 1981

Employer Identification Number:
58-1416331
Accounting Period Ending:
June 30
Form 990 Required: Yes No

Children's Council of Watauga County, Inc.
Route 2 Box 236
Boone, N. C. 28607

Person to Contact:
Elizabeth Wilson/eb
Contact Telephone Number:
404-221-4516
FFN: 580011903

Dear Applicant:

Based on information supplied, and assuming your operations will be as stated in your application for recognition of exemption, we have determined you are exempt from Federal income tax under section 501(c)(3) of the Internal Revenue Code.

We have further determined that you are not a private foundation within the meaning of section 509(a) of the Code, because you are an organization described in section 509(a)(2).

If your sources of support, or your purposes, character, or method of operation change, please let us know so we can consider the effect of the change on your exempt status and foundation status. Also, you should inform us of all changes in your name or address.

Generally, you are not liable for social security (FICA) taxes unless you file a waiver of exemption certificate as provided in the Federal Insurance Contributions Act. If you have paid FICA taxes without filing the waiver, you should contact us. You are not liable for the tax imposed under the Federal Unemployment Tax Act (FUTA).

Since you are not a private foundation, you are not subject to the excise taxes under Chapter 42 of the Code. However, you are not automatically exempt from other Federal excise taxes. If you have any questions about excise, employment, or other Federal taxes, please let us know.

Donors may deduct contributions to you as provided in section 170 of the Code. Bequests, legacies, devises, transfers, or gifts to you or for your use are deductible for Federal estate and gift tax purposes if they meet the applicable provisions of sections 2055, 2106, and 2522 of the Code.

The box checked in the heading of this letter shows whether you must file Form 990, Return of Organization Exempt from Income tax. If Yes is checked, you are required to file Form 990 only if your gross receipts each year are normally more than \$10,000. If a return is required, it must be filed by the 15th day of the fifth month after the end of your annual accounting period. The law imposes a penalty of \$10 a day, up to a maximum of \$5,000, when a return is filed late, unless there is reasonable cause for the delay.

1. What are the non-profit's specific mission, services, and geographic service area?

The Children's Council was established in 1977 by a group of concerned community citizens to address the gaps in services for children in our community. The mission of the Children's Council is to build a strong foundation for children's learning and development by strengthening families, the early childhood system, and the wider community. In 1993, Smart Start was created to address the problem that children were coming to school unprepared to learn. Policymakers recognized that progress would require tapping into the same innovative spirit that inspired private sector advances, and therefore, established Smart Start as a public/private partnership. Independent, private organizations work in all 100 North Carolina counties through the state. The Children's Council has been serving as the local administrator for Watauga County since 1998. Aligned with the mission of Smart Start, to advance a high quality, comprehensive, accountable system of care and education for each child beginning with a healthy birth, our primary focus is on early childhood development. Services include high quality early childhood education, technical support and professional development for the early childhood workforce, child care subsidy for working families, salary supplementation for early childhood teachers, early literacy outreach, professional lending library, family support programs, and more. Priority areas are determined annually by the Board of Directors.

2. Describe your target clients.

Our target clients include children, families, and caregivers of children. For the purpose of this initiative, the target clients are the early childhood providers in our community. We aim to serve as the hub to develop and strengthen a comprehensive early childhood system for Watauga County. Our programs and services are targeted for the Birth—5 population. We aim to build a high quality, early childhood system that increases the quality and affordability of early childhood settings across the county. Through subsidizing private centers that meet locally determined quality standards, we will be able to directly impact quality of life of Watauga County residents by increasing the standard of living of the early childhood workforce *and* strengthening the quality of early childhood experiences for the birth to 5 population, increasing school readiness and lifelong success.

3. Explain the way you have been working with clients in the absence of County funding.

In an effort to broaden our impact and establish a centralized hub for early childhood, we became the contract administrator for the North Carolina Pre-Kindergarten program in 2014. Between Smart Start and NC Pre-K, we

administer approximately \$856,326.00 annually of public funds from the state. We also have multiple state and local grants, as well as business and individual donors, that help to fund the programs and services of the organization. However, it is not enough to reach every child in our community. This request is for early childhood education to become a priority in the county budget and for the Children's Council to be the administer of these local public funds.

4. Does the non-profit have an income stream that provides sufficient operational funds?

Yes. See above.

5. Salary of existing or planned full-time and part-time staff that will be on the payroll.

This initiative includes the hiring of one full time staff. Anticipated salary is \$36,000.00 per year and \$11,000.00 for benefits. Total new personnel costs expected: \$47,000.00

**See attached for full list of 2017-2018 salaries of staff.

6. Describe your plan/strategy on how you will develop relationships with partners that lead to the additional funding sources needed for the future operation.

We have strong relationships with Watauga County Schools, Appalachian State University, as well as private and nonprofit child care centers in our community. We maintain state level contracts and are in a unique position to leverage those funds to build a comprehensive early childhood system. It is our intention to develop a strong public/private partnership that includes engaging our county and town government, businesses, as well as individuals, community groups and the faith community to develop an action plan for early childhood funding. We also have identified 10 key community leaders who have committed to serving on an early childhood financing taskforce to explore options for local funding and capacity building.

In addition to these strategies, we also have established an annual signature event to raise private funds for the organization. In FY 2016-2017, we had over \$130,000.00 of non-designated contributions to the Children's Council through individual donations, fundraisers, and church/faith contributions. These funds help to supplement our state and local contracts and grants. Our board is committed to continuing to build our fund balance to secure the long term sustainability of the organization.

Watauga County Required Checklist For Non-Profit Funding Requests

Name of Requesting Entity:	Children's Council of Watauga County, Inc.
Name of Executive Director:	Crystal Kelly, MSW
Address:	225 Birch Street
	Suite 3, Boone, NC 28607
Phone:	828-262-5424
Email:	crystal@thechildrenscouncil.org
AMOUNT REQUESTED:	\$ 87,000.00

For All Funding Requests

- List of Board of Directors with title, terms, and tenure
- Copy of total projected budget listing all revenues and expenditure lines. (Indicate fiscal or calendar year)
- List of all paid staff with titles and salaries
- Amount of funding request from Watauga County
- Mission statement or narrative description of entity's mission
- Explicit description on how County funds will be used (Please be specific)
- Signed sworn Statement of Accuracy of Information (Form enclosed)

For entities requesting over \$3,000 include the following:

- Copy of bylaws
- Policies: (if not in bylaws)
 1. Code of Conduct for Board Members and Employees
 2. Conflict of Interest Policy
 3. Internal Controls: Administrative¹ and/or Financial²
 4. Non-discrimination
- Copies of formal agreements referencing cooperation, services, or funding with other non-profit agencies

Reports:

- Audit for most recent fiscal year. If audit is not available, submit the most current statement of actual expenditures and revenues for the fiscal year. Note that an audit may be required for subsequent years funding
- Annual performance report

¹ As defined by the NC Auditor's Office: Administrative controls will include, but are not limited to, the plan of organization and the procedures and records concerned with the decision process leading to management's authorization of transactions. Specifically, these controls will work to assure management that:

- resource use is consistent with laws, regulations, and policies;
- resources are safeguarded against waste, loss, and misuse; and
- reliable data are obtained, maintained, and fairly disclosed in reports.

² As defined by the NC Auditor's Office: Accounting control is concerned with the plan of organization and the procedures and records that relate to the safeguarding of assets and the reliability of financial records. This organization will establish and maintain controls that will provide reasonable assurance that:

- transactions are executed in accordance with management's general or specific authorization;
- transactions are recorded to permit preparation of financial statements in conformity with GAAP or any other criteria, such as instructions for IRS Form 990 and to maintain accountability for assets;
- access to assets is permitted only in accordance with management's authorization; and
- the recorded accountability for assets is compared with the existing assets at reasonable intervals, and appropriate action is taken with respect to any differences.

CCWCI Board of Directors 2017-2018 (updated 1/17/2018)

	Last Name	First Name	E-Mail Phone Numbers Contact information	Address	Category: 1)Gov. 2)Services 3)Business Community	Date of Board Membersh ip	Conflict	Board Info Signed COI/ signed	Officer Position / Committee
1	Afanador	Carrie	franciscocarrie@yahoo.com (757) 619-1132	580 Jordan V. Cook Rd., Boone, NC 28607	2	2015		Yes	Programs and Service Committee
2	Brumfield	Anthony	abrumfi@gmail.com (704) 975-3990	214 Creekside Lane Boone, NC 28607	3	2015	NCPre-k	Yes	Board Chair
3	Cleveland, III	Crawford	ccleveland@dwc-law.com 828-434-3883	624 W King St., Boone NC 28607	3	2016		Yes	Personnel /Finance Committee
4	Holden	Paul	holdenp@watauga.k12.nc.us (828) 264-7190	175 Pioneer Trail Boone, NC 28605	1	2014	NC Prek	Yes	Personnel /Finance Committee
5	Hughes	Tom	(828)-265-8100 tom.hughes@watgov.org	132 Poplar Grove Conn., Boone, NC 28607	1	2015	MOV for Subsidy	Yes	Personnel/ Finance Committee
6	Turnbow	Larry	Larry.Turnbow@watgov.org			2017			Personnel/ Finance Committee

	Kesler	Tina	Tina.kesler@dhhs.nc.gov (828) 265-5391 ext. 207	135 Chandy Street Boone, NC 28607	2	2015		Yes	Fund Development Chair
	Knight	Meggan	megganknight@gmail.com (828)295-4451 (828)260-5973 (cell)	797 Possum Hollow Blowing Rock, NC 28605	3	2013		Yes	Programs and Services Executive Committee
9	Moss, Jr.	Gary	garytmossjr@yahoo.com (828)264-8990	204 Deerfield Estates Rd. Boone, NC 28607	3	2013		Yes	Fund Committee
10	Page	Julie	little.jewels.home.child.care@gmail.com 828-260-3655	190 Zionfield Lane Vilas, NC 28698	2	2016	WAGE\$, CCR&R	Yes	Programs and Services
11	Russell	Rhonda	russell@appstate.edu (828)773-7388	105 Fred's Drive Boone, NC 28607	1	2017		Yes	Fund Committee
12	DeKeyzer	Stephanie	sbdekeyzer@gmail.com	165 Farthing Hayes Rd Boone, NC 28607		2017		Yes	Fund Comm

FY 2018-2019 Projected Revenue/Expenses -- Organizational

INCOME		BUDGET
State Contracts		
Restricted Funds	NCPC/Smart Start Svcs/Admin	316,083.00
	DHHS Family Support	130,000.00
	DPH - APP	65,000.00
	DCDEE -- NC Pre-K	571,618.00
	MAC Services	8,612.00
	Iredell Contract -- PENDING	12,981.00
	SS Program Income	5,000.00
Total State Contracts		1,109,294.00
Local Funds		
	AppHealthCare	40,000.00
	United Way--PENDING	17,928.00
	Valle Country Fair--PENDING	5,000.00
	Watauga County -- PENDING	87,000.00
	WFBR--PENDING	10,000.00
Total Funds		159,928.00
Private Funds		
	Fundraising/Discretionary	112,674.00
Total Private Funds		112,674.00
	SUBTOTAL INCOME	1,381,896.00
		BUDGET
EXPENSES		
Salaries/Wages		
	Salary/Wages & Benefits	505,071.00
	total	505,071.00
Contracted Services		
	Facilitators, Tax Prep, MAC Services, Payroll	42,607.00
	total	42,607.00
Supplies and Materials		
	Supplies and Materials	5,464.00
	Service Related Supplies and Materials	11,472.00
	total	16,936.00
Non-Fixed Operating Expenses		
	Travel	10,000.00
	Communications	5,330.00
	Utilities	4,636.00
	Printing and Binding	2,000.00
	Repair and Maintenance	2,500.00
	Meeting Conference Expense	25,000.00
	Employee Training	7,000.00
	Advertising and Publicizing	1,050.00
	Board Member Expense	1,500.00
	total	59,016.00
Fixed Charges and Other Expenses		
	Office Rent	39,972.00
	Equipment Rental (phones, computer, etc)	5,881.00
	Dues and Subscriptions	4,132.00
	Insurance and Bonding	1,800.00
	Discretionary	11,000.00
	total	62,785.00
Property & Equipment		
	Furniture/Equipment Over \$500	1,000.00
	Furniture/Equipment under \$500	0.00
	total	1,000.00
Services/Contracts/Grants		
	Non-Cash Grants	39,750.00
	Purchase of Service Contracts	654,731.00
	total	694,481.00
TOTAL EXPENSES		1,381,896.00

**Includes NC Pre-K purchase of service for 106 children and proposed child care enhancements for private centers

CHILDREN'S COUNCIL OF WATAUGA COUNTY, Inc.
Positions by Pay Grade with Annual Salary Ranges

<u>Position</u>	<u>Grade</u>	<u>Annual Salary Range</u>			<u>2017-2018</u>
		<u>Min</u>	<u>Mid</u>	<u>Max</u>	
<i>No Positions in This Level</i>	2	\$22,000	\$27,500	\$33,000	
Child Care Staff (workers)	3	\$23,100	\$28,875	\$34,650	HOURLY RATE
Administrative Assistant	4	\$24,255	\$30,319	\$36,383	\$24,960
Resource Specialist	5	\$25,468	\$31,835	\$38,202	\$30,576
Children's Program Specialist	6	\$26,741	\$33,426	\$40,112	\$30,576
Bi-lingual Parent Educator	7	\$28,078	\$35,098	\$42,117	\$31,200
APP Coordinator	8	\$29,482	\$36,853	\$44,223	\$39,140
CCR&R Program Coordinator	9	\$30,956	\$38,695	\$46,434	\$38,850
Family Services Coordinator	9				\$38,000
Contracts & Financial Manager	10	\$32,504	\$40,630	\$48,756	\$40,832
Program Coordinator	11	\$34,129	\$42,662	\$51,194	\$45,760
<i>No Positions in This Level</i>	12	\$35,836	\$44,795	\$53,754	
Early Care & Education Director	13	\$37,627	\$47,034	\$56,441	\$41,600
Associate Director	14	\$39,509	\$49,386	\$59,263	
Executive Director	NCPC Scale Tier 2	\$45,453	\$60,604	\$75,755	\$63,000

Amount of Funding Request from Watauga County: \$87,000.00**Narrative description of entity's mission:**

The Children's Council of Watauga County is a local nonprofit that works to build a strong foundation for children's learning and development by strengthening families, the early childhood system, and the wider community. We carry out this mission by:

- administering Smart Start and NC Pre-kindergarten funds to support programs to benefit children age 0-5 years and their families.
- convening community stakeholders to develop programs and services that support children and families.
- serving as a voice for the early childhood community.
- educating the community on the critical needs of young children and helps develop solutions.

Explicit description of how county funds will be used:

Because childcare is not publicly funded like our public schools, teacher education and compensation is much lower than the K-12 system. The Children's Council has developed a local solution that rewards centers that meet county specific education and compensation requirements, as well as ongoing participation in professional development (see Attachment I). County funds will be used to support this initiative.

Priority 1:

\$100,000.00 for center rewards (quality enhancements) for full implementation

**Smart Start funding allocated for \$60,000 of center rewards through dual subsidy activity for eligible centers. Need additional funding for centers that do not have subsidy eligible children to meet criteria for enhancements.

NEED: \$40,000.00

Priority 2:

2 FTE positions for implementation. Position(s) responsible for providing mentoring/ training, technical assistance, monitoring, and reporting for Quality Support/Accreditation program. (\$98,000.00 salary and benefits)

**Smart Start funding allocated for 1 FTE position through CCR&R activity.

NEED: \$47,000.00

Funds will only be allocated to centers that provide full time care and are licensed by the North Carolina Division of Child Development and Early Education.

**Children's Council allocated \$283,417.00 of state Smart Start funds towards Early Childhood System building initiatives in 2017-2018. Expected to allocate similar amount for 2018-2019 with focus on activities that support increased quality. Board of Directors will approve final budget in May 2018.

**Children's Council of Watauga County
Summary of Local Financing Initiative
for Early Childhood System Building**

High Quality Early Learning Settings Depend on a High-Quality Workforce

In 2016, the Institute of Medicine and National Research Council released a report that outlined 13 recommendations to ensure optimal development of children birth through age 8. *Transforming the Workforce for Children Birth Through Age 8: A Unifying Foundation* highlights the need to redefine the qualifications and standards of care for young children. Of these recommendations, improving professional learning and practice of the early childhood workforce is central. **Significant investment, commitment, and concerted effort** are needed to strengthen our local system to raise the quality of early childhood experiences for the youngest citizens of our community.

Because childcare is not publically funded like our public school system, teacher education and compensation is much lower than the K-12 system. However, research shows high quality early childhood experiences improve long-term educational outcomes for children. This proposal is to engage local government and businesses to create a locally subsidized system that rewards early childhood centers in Watauga County that meet locally determined education and compensation requirements.

In 2016, the Children's Council of Watauga County board and staff began discussions about how to create a well-coordinated early childhood system in our county. We shifted our efforts from looking at only the state standards to developing additional measurements of high quality care, including *teacher/child interactions, education of staff, and the implementation of developmentally appropriate practices*. In Fall 2017, the Children's Council developed a plan for a local accreditation program that will subsidize private early childhood programs that meet the education, compensation, and program standard requirements.

This bold vision to advance the education and compensation of early education teachers will directly impact the quality of experiences and environments of young children during the most critical time of brain development that will have a lasting impact for many years to come. In order to fully implement this initiative, **we must develop a local funding stream dedicated to early childhood in Watauga County.**

Goals of the Children's Council Accreditation Program

- All early childhood programs have education requirements in place and all lead teachers in early childhood programs have a minimum of an Associate Degree in Early Childhood Education by 2019.
- All early childhood programs have a compensation plan in place and meet the minimum compensation of \$12/hour for lead teachers by 2019.
- All early childhood programs receive quality support services and participate in ongoing professional development through the Children's Council.
- Develop local financing plan to subsidize early childhood system in Watauga County through public/private partnership with county government and private businesses.

Accreditation Program Funding Proposal

The Children's Council is the contract administrator for **early childhood education** funding from the State of North Carolina through state level contracts with the North Carolina Partnership for Children (NCPC or Smart Start) and the North Carolina Division of Child Development and Early Education (NCDCDEE) for the NC Pre-K program. Every year, NCPC is legislatively required to calculate a "need" for the children ages birth to 5 in each county. The formula calculates a total need based on population, poverty, cost of providing child care, etc for children in the county, then subtracts out State and Federal funding available in the county for children ages birth to 5. The FY 2017-2018 need was \$1,827,735 based on the Smart Start Needs Formula and Allocation Methodology. **Watauga was funded at 18% of its need.** While state funds for education shrink, early childhood education in Watauga County continues to be grossly underfunded by the state *and* the county. In the continuum of education, our youngest children deserve a coordinated, high quality system that works in partnership with the county schools and community college. **This request is for early childhood education to become a priority in the county budget and for the Children's Council to be the administrator of those funds.**

This proposal is for \$87,000.00 of county funds to be allocated to Early Childhood Education initiatives in Watauga County for 2018-2019. These funds will specifically support the Quality Support/Accreditation program. Priority areas are outlined below. In addition, we request the county commissioners participate on a task force to analyze local financing options to serve the birth to five population of Watauga County and their caregivers.

Priority 1:

\$100,000.00 for center rewards (quality enhancements) for full implementation

**Smart Start funding allocated for \$60,000 of center rewards through dual subsidy activity for eligible centers.

Need additional funding for centers that do not have subsidy eligible children to meet criteria for enhancements.

NEED: \$40,000.00

Priority 2:

2 FTE positions for implementation. Position(s) responsible for providing mentoring/ training, technical assistance, monitoring, and reporting for Quality Support/Accreditation program.

(\$98,000.00 salary and benefits)

**Smart Start funding allocated for 1 FTE position through CCR&R activity.

**Final allocation of funds will be determined by Children's Council Board of Directors in May 2018.

NEED: \$47,000.00

**Children's Council allocated \$283,417.00 towards Early Childhood System building initiative in 2017-2018.

Expected to allocate similar amount for 2018-2019 with focus on activities that support increased quality.

Addendum 1**Smart Start 2017 -2018 Allocation: \$422,278**

Administration Allocation: \$85,605

Services Allocation: \$336,673.00

2017-2018 Legislative Mandates

TANF/CCDF Subsidy Requirement \$141,776

70% Child Care Related Requirement \$235,671

2017 -- 2018 Allocation:TANF/CCDF Subsidy Requirement \$121,776 MOU with DSS
\$20,000 NC Pre-K enhancements**TOTAL: \$141,776**70% Child Care related Requirement \$141,776 TANF/CCDF Subsidy
\$97,222 CCR&R (2.5 FTE and overhead)
\$44,419 WAGES Salary Supplement
(underfunded by \$10,000 for eligible applicants)**TOTAL: \$283,417 (84% of Smart Start allocation)****PROJECTED 2018 -- 2019 Allocation**TANF/CCDF Subsidy Requirement \$60,000 Dual Subsidy -- enhancements
made directly to centers that are
enrolled in Accreditation Program
\$20,000 NC Pre-K enhancements
\$61,776 MOU with DSS**TOTAL: \$141,776**70% Child Care related Requirement \$141,776 TANF/CCDF Subsidy
\$97,222 CCR&R (2.5 FTE and overhead)
\$45,000 WAGES**TOTAL: \$283,998 (84% of Smart Start allocation)**

Addendum 2**North Carolina Pre-Kindergarten 2017 - 2018 Allocation**

Services Allocation: \$456,420

Funds are used on a per child cost reimbursement basis for children enrolled in North Carolina Pre-Kindergarten program who meet state eligibility requirements. The Children's Council **subcontracts** with Watauga County Schools and Appalachian State University for **91** children to attend high quality pre-k in one of the 6 classrooms housed in Watauga County Schools. Cost per child is approximately \$5,015 per year or \$501 per month.

The Children's Council provides fiscal and programmatic oversight, monitoring, eligibility determination and ongoing professional development to selected sites.

**Watauga County
Statement of Accuracy of Information**

Agency/Entity: Children's Council of Watauga County, Inc.

I certify that all statements made and information included in this application are true, correct, and accurate to the best of my knowledge and belief, and understand that the misrepresentation of any material fact may result in denial of the application.

Crystal Kelly, MSW

Printed Name of Director



Signature of Director

Anthony Brumfield

Printed Name of Board Chair



Signature of Board Chair

February 12, 2018

Date

February 12, 2018

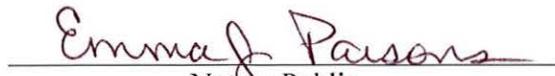
Date

North Carolina
Watauga County

I, Emma J. Parsons Notary Public for said County and State, do hereby certify that Crystal Kelly and Anthony Brumfield personally appeared before me this day and acknowledged the due execution of the foregoing instrument.

Witness my hand and official seal, this the 14 day of February, 2018

(Official Seal)



Notary Public

My commission expires 10/5/2021.



A BOLD VISION FOR OUR FUTURE

ANNUAL REPORT 2016-2017



FROM THE BOARD CHAIR

Dear Friends,

It is hard to believe that the Children's Council of Watauga County has been nurturing, educating and supporting young infants, children, and their families for **40 years!** The Children's Council has grown from a small, single-vision grassroots organization in 1977 to offering over 20 services and programs in 2017. Some of the newest programs include D.U.A.L. School (Boone's only bi-lingual preschool); Dolly Parton Imagination Library (free, high-quality books for children); and Nurtured Beginnings (free home visiting program for new parents). Each of these programs were made possible solely from community support!

The number of children and families receiving excellent service from the staff at the Children's Council has continued to increase. Along with the higher number of participants in our programs comes a greater need to increase funding. The Children's Council has been extremely diligent in the stewardship of the funds it receives. Because of this stewardship, fundraising has increased year after year, which is going right back into these much needed programs.

The future of the Children's Council looks extremely bright. In my opinion this is due to two main reasons. First and foremost, the staff. This organization has such a seasoned, well educated, caring staff that utilizes their passion day in and day out to support thousands of parents, children and caregivers each year. Second is the countless donors and board members that contribute in various ways to the organization through the volunteering of their time and through financial support. At a time when funding is decreasing across the board from federal and state agencies, the supporters of the Children's Council have stepped up. For that, we are grateful and humbled by the generosity of so many. This gives us hope and excitement for what the next 40 years will bring for the children of Watauga County.

Gary Moss



FROM THE DIRECTOR

We are excited to share the success of our programs with you in our 40th Anniversary Annual Report to the Community! Over the past year, the board and staff have explored new models for our work together so that we can have the greatest impact for children, families and early education teachers. We have come together to imagine a community where children have what they need, beginning at birth, to enable them to reach their fullest potential. We strive to blend our passion and our purpose together and are rooted in the belief that **all** children deserve **safe, stable, and nurturing** relationships and environments. We believe this vision can become a reality in Watauga County through community partnerships and alliances around this common goal. Through our work within the childcare community, the county schools, social service agencies, other child serving nonprofits, and with families and caregivers of young children, we are strengthening this vital foundation for our children. Thank you for your interest and investment in this organization so that we can direct our resources towards our greatest community asset: Our Community.

Crystal Kelly



BOARD OF DIRECTORS 2016-2017

Officers:

Gary Moss, Jr. - Board Chair
Anthony Brumfield - Treasurer
Stephanie Bunch- Secretary
Meggan Knight - Programs & Services Chair
Tina Kesler - Fund Development Chair

Carrie Afandor
Crawford Cleveland, III
Stephanie DeKeyser
Maggie Farrington
Dr. Paul Holden
Tom Hughes
Bruce Kaplan
Billy Kennedy
Allison Meade
Julie Page
Larry Turnbow

STAFF 2016-2017

Crystal Kelly, Executive Director
Amy Crumpler, Financial Manager
Charisse Cuthbertson, Contracts and Financial Manager
Morgan Shuler, Administrative Assistant
Taylor Bowers, Administrative Assistant
Mary Scott, Program and Outreach Coordinator
Hunter Varipapa, Early Care and Education Director
Moriah Stegall, Adolescent Parenting Program Coordinator
Lee Marshall, Child Care Resource and Referral Coordinator
Tess Kurtz, Child Care Resource and Referral Assistant
Robin Triplett, Family Services Coordinator
Jeannie Parsons, Resource Specialist
Hellem Quivera, Bilingual Parent Educator
Sophie Dansereau, D.U.A.L. School Lead Teacher
Tasha Fuller, Nurtured Beginnings Program Coordinator
Matt Powell, Front Desk and Child Care
Lindsey Sullivan, Child Care
Makayla Hull, Child Care

CONTRACTED STAFF 2016-2017

Sue Vannoy, Incredible Years Facilitator
Miranda Schooley, Incredible Years Facilitator
Jennifer Phillips, Incredible Years Facilitator
Wes Berry, Incredible Years Facilitator
Kati Hamm, Parent Educator
Maggie Hawkinson, Parent Educator
Renee Milligan, Child Care
Merritt Rogers, Child Care
Cheyenne Levinson, Child Birth Educator
Lauren Stengele, D.U.A.L. School Program Coordinator

OUR VISION

We believe that every child deserves the opportunity to develop to his or her fullest potential in a community that supports, nurtures, and empowers children and families.

CORE VALUES

Innovation
Professionalism
Accountability
Caring
Giving
Collaboration
Respect
Family-Friendliness

OUR MISSION

The mission of the Children's Council of Watauga County is to build a strong foundation for children's learning and development by strengthening families, the early childhood system, and the wider community.

EARLY CARE AND EDUCATION

- * **Quality Support Program** The Quality Support Program offers free professional development trainings, resources and technical assistance to early childhood educators, directors, staff and families who are enrolled in the Quality Support Program. Quality Support Specialists utilize evidence-based assessment tools (CLASS and PAS) to help child care centers increase the quality of their programs and the quality of their interactions.
- * **Monthly Newsletter and Calendar** Each month an informative newsletter and calendar is distributed to providers, families, and the community to increase awareness of current child care issues, parenting tips, and happenings.
- * **Resource Corner** The in-house library contains books, materials and hands on learning kits as a resource for early childhood college students, child care providers, families, and the community.
- * **WAGES** This program provides education-based salary supplements to early childhood teachers and directors working with children between the ages of birth-5.
- * **NC PreK** The North Carolina pre-kindergarten program (NC Pre-K) provides high quality educational experiences for eligible four-year-olds in order to enhance their kindergarten readiness. In Watauga County we had 5 NC Pre-K classrooms.
- * **D.U.A.L. School (Diverse Unified Appropriate Learning)** Boone's Bilingual Preschool serves 3-4 year olds and is made up of four English-speaking and four Spanish-speaking children who are actively engaged in a developmentally appropriate curriculum.
- * **Back to School Festival** The Children's Council serves as the fiscal manager and is involved in the executive planning of this event that offers school supplies, backpacks, clothing, shoes and haircuts to all children in Watauga County.
- * **Children and Baby Fair** The Children's Council hosted it's annual Children and Baby Fair in conjunction with The Week of the Young Child. The fair offered educational materials and lots of fun for parents, early childhood professionals and children.

“ Research on brain development is changing how we think about the early years. It has produced new insights on interacting with a child, managing behavior and preparing children to enter school healthy and ready to learn. ”

IMPACT ON THE COMMUNITY



337

...children impacted by their 24 Early Childhood teachers who participated in our Quality support Program

225

...early Childhood Teachers attended trainings and workshops offered by our agency.

167

...NEW members joined the Resource Corner and over 800 materials were checked out.



29

...child care providers received salary supplements totaling \$41,378 over the course of the year.



800

Over 800 children received free supplies at the Back to School Festival.

128

...children in 8 preschool classrooms received a weekly rotating bag of Raising A Reader books.

FAMILY SUPPORT

- * **Family Literacy Program** This program offers GED and ESL classes with free child care, transportation, parenting education and support.
- * **Diaper Bank** The Children's Council maintains the county's only free diaper bank to provide diapers to local families in need. This program is community supported and all diapers come in through diaper drives and monetary donations.
- * **Adolescent Parenting Program (APP)** This program serves pregnant and parenting teens between the ages of 13 and 19 to support them staying in school, delaying a second pregnancy, and provide support with home visits and group meetings.
- * **Circle of Parents** Weekly support groups that encourage leadership and mutual self-help, open to any parents.
- * **Incredible Years Parenting Class** This class is offered to the parents of children 3-12 years old that fosters healthy development in young children through a 14-week-long series focusing on strengthening parenting competencies.
- * **Triple P--Positive Parenting Program** One-on-one parenting consultation for families seeking help with typical child behaviors. Ideal for parents with children ages 3-18 years.
- * **Raising A Reader** High quality books are provided to NC PreK and Headstart students to be rotated on a weekly basis throughout the school year to assist in kindergarten readiness.
- * **Dolly Parton Imagination Library** Each month a new, free book is mailed to any registered child in Watauga County from birth through five years of age.
- * **Child Care Subsidy** Distributed through a partnership with Watauga County DSS, this program offers funds for working parents with young children to obtain child care in a high quality, 4 or 5 star center.
- * **Nurtured Beginnings** A program that provides one to three free, in-home visits to parents of newborns up to 12 weeks old along with resources, a free meal, goodie bag, baby blanket and a postpartum depression screening.
- * **MOMS for MOMS** A perinatal and postpartum distress support group that aims to provide nonjudgmental peer support for mothers experiencing perinatal and postpartum distress in an effort to improve maternal mental health.

"This is one of the best programs for our community in terms of early education. I love the books that come in both English and Spanish. Even though I do not speak Spanish, I try to expose my child to it because I know the value of speaking multiple languages. I feel very lucky that our community has access to this program. Some of our very favorite books have come from this program. Thank you!"

Imagination Library parent

IMPACT ON THE COMMUNITY

239

...home visits were made with the Nurtured Beginnings and APP Programs.

100%

...of Moms for Moms Post-partum support group survey respondents reported that the group helped them to perform their daily responsibilities better.

\$121,776

Over \$121,776 was awarded to working families as a child care subsidy to attend a 4 or 5 star child care facility.

33

...parents enrolled in our Family Literacy program and 4 graduated with their GED. There were 26 children in the children's program.

293

Over 293 families received diapers from our diaper bank totaling over 47,687 diapers.

700

Over 700 Positive Parenting consultations conducted.



72

...parents attended Circle of Parents group meetings and reported an increase in family functioning and knowledge of parenting/child development.

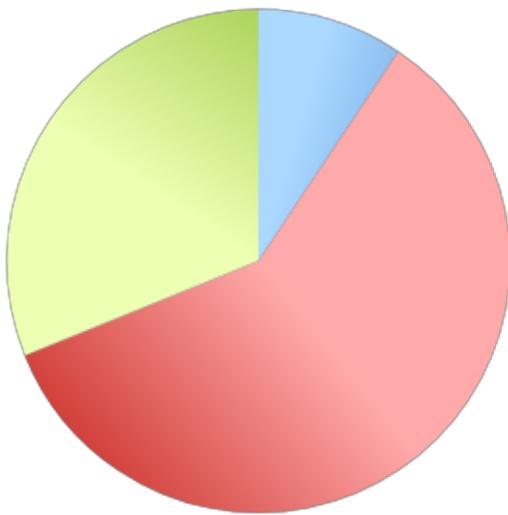
24

...parents attended Incredible Years classes and showed an increase in appropriate discipline, clear expectations, and positive parenting.

12,600

...new, high-quality books were distributed to children through the Reach Out and Read and Imagination Library programs.

EXPENSE BREAKDOWN 2016-2017



\$1,257,589.00

- ADMINISTRATION - 9%
- EARLY CARE AND EDUCATION - 60%
- FAMILY SUPPORT AND COMMUNITY OUTREACH - 31%

COLLABORATING FUNDERS

North Carolina Partnership for Children:	\$435,810.00
North Carolina Division of Child Development & Early Education:	\$420,516.00
North Carolina Division of Social Services:	\$114,873.00
North Carolina Division of Public Health:	\$59,940.00
App Health Care:	\$39,904.00
High Country United Way:	\$15,642.00
Iredell Partnership for Children:	\$12,034.00
Blue Ridge Partnership for Children:	\$7,327.00
Blue Cross Blue Shield of North Carolina Foundation:	\$5,000.00
Valle Country Fair:	\$5,000.00
Blood, Sweat, & Gears:	\$5,000.00
Women's Fund of the Blue Ridge:	\$5,000.00
North Carolina Early Childhood Foundation:	\$1,000.00
TOTAL:	\$1,127,046.00

APPRECIATION

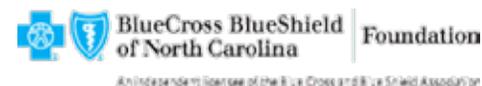
Our board of directors and staff would like to extend a heartfelt "thank you" to all of the many individuals, businesses, churches and organizations who have given to The Children's Council this year. Whether the donations have been in the form of goods, services, time, energy, ideas or money, we are stronger and able to have a larger impact because of YOU! For more information about how to get involved with our work or to join the giving circle, please visit: www.thechildrenscouncil.org

828.262.5424

www.thechildrenscouncil.org



AppHealthCare
Caring for our Community



FINANCIAL STATEMENT AUDIT REPORT OF
CHILDREN'S COUNCIL OF WATAUGA COUNTY, INC.
BOONE, NORTH CAROLINA
FOR THE YEAR ENDED JUNE 30, 2016

BOARD OF DIRECTORS

ALLISON MEADE, BOARD CHAIR

ADMINISTRATIVE OFFICER

CRYSTAL KELLY, EXECUTIVE DIRECTOR

Children's Council of Watauga County, Inc.

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Independent Auditor's Report

To Board Members of
Children's Council of Watauga County, Inc.
Boone, North Carolina

Report on Financial Statements

We have audited the accompanying financial statements of Children's Council of Watauga County, Inc., which comprise the Statement of Receipts, Expenditures, and Net Assets - Modified Cash Basis as of and for the year ended June 30, 2016, and the related Statement of Functional Expenditures - Modified Cash Basis for the year then ended, and the related notes to the financial statements.

Management's Responsibility for the Financial Statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with the modified cash basis of accounting described in Note 1; this includes determining that the modified cash basis of accounting is an acceptable basis for the preparation of the financial statements in the circumstances. Management is also responsible for the design, implementation, and maintenance of internal control relevant to the preparation and fair presentation of financial statements that are free from material misstatement, whether due to fraud or error.

Auditor's Responsibility

Our responsibility is to express an opinion on these financial statements based on our audit. We conducted our audit in accordance with auditing standards generally accepted in the United States of America and the standards applicable to financial audits contained in *Government Auditing Standards*, issued by the Comptroller General of the United States. Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. Accordingly, we express no such opinion. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Opinion

In our opinion, the financial statements referred to above present fairly, in all material respects, the Statement of Receipts, Expenditures and Net Assets of the Children's Council of Watauga County, Inc., as of and for the year ended June 30, 2016, and the Statement of Functional Expenditures for the year then ended in accordance with the modified cash basis of accounting as described in Note 1.

Other Matters

Basis of Accounting

We draw attention to Note 1 of the financial statements, which describes the basis of accounting. The financial statements are prepared on the modified cash basis of accounting, which is a basis of accounting other than accounting principles generally accepted in the United States of America. Our opinion is not modified with respect to that matter.

Report on Supplementary Information

Schedule 2 on page 21 and Schedule 5 on page 25 are not a required part of the basic financial statements but is supplementary information required by the North Carolina Office of the State Auditor. In accordance with auditing standards generally accepted in the United States of America, we have applied certain limited procedures, which consisted principally of inquiries of management regarding the methods of measurement and presentation of the required supplementary information. However, we did not audit the information and express no opinion or provide any assurance on Schedules 2 and 5.

Our audit was conducted for the purpose of forming an opinion on the financial statements of Children's Council of Watauga County, Inc. The accompanying supplementary Schedules 1, 3, and 4 are also presented for purposes of additional analysis and are not a required part of the financial statements. Such information is the responsibility of management and was derived from and relates directly to the underlying accounting and other records used to prepare the financial statements. The information has been subjected to the auditing procedures applied in the audit of the financial statements and certain additional procedures, including comparing and reconciling such information directly to the underlying accounting and other records used to prepare the financial statements or the financial statements themselves, and other additional procedures in accordance with auditing standards generally accepted in United States of America. In our opinion, the information is fairly stated in all material respects in relation to the financial statements as a whole.

Other Reporting Required by *Government Auditing Standards*

In accordance with *Government Auditing Standards*, we have also issued our report dated November 16, 2016, on our consideration of Children's Council of Watauga County, Inc.'s internal control over financial reporting and on our tests of its compliance with certain provisions of laws, regulations, contracts, and grant agreements and other matters. The purpose of that report is to describe the scope of our testing of internal control over financial reporting and compliance and the results of that testing, and not to provide an opinion on the

internal control over financial reporting or on compliance. That report is an integral part of an audit performed in accordance with *Government Auditing Standards* in considering Children's Council of Watauga County, Inc.'s internal control over financial reporting and compliance.

CohnReznick LLP

Charlotte, North Carolina
November 16, 2016

Children's Council of Watauga County, Inc.
Statement of Receipts, Expenditures, and Net Assets - Modified Cash Basis
For the Year Ended June 30, 2016

Exhibit A

	Unrestricted Funds		Temporarily Restricted Funds	Total Funds
	Smart Start Fund	Other Funds		
Receipts:				
State Awards and Contracts	\$ 235,431	\$ 424,152	\$ -	\$ 659,583
Federal Awards	-	267,895	-	267,895
Local Awards	-	1,500	-	1,500
Private Contributions	-	94,704	40,588	135,292
Special Fund Raising Events	-	1,814	80	1,894
Interest and Investment Earnings	-	72	-	72
Sales Tax Refunds	-	3,245	-	3,245
Other Receipts	-	37,954	-	37,954
Total Receipts	235,431	831,336	40,668	1,107,435
Net Assets Released from Restrictions:				
Satisfaction of Program Restrictions	-	10,036	(10,036)	-
	235,431	841,372	30,632	1,107,435
Expenditures:				
Programs:				
Child Care and Education Quality	118,135	23,055	-	141,190
Family Support	12,107	300,244	-	312,351
NC Pre-K	-	417,991	-	417,991
Support:				
Management and General	85,992	59,273	-	145,265
Program Coordination and Evaluation	19,197	296	-	19,493
Other:				
Sales Tax Paid	-	2,811	-	2,811
Total Expenditures	235,431	803,670	-	1,039,101
Excess (Deficiency) of Receipts Over Expenditures	-	37,702	30,632	68,334
Net Assets at Beginning of Year	-	79,782	15,773	95,555
Net Assets at End of Year	\$ -	\$ 117,484	\$ 46,405	\$ 163,889
Net Assets Consisted of:				
Cash and Cash Equivalents	\$ -	\$ 117,863	\$ 46,405	\$ 164,268
Less: Funds Held for Others	-	379	-	379
TOTAL NET ASSETS	\$ -	\$ 117,484	\$ 46,405	\$ 163,889

The Accompanying Notes are an
Integral Part of the Financial Statements.

*Children's Council of Watauga County, Inc.
Statement of Functional Expenditures - Modified Cash Basis
For the Year Ended June 30, 2016*

Exhibit B

	<u>Total</u>	<u>Personnel</u>	<u>Contracted Services</u>	<u>Supplies and Materials</u>	<u>Other Operating Expenditures</u>	<u>Fixed Charges and Other Expenditures</u>	<u>Property and Equipment Outlay</u>	<u>Services/Contracts/Grants</u>
Smart Start Fund:								
Programs:								
Child Care and Education Quality	\$ 118,135	\$ 84,188	\$ -	\$ 6,106	\$ 10,808	\$ 14,662	\$ 246	\$ 2,125
Family Support	12,107	4,566	-	585	982	1,398	27	4,549
	<u>130,242</u>	<u>88,754</u>	<u>-</u>	<u>6,691</u>	<u>11,790</u>	<u>16,060</u>	<u>273</u>	<u>6,674</u>
Support:								
Management and General	85,992	64,830	7,122	1,712	6,311	5,435	582	-
Program Coordination and Evaluation	19,197	16,077	-	343	1,352	1,398	27	-
	<u>105,189</u>	<u>80,907</u>	<u>7,122</u>	<u>2,055</u>	<u>7,663</u>	<u>6,833</u>	<u>609</u>	<u>-</u>
Total Smart Start Fund Expenditures	<u>\$ 235,431</u>	<u>\$ 169,661</u>	<u>\$ 7,122</u>	<u>\$ 8,746</u>	<u>\$ 19,453</u>	<u>\$ 22,893</u>	<u>\$ 882</u>	<u>\$ 6,674</u>
Other Funds:								
Programs:								
Child Care and Education Quality	\$ 23,055	\$ 15,777	\$ -	\$ 953	\$ 2,847	\$ 1,054	\$ 2,249	\$ 175
Family Support	300,244	165,982	43,291	7,939	34,830	21,286	561	26,355
NC Pre-K	417,991	19,579	-	534	386	-	-	397,492
	<u>741,290</u>	<u>201,338</u>	<u>43,291</u>	<u>9,426</u>	<u>38,063</u>	<u>22,340</u>	<u>2,810</u>	<u>424,022</u>
Support:								
Management and General	59,273	35,544	10,940	830	4,991	5,090	-	1,878
Program Coordination and Evaluation	296	293	-	3	-	-	-	-
	<u>59,569</u>	<u>35,837</u>	<u>10,940</u>	<u>833</u>	<u>4,991</u>	<u>5,090</u>	<u>-</u>	<u>1,878</u>
Other:								
Sales Tax Paid	2,811	-	-	2,811	-	-	-	-
	<u>2,811</u>	<u>-</u>	<u>-</u>	<u>2,811</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
Total Other Funds Expenditures	<u>\$ 803,670</u>	<u>\$ 237,175</u>	<u>\$ 54,231</u>	<u>\$ 13,070</u>	<u>\$ 43,054</u>	<u>\$ 27,430</u>	<u>\$ 2,810</u>	<u>\$ 425,900</u>

The Accompanying Notes are an Integral Part of the Financial Statements.

CHILDREN'S COUNCIL OF WATAUGA COUNTY, INC.
NOTES TO THE FINANCIAL STATEMENTS
JUNE 30, 2016

NOTE 1 - SIGNIFICANT ACCOUNTING POLICIES

A. Organization and Purpose - The Children's Council of Watauga County, Inc. (Watauga Partnership) is a legally separate nonprofit organization incorporated on December 9, 1977. The Watauga Partnership was established to develop and provide, through public and private means, early childhood education and developmental services for children and families. The Watauga Partnership is tax-exempt as an organization described in Section 501(c)(3) of the Internal Revenue Code.

B. Basis of Presentation - The accompanying financial statements present all funds for which the Watauga Partnership's Board of Directors is responsible. Pursuant to the provisions of the Financial Accounting Standards Board's Accounting standards for not-for-profit entities, the accompanying financial statements present information according to three classes of net assets: unrestricted net assets, temporarily restricted net assets, and permanently restricted net assets. As permitted by the standards, temporarily restricted contributions received and expended in the same year are reported as unrestricted receipts rather than as temporarily restricted receipts.

Contributions that are temporarily restricted and not expended within the year received are reported as an increase in temporarily restricted net assets. When the restriction expires (that is, when a stipulated time restriction ends or purpose restriction is accomplished), temporarily restricted net assets are reclassified to unrestricted net assets and reported in the Statement of Receipts, Expenditures, and Net Assets as net assets released from restrictions.

The Watauga Partnership did not have any permanently restricted net assets as of June 30, 2016.

C. Basis of Accounting - The accompanying financial statements were prepared on the modified cash basis of accounting. This basis differs from accounting principles generally accepted in the United States of America primarily because it recognizes long lived assets and other costs which benefit more than one period as expended in the year purchased; it recognizes revenue when received rather than when earned; and it recognizes expenditures when paid rather than when incurred.

However, unexpended advances to contractors that revert back to the State of North Carolina are recognized as a reduction to expenditures and an increase to net assets. In addition, amounts withheld from employee paychecks or other amounts received in an agency capacity are recorded as funds held for others. Additionally, Smart Start funds advanced to the Local Partnership that are unexpended and unearned at year end are recorded as funds Due to the State.

- D. Cash and Cash Equivalents** - This classification appears on the Statement of Receipts, Expenditures, and Net Assets - Modified Cash Basis and includes all demand and savings accounts and certificate of deposits and other short-term investments with an original maturity of three months or less.
- E. Funds Held For Others** - Funds Held for Others includes amounts received that are fiduciary in nature in which the Watauga County Partnership acts in an agency capacity. For the year ended June 30, 2016, the Watauga County Partnership was holding amounts for local agencies in which expenses are paid as directed by that agency. The Watauga County Partnership has no authority over these funds.
- F. Property and Equipment** - Under the modified cash basis of accounting, purchases of property and equipment are reported as expenditures in the year incurred. However, the Watauga Partnership is required by contract regulation to track and maintain property and equipment items as presented in Schedule 4 of this report. The Watauga Partnership has a policy to track purchases of property and equipment items with an individual cost of \$500 or more and an estimated useful life greater than one year. Such items are valued at their original purchase price, which may be different from their valuation as of June 30, 2016.
- G. Compensated Absences** - As a result of the use of the modified cash basis of accounting, liabilities related to accrued compensated absences are not recorded in the financial statements. Expenditures related to compensated absences are recorded when paid. The amount of accrued compensated absences for accumulated, unpaid leave that would be due to employees upon termination is reported as a commitment in Note 9.
- H. Use of Estimates** - The preparation of financial statements in conformity with the modified cash basis of accounting used by the Watauga Partnership requires management to make estimates and assumptions that affect certain reported amounts and disclosures (such as allocation of joint costs); accordingly, actual results could

differ from those estimates. It is management's belief that these estimates are reasonable and fair.

- I. Qualifying Match and Contributions In-Kind** - The Watauga Partnership, in accordance with applicable Smart Start legislation, reports qualifying match provided at both the partnership and the contractor level; the qualifying match is reported in supplemental Schedule 5. The match includes cash received and expended at the partnership level, which is included in the modified cash basis financial statements. The qualifying match reported on Schedule 5 for cash provided at the contractor level and for in-kind goods and services at both the partnership and contractor levels is not recorded in the modified cash basis financial statements. In-kind contributions could be donated equipment, supplies, office space, or services. The Watauga Partnership also benefits from donor volunteer hours which do not require specific expertise but which are nonetheless central to the Watauga Partnership's operations. See supplemental Schedule 5 for more information on contributions in-kind.

NOTE 2 - DEPOSITS

All funds of the Watauga Partnership are deposited with commercial banks and insured by the Federal Deposit Insurance Corporation (FDIC) up to \$250,000.

Deposits over insured amounts subject the Watauga Partnership to a concentration of credit risk. At June 30, 2016, the Watauga Partnership did not have any bank deposits not insured by FDIC.

NOTE 3 - FUNDING FROM GRANT AWARDS AND CONTRACTS

Smart Start Program – One of the Watauga Partnership's major sources of revenue and support is from the State of North Carolina based on cost-reimbursement contracts with the North Carolina Partnership for Children, Inc. (NCPC) for the Smart Start Program. A significant reduction in the level of funding from the State could have an adverse effect on the operations of the Watauga Partnership and represents a concentration of credit risk as to the generation of revenue.

Associated with these contracts, the Watauga Partnership is responsible for developing a comprehensive, collaborative, long-range plan of services to children and families for the service-delivery area. During the year, NCPC and the North Carolina Department of Health and Human Services (DHHS) entered into contracts with and made payments to service providers selected by the Watauga Partnership. These service provider contracts are not reflected on the accompanying financial statements.

However, a summary of the service provider contracts entered into by DHHS is presented on Schedule 2 accompanying the financial statements.

The Watauga Partnership was awarded and has received \$235,431 under a current year Smart Start grant contract with NCPC. The unexpended balance of this contract is subject to reversion to the State. The Watauga County Partnership has expended all awarded funds and therefore has returned none of this contract to the State based on financial status reports submitted to NCPC subsequent to June 30, 2016.

The Watauga Partnership expects to receive continued funding through new Smart Start grant contracts with the State.

Child Care Resource & Referral Program (CCR&R) - The Watauga Partnership also receives revenue and support from the State of North Carolina based on a cost-reimbursement contract with the Iredell County Partnership for Children (ICPFC) for the CCR&R Program. The Watauga County Partnership was awarded \$11,599 under a current year CCR&R contract with ICPFC and has received \$11,599 of this amount.

The Watauga Partnership expects to receive continued funding through new CCR&R Program contracts with the ICPFC.

Race to the Top - CCR&R Enhancement Program - The Watauga Partnership also receives revenue and support from the Child Care Resources, Inc. based on a cost-reimbursement contract with the Iredell County Partnership for Children (ICPFC) for the Race to the Top-CCR&R Enhancement Program. The Watauga Partnership was awarded \$11,194 for the contract period of January 1, 2013 through December 31, 2015. The Watauga Partnership has received \$2,120 under this contract during the year ended June 30, 2016.

The Watauga Partnership expects to receive continued funding through new CCR&R Enhancement contracts with the ICPFC.

Race to the Top-Early Learning Challenge Grant - The Watauga Partnership also received revenue and support from the North Carolina Department of Health and Human Services (DHHS) for the Race to the Top - Early Learning Challenge grant (RTT-ELC). The RTT-ELC grant is a federally funded initiative to reduce disparities in school readiness among children with high needs and their peers. The Watauga Partnership was awarded and received \$16,000 for the RTT-ELC grant contract period of February 2, 2015 through June 30, 2016.

The Watauga Partnership expects to receive continued funding through new RTT-ELC contracts.

Family Support Program - Another major source of revenue and support for the Watauga Partnership is from the State of North Carolina based on a cost-reimbursement contract with DHHS for the Family Support Services program. The Watauga Partnership was awarded \$122,012 and has received \$108,666 under a current year Family Support Services contract with DHHS. The Watauga Partnership has also received \$29,946 during the year ended June 30, 2016 under a prior year contract.

The Watauga Partnership expects to receive continued funding through new Family Support Services program contracts with the State.

Adolescent Parenting & Prevention - The Watauga Partnership receives another major source of revenue and support from the State of North Carolina based on a cost-reimbursement contract with DHHS for the Adolescent Parenting & Prevention (APP) program. The Watauga Partnership was awarded \$60,000 and has received \$59,564 under a June 1, 2015 through May 31, 2016 APP contract with DHHS. The Watauga Partnership was also awarded \$60,000 under a June 1, 2016 through May 31, 2017 APP contract with DHHS. The Watauga Partnership did not receive any revenue under this contract as of June 30, 2016. The remaining revenue will be received in the subsequent fiscal year.

The Watauga Partnership expects to receive continued funding through new Adolescent Parenting & Prevention program contracts with the State.

Triple P Program - The Watauga Partnership also received revenue and support from the State of North Carolina based on a contract with Appalachian District Health Department (ADHD) for the Triple P program. The Watauga County Partnership was awarded and received \$40,000 under a July 1, 2015 through May 31, 2016 Triple P contract with ADHD. The Watauga County Partnership was also awarded \$60,000 under a June 1, 2016 through May 31, 2017 Triple P contract with ADHD. The Watauga Partnership did not receive any revenue under this contract as of June 30, 2016. The remaining revenue will be received in the subsequent fiscal year.

The Watauga Partnership expects to receive continued funding through new Triple P contracts.

NC Pre-K - The Watauga Partnership also received revenue and support from the State of North Carolina for the NC Pre-K program. The Watauga Partnership was awarded \$418,200 and received \$415,575 under a current year financial assistance contract.

The Watauga County Partnership expects to receive continued funding through new NC Pre-K contracts with the State.

NOTE 4 - RELATED PARTY TRANSACTIONS

Service Provider Contracts with Board Member Organizations - The board members of the Watauga Partnership are representative of various organizations that benefit from actions taken by the Board. It is the policy of the Watauga Partnership that board members not be involved with decisions regarding organizations they represent. During the year, the Watauga Partnership did not enter into contracts with board member organizations for program activities. Schedule 2 identifies contracts entered into by DHHS with board member organizations for activities funded by the Watauga Partnership's Smart Start Allocation.

NOTE 5 - FUNCTIONAL EXPENDITURES

The costs of providing the various programs and activities have been summarized on a functional basis in the Statement of Receipts, Expenditures, and Net Assets - Modified Cash Basis. Also, the Statement of Functional Expenditures - Modified Cash Basis, provides detail of the functional costs by their natural classification. Following are the services associated with the functional categories presented in the accompanying financial statements and the methods utilized to allocate joint cost:

A. Program Functions

Child Care and Education Quality - Used to account for service activities including *or* associated with child care resource and referral, professional development and supplements, literacy, provider training, special needs - early intervention support for child care professionals, learning materials and teaching aids, curriculum enhancements, or kindergarten orientation/transition.

Family Support - Used to account for service activities including *or* associated with family resource centers, teen parent/child programs, ongoing parenting education, general family support, family intervention, literacy or family literacy projects, transportation services, community outreach information and resources, home visiting or family support needs and resources assessments.

NC Pre-K - Used to account for development and implementation of NC Pre-K prekindergarten program for four-year-olds who are at risk of failure in kindergarten. The goal is to provide quality prekindergarten services in order to enhance kindergarten readiness.

B. Support Functions

Management and General - Expenditures that are not identifiable with a single program or fund-raising activity but are indispensable to the conduct of those activities and to an organization's existence, including expenditures for the overall direction of the organization, its general board activities, business management, general recordkeeping, budgeting, and related purposes.

Program Coordination and Evaluation - Expenditures that are incurred to coordinate the policies, procedures, and daily practices of service delivery. Also, costs associated with monitoring in-house and reporting of in-house and direct service provider activities as to the delivery of services and adherence to the specific terms and conditions of the contracts.

C. Allocation of Joint Costs

Expenditures benefiting more than one purpose were allocated as follows:

Salaries and Benefits - Direct allocation based on employee time reports.

Other Costs - Other costs including occupancy cost (rent, utilities and maintenance), supplies and materials, and communication costs (telephone and printing) were indirectly allocated based on estimates of utilization or utilization data.

NOTE 6 - LEASE OBLIGATIONS

Operating Lease Obligations - Future minimum lease payments under non-cancelable operating leases consist of the following at June 30, 2016:

<u>Fiscal Year</u>	<u>Operating Leases</u>
2017	\$ 29,098
2018	29,098
2019	29,098
2020	29,098
2021	29,098
2022 and beyond (5 yr increments)	<u>156,660</u>
Total Minimum Lease Payments	<u>\$ 302,150</u>

Rental expense for all operating leases during the year was \$31,980.

NOTE 7 - PENSION PLAN

Retirement Plans - The Watauga Partnership has a SIMPLE - IRA Plan covering full-time employees. Each full-time employee of the Watauga Partnership earning more than \$5,000 per year has an option to participate in the Plan. An Individual Retirement Account is provided to the employee through an outside financial institution. The Watauga Partnership contributed 3% of gross wages for the year ended June 30, 2016. The Watauga Partnership does not own the accounts nor is it liable for any other cost other than the required contribution. The Watauga Partnership contributed \$7,753 for pension benefits during the year.

NOTE 8 - RISK MANAGEMENT

The Watauga Partnership is exposed to various risks of loss related to torts, theft of, damage to, or destruction of assets; errors and omissions; injuries to employees; employees' health and life; and natural disasters. The Watauga Partnership manages these various risks of loss as follows:

<u>Type of Loss</u>	<u>Method Managed</u>	<u>Risk of Loss Retained</u>
Torts, errors and omissions, health and life	Purchased commercial insurance	None
Worker Compensation - employee injury	Purchased commercial insurance	None
Physical property loss and natural disasters	Purchased commercial insurance	None

Management believes such coverage is sufficient to preclude any significant losses to the Watauga Partnership. Settled claims have not exceeded this insurance coverage in any of the past three fiscal years.

NOTE 9 - COMMITMENTS AND CONTINGENCIES

Compensated Absences - As a result of the Watauga Partnership's use of the modified cash basis of accounting, accrued liabilities related to compensated absences (vacation only; sick leave does not vest) and any employer-related costs earned and unpaid, are not reflected in the financial statements. The compensated absences commitment for vacation leave at June 30, 2016, is \$19,129. No funds or reservation of net assets has been made for this commitment.

NOTE 10 - RESTRICTIONS ON NET ASSETS

A. Temporarily Restricted Net Assets - Temporarily restricted net assets at June 30, 2016 are available for the following purposes:

<u>Purpose</u>	<u>Amount</u>
Literacy Programs	\$ 17,360
Child Care Resource & Referral	611
Administrative	300
Family Support - Parents As Teachers	133
Family Support - Teen Parenting	14
Family Support - Triple P	1,618
Family Support	<u>26,369</u>
	<u>\$ 46,405</u>

B. Net Assets Released From Donor Restrictions - Net assets were released from donor restrictions during the fiscal year ended June 30, 2016, by incurring expenditures satisfying the restricted purposes as follows:

<u>Purpose</u>	<u>Amount</u>
Family Support	\$ 4,996
Literacy Programs	2,705
Family Support - Parents As Teachers	154
Family Support - Triple P	<u>2,181</u>
	<u>\$ 10,036</u>

NOTE 11 - INCOME TAXES

The Watauga Partnership is exempt from payment of income taxes under the provision of Section 501(c)(3) of the Internal Revenue Code, except to the extent of taxes on any unrelated business income.

FASB ASC 740 provides guidance for how uncertain tax positions should be recognized, measured, presented and disclosed in the financial statements. FASB ASC 740 requires the evaluation of tax positions taken or expected to be taken in the course of preparing financial statements to determine whether the tax positions are "more-likely-than-not" to be sustained by the applicable tax authority. Income tax returns from 2013 through 2015 are open to examination by the tax authorities.

The Watauga Partnership does not believe there are any unrecognized tax benefits or costs as of June 30, 2016.

NOTE 12 - SUBSEQUENT EVENTS

The Watauga Partnership has evaluated events and transactions that occurred between June 30, 2016 and November 16, 2016, which is the date the financial statements were available to be issued, for possible recognition or disclosure in the financial statements. Events or transactions that provided evidence about conditions that did not exist at June 30, 2016 but arose before the financial statements were available to be issued have not been recognized in the financial statements for the year ended June 30, 2016.

SUPPLEMENTAL INFORMATION

Children's Council of Watauga County, Inc.
Schedule of Contract and Grant Expenditures - Modified Cash Basis
For the Year Ended June 30, 2016

Schedule 1

Organization Name	Smart Start Funds		Other Funds	
	Amount Advanced	Refund Due	Amount Advanced	Refund Due
Organizations:				
Greenway Child Development Center	\$ -	\$ -	\$ 250	\$ -
Little Jewels Home Child Care	208	-	-	-
Lucy Brock Child Development Center	*	-	63,082	-
Lynhill Day Care & Child Development	313	-	-	-
Merry-Land Academy & Child Care	498	-	275	-
Small Blessings	155	-	145	-
Sugar Grove DDS	-	-	300	-
Watauga County Parks & Recreation	-	-	128	-
Watauga County Schools	*	-	335,099	-
	<u>1,174</u>	<u>-</u>	<u>399,279</u>	<u>-</u>
Individuals:				
Individuals - Emergency Assistance	-	-	1,469	-
Individuals - CCR&R - Attendance Rewards	918	-	175	-
Individuals - Stipends/Attendance Rewards	-	-	1,341	-
Individuals - Substitute Reimbursements	33	-	-	-
Participants - APP - Attendance Rewards	-	-	5,509	-
Participants - Equity Retreat - Attendance Rewards	-	-	936	-
Participants - GED - Attendance Rewards	-	-	23	-
Participants - Incredible Years/Circle of Parents - Attendance Rewards	-	-	7,085	-
Participants - Imagination Library - Participation Reward	-	-	7,633	-
Participants - Literacy Program - Attendance Rewards	-	-	1,278	-
Participants - Nurtured Beginnings - Attendance Rewards	-	-	590	-
Participants - Reach Out and Read - Attendance Rewards	4,549	-	-	-
Participants - Triple P - Attendance Rewards	-	-	582	-
	<u>5,500</u>	<u>-</u>	<u>26,621</u>	<u>-</u>
	<u>\$ 6,674</u>	<u>\$ -</u>	<u>\$ 425,900</u>	<u>\$ -</u>

* These organizations are represented on the Partnership's Board as described in Note 4 - Service Provider Contracts with Board Member Organizations.

Children's Council of Watauga County, Inc.
Schedule of State Level Service Provider Contracts
For the Year Ended June 30, 2016

Schedule 2

Organization Name		DHHS Contracts
Child Care Services Association - WAGE\$	*	\$ 47,769
Watauga County DSS - Subsidy	*	149,516
		<u>\$ 197,285</u>

- * This organization is represented on the Partnership's Board as described in Note 4 - Service Provider Contracts with Board Member Organizations.

The information on this schedule provides a listing of service provider contracts entered into by the North Carolina Department of Health and Human Services (DHHS) as described in Note 3 - Funding from Grant Awards and Contracts.

**Children's Council of Watauga County, Inc.
 Schedule of Federal and State Awards - Modified Cash Basis
 For the Year Ended June 30, 2016**

Schedule 3

Federal/State Grantor/Pass-through Grantor/Program	Federal CFDA Number	Contract #	Receipts	Expenditures
Federal Awards:				
US Department of Health and Human Services Pass-through from the North Carolina Department of Health and Human Services - Division of Child Development and Early Education Pass-through from Iredell County Partnership for Young Children, Inc. Child Care and Development Block Grant	93.575	* FY16-32334-WAT	\$ 11,599	\$ 11,599
US Department of Education Pass-through from the North Carolina Department of Health and Human Services Pass-through from the North Carolina Partnership for Children, Inc. Race to the Top - Leaders Collaborative	84.412	* LCV320:14/15-053	16,000	16,000
US Department of Education Pass-through from the Child Care Resources, Inc. Pass-through from Iredell County Partnership for Young Children, Inc. Race to the Top - Early Learning Challenge (RttT-ELC) Grant (Current Year)	84.412	CY15-27707-WAT	2,120	1,711
US Department of Health and Human Services Pass-through from the North Carolina Department of Health and Human Services - Division of Public Health Pass-through from Appalachian District Health Department Maternal and Child Health Services Block Grant to the States - Triple P (July 1, 2015 - May 31, 2016)	93.994	* MOU	40,000	39,476
Maternal and Child Health Services Block Grant to the States - Triple P (June 1, 2016 - May 31, 2017)	93.994	* MOU	-	2,928
US Department of Health and Human Services Pass-through from the North Carolina Department of Health and Human Services - Administration for Children and Families Temporary Assistance for Needy Families (June 1, 2016 - June 30, 2017) - Adolescent Parenting Program	93.558	* 30262	-	4,576

Children's Council of Watauga County, Inc.
Schedule of Federal and State Awards - Modified Cash Basis
For the Year Ended June 30, 2016

Schedule 3

Federal/State Grantor/Pass-through Grantor/Program	Federal CFDA Number	Contract #	Receipts	Expenditures
US Department of Health and Human Services				
Pass-through from the North Carolina Department of Health and Human Services - Administration for Children and Families				
Temporary Assistance for Needy Families (June 1, 2015 - May 31, 2016) - Adolescent Parenting Program	93.558 *	31809	59,564	53,665
US Department of Health and Human Services				
Pass-through from the North Carolina Department of Health and Human Services - Administration for Children and Families				
Promoting Safe and Stable Families - Family Support (Current Year)	93.556 *	32080-16	108,666	121,358
Promoting Safe and Stable Families - Family Support (Prior Year)	93.556 *	29117-14	29,946	-
Total Federal Awards			<u>267,895</u>	<u>251,313</u>
State Awards:				
North Carolina Department of Health and Human Services				
Division of Child Development and Early Education				
Pass-through from The North Carolina Partnership for Children, Inc.				
Early Childhood Initiatives Program (Current Year)	*		235,431	235,431
Multi-Partnership Accounting and Contracting Grant (Current Year)			8,577	8,577
North Carolina Department of Health and Human Services				
Division of Child Development and Early Education				
NC Pre-K (Current Year)	*	31950	415,575	417,892
Total State Awards			<u>659,583</u>	<u>661,900</u>
Total Federal and State Awards			<u>\$ 927,478</u>	<u>\$ 913,213</u>

* Programs with compliance requirements that have a direct and material effect on the financial statements.

Children's Council of Watauga County, Inc.
Schedule of Property and Equipment - Modified Cash Basis
For the Year Ended June 30, 2016

Schedule 4

Furniture and Noncomputer Equipment	\$	8,520
Computer Equipment / Printers		23,295
Leasehold Improvements		2,175
Motor Vehicles		<u>20,995</u>
Total Property and Equipment	\$	<u>54,985</u>

Note: The information on this schedule provides a summary of property and equipment with acquisition or donated cost of \$500 or more which were held by the Partnership at year end. The valuations represent historical cost. On the modified cash basis of accounting, these items are expensed in the year of purchase.

Children's Council of Watauga County, Inc.
Schedule of Qualifying Match (Non-GAAP)
For the Year Ended June 30, 2016

Schedule 5

Match Provided at the Partnership Level:

Cash	\$	79,984
In-Kind Goods and Services		<u>45,742</u>
Total	\$	<u>125,726</u>

Match Provided at the Contractor Level:

Cash	\$	41,100
In-Kind Goods and Services		<u>-</u>
Total	\$	<u>41,100</u>

Note: This schedule is presented in accordance with the program match requirement as provided for by North Carolina Session Law 2015-241, Section 12B.7(d). The match is comprised of both cash and in-kind amounts. Only in-kind contributions that are verifiable, quantifiable, and related to the Smart Start Program can be applied to the in-kind match requirement, including volunteer services. The law allows for volunteer services to be valued for match purposes, a concept that deviates from generally accepted accounting principles. This schedule identifies those amounts allowable for this Partnership in meeting the statewide match requirement.

Independent Auditor's Report on Internal Control over
Financial Reporting and on Compliance and Other Matters
Based on an Audit of Financial Statements Performed in
Accordance with *Government Auditing Standards*

To Board Members of
Children's Council of Watauga County, Inc.
Boone, North Carolina

We have audited, in accordance with the auditing standards generally accepted in the United States of America and the standards applicable to financial audits contained in *Government Auditing Standards* issued by the Comptroller General of the United States, the financial statements of Children's Council of Watauga County, Inc. (a nonprofit organization), which comprise the Statement of Receipts, Expenditures, and Net Assets - Modified Cash Basis as of and for the year ended June 30, 2016, and the related Statement of Functional Expenditures - Modified Cash Basis for the year then ended, and the related notes to the financial statements, and have issued our report thereon dated November 16, 2016.

As described in Note 1, the financial statements were prepared on the modified cash basis of accounting, which is a comprehensive basis of accounting other than accounting principles generally accepted in the United States of America.

Internal Control over Financial Reporting

In planning and performing our audit, we considered Children's Council of Watauga County, Inc.'s internal control over financial reporting (internal control) to determine the audit procedures that are appropriate in the circumstances for the purpose of expressing our opinion on the financial statements, but not for the purpose of expressing an opinion on the effectiveness of Children's Council of Watauga County, Inc.'s internal control. Accordingly, we do not express an opinion on the effectiveness of Children's Council of Watauga County, Inc.'s internal control.

A *deficiency in internal control* exists when the design or operation of a control does not allow management or employees, in the normal course of performing their assigned functions, to prevent, or detect and correct misstatements on a timely basis. A *material weakness* is a deficiency, or a combination of deficiencies, in internal control such that there is a reasonable possibility that a material misstatement of Children's Council of Watauga County, Inc.'s financial statements will not be prevented, or detected and corrected on a timely basis. A *significant deficiency* is a deficiency, or a combination of deficiencies, in internal control that is less severe than a material weakness, yet important enough to merit attention by those charged with governance.

Our consideration of internal control was for the limited purpose described in the first paragraph of this section and was not designed to identify all deficiencies in internal control that might be material weaknesses or significant deficiencies. Given those limitations, during our audit we did not identify any deficiencies in internal control that we consider to be material weaknesses. However, material weaknesses may exist that have not been identified.

Compliance and Other Matters

As part of obtaining reasonable assurance about whether Children's Council of Watauga County, Inc.'s financial statements are free of material misstatement, we performed tests of its compliance with certain provisions of laws, regulations, contracts, and grant agreements, noncompliance with which could have a direct and material effect on the determination of financial statement amounts. However, providing an opinion on compliance with those provisions was not an objective of our audit, and accordingly, we do not express such an opinion. The results of our tests disclosed no instances of noncompliance or other matters that are required to be reported under *Government Auditing Standards*.

Purpose of this Report

The purpose of this report is solely to describe the scope of our testing of internal control and compliance and the results of that testing, and not to provide an opinion on the effectiveness of Children's Council of Watauga County, Inc.'s internal control or compliance. This report is an integral part of an audit performed in accordance with *Government Auditing Standards* in considering Children's Council of Watauga County, Inc.'s internal control and compliance. Accordingly, this communication is not suitable for any other purpose.



Charlotte, North Carolina
November 16, 2016

		Current Period Actual	Current Year Actual
Revenue and Gains			
State Grants			
Smart Start	4110	263,962.00	263,962.00
Other State Grants	4120	8,699.74	8,699.74
NC Pre-K	4122	<u>420,516.77</u>	<u>420,516.77</u>
Total State Grants		693,178.51	693,178.51
Federal Grants			
NC/DHHS - DCD	4203	12,034.00	12,034.00
DHHS - Family Support	4204	114,872.54	114,872.54
Triple P	4207	39,903.90	39,903.90
Adolescent Parenting Program	4209	<u>59,939.25</u>	<u>59,939.25</u>
Total Federal Grants		226,749.69	226,749.69
Local Grants			
Local Grants-Watauga County	4300	<u>1,500.00</u>	<u>1,500.00</u>
Total Local Grants		1,500.00	1,500.00
Private Gifts and Grants (Contributions)			
United Way Grant Revenue	4401	15,642.00	15,642.00
Holy Cross Donation - Parenting Program	4402	5,000.00	5,000.00
Donations Revenue	4405	77,943.99	77,943.99
Who Needs A Change	4411	4,020.88	4,020.88
Emergency Assistance Donations	4413	150.00	150.00
Blue Ridge Electric Grant	4417	2,000.00	2,000.00
Private Grants	4420	11,000.00	11,000.00
Back to School Festival	4422	30,347.43	30,347.43
Women's Fund BR	4441	<u>5,000.00</u>	<u>5,000.00</u>
Total Private Gifts and Grants		151,104.30	151,104.30
Fees and Special Events			
Special Events Receipts	4611	24,670.10	24,670.10
Special Events - Expenses	4621	<u>(3,576.98)</u>	<u>(3,576.98)</u>
Total Fees and Special Events		21,093.12	21,093.12
Investment Income/Expenses			
Interest Income	4711	<u>63.22</u>	<u>63.22</u>
Total Investment Income/Expenses		63.22	63.22
Other Income			
Expense Reimbursement	4802	6,784.34	6,784.34
Sales Tax Refund	4803	3,419.82	3,419.82
Program Income	4810	4,824.70	4,824.70
Program Income - Rental Fees &	4811	529.00	529.00
Program Income-Conference Registration	4812	1,381.06	1,381.06
DUAL School Tuition	4815	14,540.00	14,540.00
Old Equipment Sales	4816	75.00	75.00
Partnership Other Income	4820	<u>542.75</u>	<u>542.75</u>
Total Other Income		<u>32,096.67</u>	<u>32,096.67</u>
Total Revenue and Gains		<u>1,125,785.51</u>	<u>1,125,785.51</u>
Expenses and Losses			
Personnel			
Salary and Wages	5110	341,174.57	341,174.57
Social Security Contribution	5120	26,099.83	26,099.83
Retirement Contribution	5130	8,178.80	8,178.80
Health Insurance Contribution	5142	31,818.41	31,818.41
Unemployment Insurance Contribution	5150	1,240.03	1,240.03
Workmen's Compensation	5160	<u>3,330.00</u>	<u>3,330.00</u>
Total Personnel		411,841.64	411,841.64
Contracted Services			

		Current Period Actual	Current Year Actual
Accounting & Tax Services	5210	850.00	850.00
MAC Site Services	5215	10,923.85	10,923.85
Payroll Services	5240	1,755.04	1,755.04
Other Contracted Services	5273	5,711.68	5,711.68
Post Partum Training Services	5276	1,210.00	1,210.00
Contractor - Training Fees	5278	2,530.00	2,530.00
Contract Service - IY	5279	25,663.78	25,663.78
Contract Service - COP	5280	5,256.50	5,256.50
Contractor Travel - Meleage	5291	718.58	718.58
Contractor Travel - Meals	5292	587.30	587.30
Contractor Travel - Hotel	5293	<u>1,907.24</u>	<u>1,907.24</u>
Total Contracted Services		57,113.97	57,113.97
Supplies and Materials			
Office Supplies	5311	7,144.05	7,144.05
Computer Supplies & Software	5313	125.38	125.38
Janitorial Supplies	5314	977.31	977.31
Other Administrative Expenses	5319	114.80	114.80
Educational Supplies & Materials	5381	9,345.40	9,345.40
Automotive Supplies and Expenses	5383	839.56	839.56
State/Watauga Sales Tax -4.75%	5391	2,622.00	2,622.00
County Sales Tax-Watauga-2%	5392	1,032.33	1,032.33
Food Tax 2%	5395	117.10	117.10
State/Other Sales Tax	5397	23.56	23.56
Sales Tax - Catawba County-2.25%	5398	<u>55.80</u>	<u>55.80</u>
Total Supplies and Materials		22,397.29	22,397.29
Other Operating Expenses			
Travel in State - Mileage/Air Fare	5411	3,486.53	3,486.53
Travel in State - Meals/Per Diem	5412	379.60	379.60
Travel in State - Hotel	5413	2,304.05	2,304.05
Travel Out of State - Mileage/Air Fare	5414	827.00	827.00
Travel Out of State - Meals/Per Diem	5415	270.50	270.50
Travel Out of State - Hotel	5416	592.44	592.44
Telephone, Fax Lines, Pagers	5421	5,785.08	5,785.08
Postage - Regular	5422	994.50	994.50
Postage-Fed Ex, UPS-Type Charges	5423	98.68	98.68
Utilities	5430	3,168.73	3,168.73
Printing & Binding	5440	4,280.38	4,280.38
Repair & Maintenance	5450	30.00	30.00
Computer System maintenance	5452	2,601.19	2,601.19
Miscellaneous Repairs & Maintenance	5454	230.00	230.00
Meeting/Conference Expenses-Rent	5461	170.90	170.90
Meeting/Conference Expenses-Food	5462	14,019.08	14,019.08
Meeting/Conference Expenses-Speakers'	5463	3,343.75	3,343.75
Meeting/Conference Expenses - Childcare	5464	936.50	936.50
Meeting/Conference Expense-	5465	2,283.28	2,283.28
Speaker Travel	5466	381.88	381.88
Meeting Expenses/Registration Fees	5468	1,075.00	1,075.00
Employee Training (No Travel)	5470	551.67	551.67
Training/Conferences - NCPC	5471	55.00	55.00
Training/Conferences - Other	5473	930.00	930.00
Advertsing - Non-Outreach	5481	2,159.60	2,159.60
Advertising - Outreach	5482	2,302.84	2,302.84
Board Meeting Expense - Meals	5492	551.62	551.62
Board Meeting Expense - Supplies	5498	<u>130.81</u>	<u>130.81</u>
Total Other Operating Expenses		53,940.61	53,940.61

The Childrens Council of Watauga County, Inc.
Statement of Revenues and Expenditures
From 7/1/2016 Through 6/30/2017

2018 Annual Pre-Budget Retreat

		Current Period Actual	Current Year Actual
Fixed Charges adn Other Expenses			
Office Rent	5510	31,821.76	31,821.76
Equipment Rental	5530	324.00	324.00
Copier Lease Payment	5531	6,471.26	6,471.26
Postage Meter Lease	5532	600.00	600.00
Water Cooler Rent	5533	191.99	191.99
Dues & Subscriptions	5550	7,186.69	7,186.69
Insurance & Bonding	5560	5,579.00	5,579.00
Bank Fees & Service Charges	5581	5.00	5.00
Other Expenses	5590	<u>2,017.21</u>	<u>2,017.21</u>
Total Fixed Charges adn Other Expenses		54,196.91	54,196.91
Property Equipment and Outlay			
Furniture and Non-computer equipment, \$500+ per item	5630	503.00	503.00
Computer Equipment/Printers, \$500+ per	5640	2,399.97	2,399.97
Furniture/Equipment, under \$500 per	5650	129.99	129.99
Furniture, under \$500 per item	5651	28.82	28.82
Equipment under \$500	5652	<u>70.92</u>	<u>70.92</u>
Total Property Equipment and Outlay		3,132.70	3,132.70
Services/Contracts/Grants			
NC Pre-K Contracts	6104	415,134.00	415,134.00
The Children's Playhouse, Inc.	6208	4,200.00	4,200.00
Emergency Child Care Support	6701	300.00	300.00
Emergency Assistance	6704	1,093.43	1,093.43
Substitute Reimbursement	6715	1,391.00	1,391.00
Emergency Child Care	6903	1,699.12	1,699.12
Emergency Assistance - Non-Cash	6904	4,186.01	4,186.01
Attendance Rewards	6913	24,819.13	24,819.13
B2SF SUPPLIES	6915	13,575.84	13,575.84
ROAR Grant Materials	6916	4,661.88	4,661.88
Imagination Library	6917	<u>20,751.87</u>	<u>20,751.87</u>
Total Services/Contracts/Grants		491,812.28	491,812.28
Total Expenses and Losses		<u>1,094,435.40</u>	<u>1,094,435.40</u>
Excess of Revenue over Expenses		<u>31,350.11</u>	<u>31,350.11</u>



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: 2/13/18

The Watauga County Tourism Development Authority (TDA) is pleased to provide this update at the 2018 Watauga County Commissioners' Retreat.

Attached to this memo is a copy of the FY 16/17 year-end occupancy tax collection chart showing multiple years, a copy of the current FY 17/18 Occupancy Tax chart through December 2017 comparing current fiscal year to last fiscal year, and a copy of the 2017 Calendar Year occupancy tax collections compared to calendar year 2016.

Below are some bulleted highlights from FY 16/17 and FY 17/18 so far.

Watauga TDA Highlights:

- Closed the FY 16/17 fiscal year with an increase in occupancy tax revenue of 9.68%, which amounted to a \$132,804.25 increase in occupancy tax funds over the prior fiscal year.
- Current FY 17/18 Fiscal Year occupancy tax collections are up 4.72% over last year for July through December. This amounts to an additional \$43,024.26 in occupancy tax funds six months into the fiscal year.
- Calendar year 2017 occupancy tax collections were up 6.07% over the 2016 calendar year, which amounts to an \$88,465.79 increase in occupancy tax collections in 2017.





- 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)
- Tourism in Watauga County generated visitor spending of \$248 million in 2016, a 7.39% increase over 2015. (NC Commerce)
- Local tax revenues generated by tourism in Watauga County in 2016 amounted to \$ 9.72 million. According to the NC Commerce Department this represents a \$409.63 tax savings to each county resident. (NC Commerce)
- 2,810 jobs in Watauga County were directly attributable to travel & tourism in 2016. (NC Commerce)
- The TDA continued to support the Watauga County Choose & Cut program in 2017 with an \$8,500 marketing grant to the Watauga County Christmas Tree Association.
- The Watauga County TDA launched a new advertising/marketing campaign in January, entitled "It's Better Here Than There." This new campaign will replace the prior "StepOutside Yourself" campaign that ran for the last 4 years. The new campaign will continue to emphasize outdoor recreation and natural beauty, but will also help us showcase arts & cultural programming, spas, shopping and local food and beverage. The 2017/18 media plan developed in conjunction with our ad agency, Clean Design, includes a variety of advertising mediums including, digital, print, television, radio, out-of-home, social media and public relations.
- We launched our current website in November 2014. It was built on a responsive design platform that adjusts the content layout based on the type of device the consumer is using. Now, the newest technology has moved to a "mobile first" format. We are planning to upgrade our website platform in the next fiscal year to keep us current.



Watauga County Tourism Development Authority

815 W. King Street, Suite 10, Boone, NC 28607 828-266-1345 ExploreBoone.com



We are experiencing tremendous growth across all of our social media platforms, with Facebook and Instagram showing the largest growth in followers.

TDA Infrastructure/Product Development Projects:

- 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. This year we are providing an additional \$200,000 in funding from our FY 17/18 budget and the board has already committed another \$200,000 from the next fiscal year budget.
- Blue Ridge Parkway Vista Clearing – The TDA partnered with the National Park Service and provided \$20,000 in revenue to help with vista clearing effort in Watauga County. In December a crew worked for 10 days cutting back growth and trees to help restore the long range views that are so popular with visitors along the Parkway. The TDA board was extremely pleased with the efforts.
- Northern Peaks Trail – Last year the TDA contributed \$30,000 to the Northern Peaks Trail Master Plan. The plan was completed by Destination By Design and presented to the TDA board and to the public at the 2017 Outdoor Recreation Summit. The TDA board adopted the plan and is encouraging both the County and Town of Boone to also adopt the plan. If we decide to pursue grant funding in the future for projects associated with the plan, it would strengthen our chances for grants to have that governmental support of the master plan.
- Guy Ford Road River Access – The TDA contributed \$20,000 towards the river access development at Guy Ford Road.





Upcoming:

- The TDA is working with Destination By Design (DBD) to produce a series of outdoor recreation maps. Initially we are producing a public lands/hiking trails map, a cycling map, a New River Paddle Trail map, and a Rocky Knob Park map. As part of this project, DBD is also doing an assessment of hiking trails in Watauga County.
- The TDA is working on a master plan for a countywide Wayfinding Signage Program. Many communities around the state have instituted similar wayfinding programs to help identify tourism assets in their areas.
- We are working with DBD to produce a master plan for Howards Knob Park. Howards Knob is a popular spot for visitors to the area, especially those seeking photographs overlooking Boone and App State. The master plan will include recommendation and designs for a new scenic overlook and new recreation amenities for the park. Howards Knob would be one of the major components of the Northern Peak Trail if the trail is ever fully developed.



Watauga County Tourism Development Authority

815 W. King Street, Suite 10, Boone, NC 28607 828-266-1345 ExploreBoone.com

Occupancy Tax Collection Report

July 2017 to Date	Aug	Sep	Oct	Nov	Dec	Jan	Feb	March	April	May	June	JULY to Date
Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	March	April	May	June	JULY to Date
BR												
147,961.35	122,786.39	102,624.66	158,621.44	77,859.35	69,388.47							679,241.66
139,539.25	110,994.48	99,476.99	140,688.72	74,880.90	73,254.77							638,835.11
(8,422.10)	(11,791.91)	(3,147.67)	(17,932.72)	(2,978.45)	3,866.30							(40,406.55)
-5.69%	-9.60%	-3.06%	-11.30%	-3.83%	5.58%							-5.95%
Boone												
162,649.55	137,827.31	122,862.23	160,418.64	109,780.61	96,050.09							789,588.43
177,984.24	147,170.30	149,384.24	189,090.21	109,436.75	123,476.50							896,542.24
15,334.69	9,342.99	26,522.10	28,671.57	(343.86)	27,426.41							106,953.81
9.43%	6.78%	21.59%	17.88%	0.00%	28.56%							13.55%
Wat												
204,408.95	147,643.24	131,383.62	177,553.76	119,648.73	131,227.86							911,866.16
201,486.21	149,341.80	147,672.32	174,546.34	125,788.76	156,054.99							954,890.42
(2,922.74)	1,698.56	16,288.70	(3,007.42)	6,140.03	24,827.13							43,024.26
-1.43%	1.20%	12.40%	-1.70%	5.14%	18.92%							4.72%
TTLS												
Prior Yr	515,019.85	408,256.94	356,870.51	496,593.84	307,288.69	296,666.42						2,380,696.25
Cur Yr	519,009.70	407,506.58	396,533.55	504,325.27	310,106.41	352,786.26						2,490,267.77
\$'s +/-	3,989.85	(750.36)	39,663.04	7,731.43	2,817.72	56,119.84						109,571.52
% +/-	0.01%	-0.18%	11.12%	1.56%	0.01%	18.92%						4.60%

** January, February, and March Blowing Rock numbers for 2017 are affected by no Condo rentals at Chetola during that period.

*** Prior year totals for Boone from August-Dec reflect revised lower numbers due to the occupancy tax refunds from rooms occupied by The Standard.

Occupancy Tax Collection Report

Jan 2017 to date

	Jan	Feb	March	April	May	Jun	July	Aug	Sept	Oct	Nov	Dec	JAN to Date
BR	50,825.00	50,812.50	44,127.59	55,356.97	70,342.42	99,998.80	147,961.35	122,786.39	102,624.66	158,621.44	77,859.35	69,388.47	1,050,704.94
	41,954.94	39,747.80	29,741.81	50,965.60	62,878.03	92,592.95	139,539.25	110,994.48	99,476.99	140,688.72	74,880.90	73,254.77	956,716.24
	(8,870.06)	(11,064.70)	(14,385.78)	(4,391.37)	(7,464.39)	(7,405.85)	(8,422.10)	(11,791.91)	(3,147.00)	(17,932.72)	(2,978.45)	3,866.30	(93,988.70)
	-17.45%	-21.77%	-32.60%	-7.93%	-10.61%	-7.40%	-5.69%	-9.60%	-3.06%	-11.30%	-3.83%	5.58%	-8.95%
Boone	79,287.22	89,027.22	70,804.64	86,848.92	107,574.41	128,589.40	162,649.55	137,827.31	122,862.23	160,418.64	109,780.61	96,050.09	1,351,720.24
	80,489.71	88,334.24	80,756.71	100,711.65	121,039.44	141,637.30	177,984.24	147,170.30	149,384.24	189,090.21	109,436.75	123,476.50	1,509,511.29
	1,202.49	(692.98)	9,952.07	13,862.73	13,465.03	13,047.90	15,334.69	9,342.99	26,552.10	28,671.57	343.86	27,426.41	157,791.05
	1.52%	-0.77%	14.00%	15.97%	12.52%	10.15%	9.43%	6.78%	21.59%	17.88%	0.00%	28.56%	11.67%
Wat	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	177,553.76	119,648.73	131,227.86	1,458,606.63
	117,982.47	96,235.82	60,820.54	84,843.60	96,504.11	135,795.46	201,486.21	149,341.80	147,672.32	174,546.34	125,788.76	156,054.99	1,547,072.42
	7,606.38	(15,083.49)	(9,964.41)	31,637.64	8,093.71	23,151.70	(2,922.74)	1,598.56	16,288.70	(3,007.42)	6,140.03	24,827.13	88,465.79
	6.90%	-13.50%	-14.00%	59.47%	9.16%	20.56%	-1.43%	1.20%	12.40%	-1.70%	5.14%	18.92%	6.07%
TTLS													
Prior Yr	240,488.31	251,159.03	185,717.18	195,411.85	266,327.23	341,231.96	515,019.85	408,256.94	356,870.51	496,593.84	307,288.69	296,666.42	3,861,031.81
Cur Yr	240,427.12	224,317.86	171,319.06	236,520.85	280,421.58	365,458.55	519,009.70	407,506.58	396,533.55	504,325.27	310,106.41	352,786.26	4,013,299.95
\$'s +/-	(61.19)	(26,841.17)	(14,398.12)	41,109.00	14,094.35	24,226.59	3,989.85	(750.36)	39,663.04	7,731.43	2,817.72	56,119.84	152,268.14
% +/-	0.00%	-10.68%	-7.75%	21.04%	5.30%	7.10%	0.01%	-0.18%	11.12%	1.56%	0.01%	18.92%	3.94%

Revised Chart to reflect Boone numbers after refunds to The Standard

** 2016 "prior year" February revenue for Watauga County included \$21,952 in late payments from a previous 3-year period.

Occupancy Tax Collection Report

July 2016 to Date	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	March	April	May	June	JULY to Date
BR	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
	147,961.35	122,786.39	102,624.66	158,621.44	77,859.35	69,388.47	41,954.94	39,747.80	29,741.81	50,965.60	62,878.03	92,592.95	997,122.79
	14,700.49	9,081.73	20,821.28	20,667.13	12,159.47	12,801.99	(8,870.06)	(11,064.70)	(14,385.78)	(4,391.37)	(7,464.39)	(7,405.85)	36,649.94
	11.03%	7.99%	25.46%	14.99%	18.51%	22.63%	-17.45%	-21.77%	-32.60%	-7.93%	-10.61%	-7.40%	3.82%
Boone	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
	162,649.55	137,827.31	122,862.23	160,418.64	109,780.61	96,050.09	80,489.71	88,334.24	80,756.71	100,711.65	121,039.44	141,637.30	1,402,557.48
	23,380.42	4,648.38	17,634.52	(5,672.69)	27,666.34	31,942.13	1,202.49	692.98	9,952.07	13,862.73	13,465.03	13,047.90	150,431.28
	16.79%	3.49%	16.76%	-3.40%	33.70%	49.83%	1.52%	-0.77%	14.00%	15.97%	12.52%	10.15%	12.01%
Wat	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
	204,408.95	147,643.24	131,383.62	177,553.76	119,648.73	131,227.86	117,982.47	96,235.82	60,820.54	84,843.60	96,504.11	135,795.46	1,504,048.16
	18,807.11	14,731.06	26,145.08	15,018.52	4,541.74	8,119.21	7,606.38	(15,083.49)	(9,964.41)	31,637.64	8,093.71	23,151.70	132,804.25
	10.13%	11.09%	24.84%	9.24%	3.95%	6.60%	6.90%	-13.50%	-14.00%	59.47%	9.16%	20.56%	9.68%
TTLS													
Prior Yr	458,131.83	379,795.83	292,269.63	466,585.88	262,921.14	243,803.09	240,488.31	251,159.03	185,717.18	195,411.85	266,327.23	341,231.96	3,583,842.96
Cur Yr	515,019.85	408,256.94	356,870.51	496,593.84	307,288.69	296,666.42	240,427.12	224,317.86	171,319.06	236,520.85	280,421.58	365,458.55	3,903,728.43
\$'s +/-	56,888.02	28,461.11	64,600.88	30,007.96	44,367.55	52,863.33	(61.19)	(26,841.17)	(14,398.12)	41,109.00	14,094.35	24,226.59	319,885.47
% +/-	12.42%	7.50%	22.11%	6.44%	16.88%	21.69%	0.00%	-10.68%	-7.75%	21.04%	5.30%	7.10%	8.93%

* 2016 "prior year" February revenue for Watauga included \$21,952 in late payments from a previous time period.
 ** January & February Blowing Rock numbers for 2017 are affected by no Condo rentals at Chetola during that period.
 *** Chart includes revised numbers for Boone from August-December to reflect tax numbers after tax refunds for The Standard.



ECONOMIC IMPACT STUDIES

Visit North Carolina evaluates the economic impact of travel and tourism in North Carolina at two different levels: TEIM and TSA methodology. See below for details on both methods.

Impact of Visitor Spending

The first level, narrow in scope, calculates the impact based on visitor expenditures using the Travel Economic Impact Model (TEIM). On an annual basis, the Research Department of the U.S. Travel Association prepares direct visitor spending estimates for all 100 North Carolina counties, as well as county level employment, payroll and tax revenues as a result of direct visitor spending. ^{search} 60

While statewide economic impact data for the prior year is released each spring of the following year (see further below for 2016), county-level statistics are not released until the fall.

Use the below drop down to view statewide county statistics for North Carolina:

Use the below drop down to view the statistics for an individual county:

Watauga County statistics

North Carolina

(\)

Year	Expenditures \$(millions)	Change from previous	Payroll \$(millions)	Employment (thousands)	State Tax Receipts \$(millions)	Local Tax Receipts \$(millions)	Tax Savings Per Resident
2016	\$248.55	7.39%	\$56.63	2.81	\$12.54	\$9.72	\$409.63
2015	\$231.44	2.51%	\$52.24	2.64	\$11.61	\$9.03	\$384.04
2014	\$225.77	4.17%	\$48.90	2.57	\$10.90	\$8.73	\$370.95
2013	\$216.72	2.71%	\$46.45	2.52	\$10.64	\$8.32	\$359.90
2012	\$211.00	6.80%	\$44.87	2.50	\$10.32	\$8.08	\$350.36
2011	\$197.56	4.11%	\$42.17	2.40	\$10.35	\$7.81	\$353.77
2010	\$189.77	5.86%	\$41.13	2.39	\$10.49	\$7.77	\$355.77
2009	\$179.27	-7.79%	\$41.26	2.44	\$9.60	\$7.47	\$376.12
2008	\$189.76	-0.73%	\$43.84	2.51	\$9.43	\$7.82	\$380.58
2007	\$191.15	6.70%	\$43.56	2.58	\$9.38	\$7.82	\$386.16
2006	\$179.14	9.18%	\$42.25	2.55	\$9.21	\$7.35	\$381.51
2005	\$164.08	3.10%	\$40.66	2.50	\$8.57	\$6.77	\$357.34
2004	\$159.14	4.95%	\$41.09	2.57	\$8.47	\$6.68	\$353.57
2003	\$151.64	-2.78%	\$40.69	2.57	\$8.15	\$6.39	\$326.26
2002	\$155.98	6.17%	\$42.63	2.73	\$8.42	\$6.55	\$338.83
2001	\$146.92	-2.89%	\$41.85	2.68	\$8.07	\$6.21	\$328.37
2000	\$151.29	5.33%	\$41.79	2.72	\$8.22	\$6.37	\$340.20
1999	\$143.64	10.30%	\$38.20	2.59	\$7.72	\$6.25	\$331.44
1998	\$130.23	7.92%	\$35.13	2.47	\$6.36	\$4.41	\$255.55
1997	\$120.67	1.79%	\$31.09	2.43	\$5.76	\$4.12	\$235.65
1996	\$118.55	5.12%	\$29.12	2.38	\$5.59	\$4.01	\$232.70
1995	\$112.78	8.79%	\$28.37	2.36	\$5.35	\$3.89	\$226.41
1994	\$103.67	6.42%	\$26.95	2.29	\$4.92	\$3.71	\$215.96
1993	\$97.42	6.53%	\$26.25	2.25	\$4.03	\$3.62	\$196.75
1992	\$91.45	8.87%	\$25.55	2.23	\$3.74	\$3.40	\$186.58
1991	\$84.00	2.46%	\$22.68	2.22	\$3.08	\$2.94	\$160.93
1990	\$81.98	n/a	\$21.29	2.14	\$2.69	\$2.89	\$149.17

CIVIL/SANITARY/ENVIRONMENTAL ENGINEERS

SOLID WASTE MANAGEMENT

**Municipal
Services**



**Engineering
Company, P.A.**

SITE PLANNING/SUBDIVISIONS

SUBSURFACE UTILITY ENGINEERING (SUE)

July 27, 2017

Mr. Scott Eggers, Chairman
Watauga Community Housing Trust
PO Box 193
Boone, NC 28607

RE: Brookshire Acres Preliminary Layout & Construction Costs

Dear Scott:

As requested, we developed a conceptual subdivision layout in order to determine the probable number of lots and associated construction costs for the referenced project.

The subject property is located on the west side of Brookshire Road overlooking the river valley which hosts several soccer fields and other recreational opportunities. The terrain is wooded and relatively steep. There are several draws on the property, some of which have active flow. A portion of the property was used as a borrow site with the material used to provide fill for the soccer fields across Brookshire Road. The upper portions of the cut slopes have failed, with landslides extending across the property line. Development in this area is discouraged until the area is stabilized.

In order to develop the feasibility we used the best available data from the Town's GIS website. This provided us with the limits of the property as well as contours at 4' intervals. This data is approximate at best and we recommend a ground-shot boundary and topographic survey if the Trust plans to move forward with the project.

The biggest challenge on the southern end of the property is accessing the property off Brookshire Road. The grade is steep and the subdivision road will need to climb quickly to access the ridge. Switchbacks and some retaining structures are anticipated.

Following is a summary of our findings:

I. Number of Lots

The number of lots possible is 16± . This number is determined by the topography and the ability to get a county standard road to serve them. The roadway and lot layout are based on the County's subdivision regulations. There are portions of the property that are inaccessible but could be used as common area. Please note the number of lots may vary once more accurate data is obtained and a road design is performed.

II. Utilities

Any request for a new water allocation serving property outside the Town's limits must be approved by a two-thirds supermajority of the Town Council members present and not excused from the vote and may be subject to reasonable conditions as set forth in Section 8 of the Water Ordinance. We anticipate they will charge double rates if the property is not annexed into the Town.

A. Sewer

The Town's gravity sewer ends at the intersection of Brookshire Road and Yosef Drive. The soccer complex is served by a pump station. In our meeting with the Town Utility Department they informed us that the pump station and force main is currently operated by the County but is scheduled to be turned over to the Town once the county installs the telemetry system.

B. Water

The Town's watermain ends in front of the soccer field and therefore would need to be extended to serve the proposed development.

III. Construction Costs - These are preliminary estimates that will vary once a more detailed design is performed with more accurate base data. Surveying, engineering and permitting costs are included in the construction estimates.

Roadways \$340,000

There are approximately 1,800 linear feet of County Standard roads and 260 linear feet of private driveways. Retaining structures/systems are anticipated when the roadway leaves Brookshire Road and crosses steep sections. This estimate includes grading, paving, storm drainage and erosion control.

Water \$135,000

This estimate is based on constructing the watermain to meet the Town's minimum design standards so that once installed, tested and certified they would be turned over to the Town. The system would include fire hydrants. The Town's watermain would need to be extended along Brookshire Road to serve the northern section of the development.

Sewer \$235,000

We believe that the first section of the proposed subdivision would be able to gravity to the end of the Town's existing gravity system at the intersection of Brookshire Road and Yosef Drive. The northern section will not be able to gravity to Yosef Drive so we have shown it as a gravity system to the existing pump station at the soccer complex. From there it would utilize the existing pump station and force main to tie to the Town's system. Please note that the existing pump station would need to be evaluated and possibly upgraded to accommodate the extra flow.

Utilities (Power, Cable and Phone) \$55,000

This estimate is based on 2,000 linear feet of power, phone and cable installed underground when the roads are constructed.

Trails \$8,700

Trails are shown to access the common area and to link the two sections of the subdivision together, including a footbridge over the creek.

Attached is a copy of the schematic plan showing the preliminary subdivision layout, lot size, water and sewer, trails and common areas. If you have any questions or would like to meet to discuss, please call.

Sincerely,

MUNICIPAL ENGINEERING SERVICES CO., P.A.



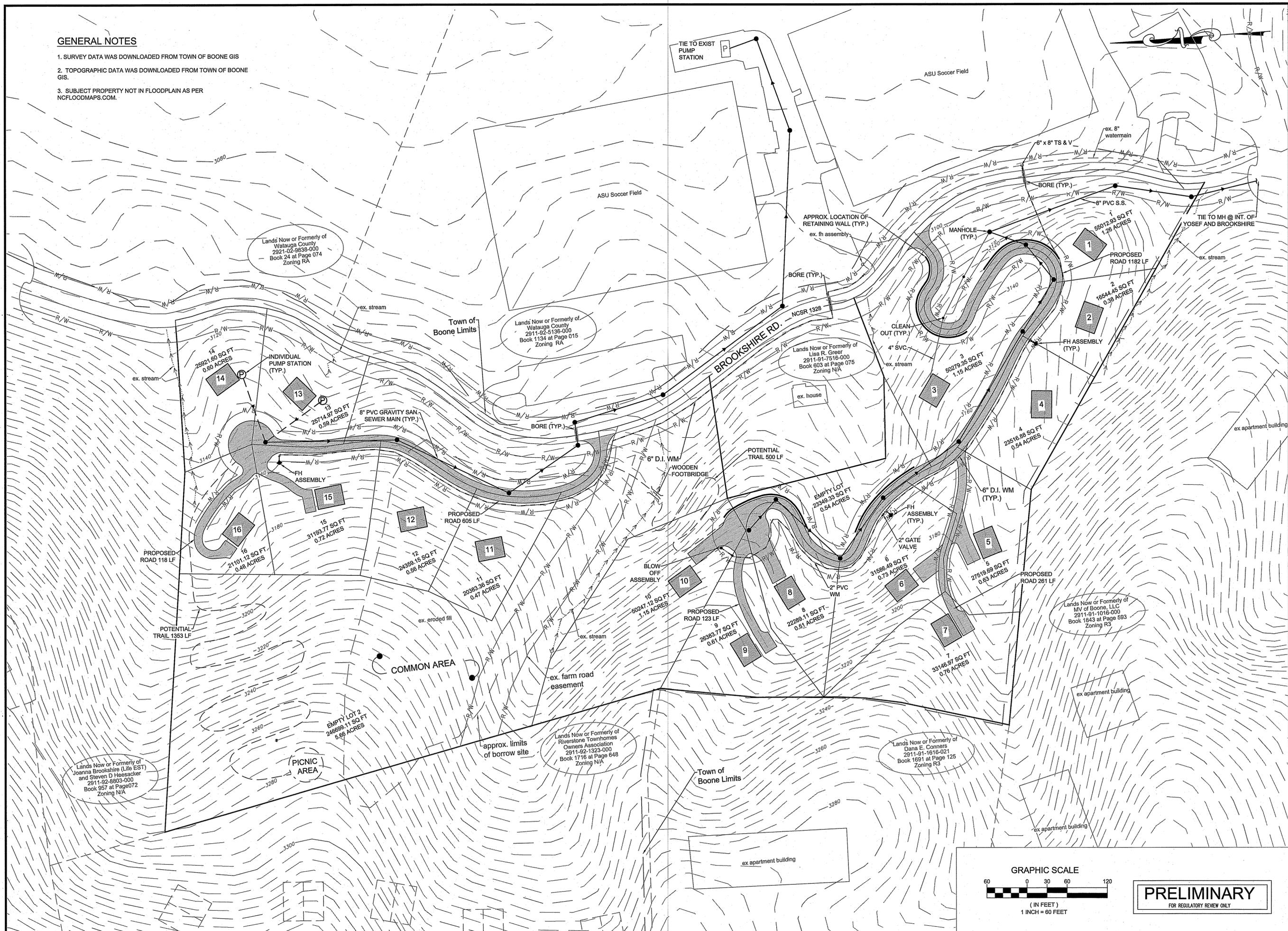
Michael P. Trew, PE, Senior Engineer

Enclosure

Copy: Joe Furman, Vice Chairman, Watauga County Housing Trust

GENERAL NOTES

- 1. SURVEY DATA WAS DOWNLOADED FROM TOWN OF BOONE GIS
- 2. TOPOGRAPHIC DATA WAS DOWNLOADED FROM TOWN OF BOONE GIS.
- 3. SUBJECT PROPERTY NOT IN FLOODPLAIN AS PER NCFLOODMAPS.COM.



Engineering Company, P.A.
Municipal Services

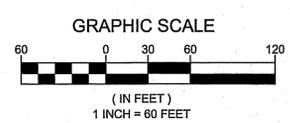
P.O. BOX 87 CARRIER, N.C. 27525
 (819) 775-5983
 LICENSE NUMBER: C-0281

**BROOKSHIRE ACRES
 SUBDIVISION
 BROOKSHIRE RD
 BOONE, NC**

DATE	BY	REV.	DESCRIPTION

PRELIMINARY SITE PLAN

SCALE:	1" = 60'
DATE:	07-19-17
DRWN. BY:	SGJ
CHKD. BY:	MPT
PROJECT NUMBER	B17009.3
DRAWING NO.	C-2
SHEET NO.	2 OF 2



PRELIMINARY
 FOR REGULATORY REVIEW ONLY



Watauga Humane Society

Request for Funds, 2018

Background

For nearly 50 years, Watauga Humane Society has served the community by rescuing and caring for homeless animals and finding them permanent homes.

From 1969 to 2007, WHS provided basic services on a shoe-string budget through an almost entirely volunteer effort. In 1997 WHS began planning and fundraising for the current facility. Land was purchased in 2003 for a building, a dog park was built and a thrift store opened. By 2007 the condition of the original facility had become such a liability that the Board of Directors decided to proceed with the \$2.9 million building project. A capital campaign raised \$1.3 million from private donors. Watauga County provided a \$400,000 loan with funds set aside to replace the old Animal Control facility. The remaining costs were financed through a commercial mortgage of \$1,640,000. A second Capital Campaign begun in 2016 has the dual goals of retiring the mortgage and building a \$1 million reserve fund for maintenance and operations. **WHS has reduced the mortgage in 5.5 years by \$1,084,866 to a current balance of \$535,134.** All members of our Board of Directors have pledged to the Campaign.

The WHS partnership with Watauga County calls for the County to provide \$75,000 annually for a period of 25 years, with annual increases tied to the CPI. These funds are to be used for “care and control of any and all domestic animals picked up,

Animal Intakes

Year	Total	% from Animal Control
2015	1918	19%
2016	1842	20%
2017	2027	18%

impounded and/or confiscated by Watauga County.” Two full-time **Animal Control Officers, working with WHS staff have brought more than 2600 seized and surrendered animals to the facility since 2011.** Those animals are often not only abandoned (stray), but sick, injured, abused, starved, or victims of inadequate shelter and hoarding. Additionally, WHS provides rabies and bite quarantine as well as custody services for animals seized by court order or whose owners are in law enforcement custody. Occasionally WHS must retain custody of animals as evidence until a case is adjudicated.

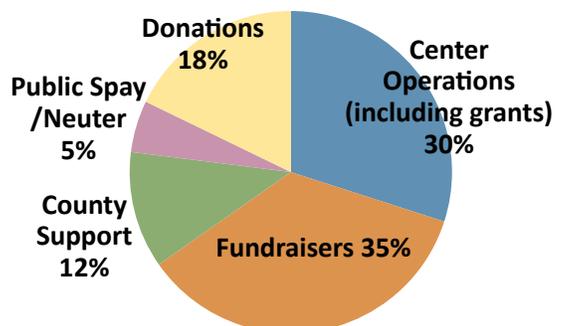
For the past eight years, WHS has focused on caring for all animals brought to us and preventing unwanted animals through aggressive spay/neuter efforts. For example, in 2017, 1718 dogs and cats went through the WHS/Humane Alliance spay/neuter program. Assuming half of these animals were female (859) and one litter of six per animal was prevented during the year, WHS estimates the spay/neuter program **prevented the births of a minimum of 5154 animals** in 2017 alone.

Despite being an open admission shelter, over the past four years **the WHS euthanasia rate decreased from more than 20% to 4%.** Animals are being saved and placed in homes in the community. Surrounding counties have euthanasia rates as high as 80%.

Financial Status

2016-17 Expenses = \$695,541

2016-17 Operating Budget Income Sources



Facility Needs

Since the facility opened in 2011, WHS has focused the majority of its expenditures on animal care. Facility maintenance has often been deferred. However, as the building ages, WHS has begun working to protect the public’s investment in this facility through:

Preventive maintenance. Until 2017, the road to our facility was unpaved and because the HVAC system’s air intake was next to the road, dust infiltration caused significant damage. This necessitated replacing one of nine heat pumps. Paving the road has reduced the potential for future damage.

Energy Efficiency. In 2017, ballasts in the florescent light fixtures began to fail and WHS decided to replace all lights with energy efficient and long-lasting LED fixtures. A private donor gave \$20,000 towards this initiative and other conservation measures such as adding ceiling fans to reduce heating and cooling costs.

Although some steps have been made to address maintenance needs, much more is needed if the facility is to be maintained at the level the state requires.

During facility construction, to stay within budget, WHS made several cost-cutting decisions, which have created long-term maintenance issues. A single one million BTU boiler was installed instead of the two boilers originally in the building plans. Every winter the HVAC system has difficulty maintaining the NC State Inspection temperature of 55 degrees. WHS had to bring in portable industrial propane heaters to

maintain kennel temperatures during January’s frigid weather, but pipes still froze and broke. Emergency heat, pipe repair and employee overtime to monitor the situation cost more than \$3,000 over a two-week period. This situation is consistently pushing the HVAC system beyond its limits and raises the possibility of catastrophic failure.

Another issue with the HVAC system is that condensation strips were deleted from the design during construction, which has caused leaks and ceiling damage.

There are numerous other issues with the facility. Because cheaper R-10 insulation was installed in the roof, WHS has high natural gas and electricity bills. The initial epoxy coating on the floors has caused continuing problems. WHS has implemented some remedial measures, but building settling and normal wear and tear mean ongoing repairs. The 32 laminate cat condos are failing due to wear and tear and moisture. The State Inspector estimates they will last no more than two years before requiring replacement.

WHS maintains a 13-acre complex that includes the Adoption Center and the Arko Dog Park. This dog park is the only facility of its kind in the county.

In an effort to be proactive, WHS recently hired a maintenance person on an hourly basis to address basic repairs and help anticipate future needs.

Watauga Humane Society’s goal is to be a good steward of the \$3 million investment made by the County and our donors.

Summary of critical maintenance needs

<i>Adoption Center</i>	<i>Cost</i>
Upfit heating system. A second boiler is not an option; inline 450,000 BTU gas heater would suffice	\$18,000
Replace leaking HVAC heater coil	\$7,000
Replace seven broken industrial hoses used to clean kennels	\$1,750
Repair pipe condensation / water damage	\$550
Repair / replace gate and fencing components	\$2,700
Repair floors	\$2,000
Replace laminate cat condos with stainless steel	\$40,000 - \$55,000
<i>Arko Dog Park</i>	
Repair gate	\$800
Repair drainage / install French drain	\$2,400
Total	\$75,200 - \$90,200

To protect this private/public asset and meet these critical maintenance needs, Watauga Humane Society requests an annual \$20,000 increase to its allocation.

Animal Care & Control Expenditures

	FY 2009	FY 2010	FY 2011	FY 2012
Facility Maintenance Costs	\$ 20,680	\$ 12,175	\$ 10,790	\$ -
Operational Costs	\$ 197,730	\$ 144,285	\$ 147,915	\$ 197,775
Totals	\$ 218,410	\$ 156,460	\$ 158,705	\$ 197,775

GL ACCOUNT #	ACCOUNT DESCRIPTION	PRIOR BUDGET 2006-07	BOARD APPROVED 2007-08	RECOMMENDED REQUESTED FY 08-09	2018 Annual Pre-Budget Retreat	
					ADMIN RECOMMEND FY 08-09	BOARD APPROVED FY 08-09
PUBLIC BUILDINGS-ANIMAL CARE & CONTROL SHELTER						
10-4266-421100	JANITORIAL SUPPLIES	100	100	100	100	100
10-4266-433100	UTILITIES-ELECTRICITY	2,402	2,500	2,600	2,600	2,600
10-4266-433300	UTILITIES-PROPANE GAS	2,187	2,406	2,750	2,750	2,750
10-4266-433400	UTILITIES-WATER	1,365	1,502	1,430	1,430	1,430
10-4266-435100	MAINT. & REPAIR-BUILDINGS	500	1,500	12,500	12,500	12,500
10-4266-435200	MAINT. & REPAIR-EQUIPMENT	200	1,400	1,300	1,300	1,300
10-4266-455000	CAP OUTLAY - OTHER EQUIP	0	0	0	0	0
10-4266-458000	CAPITAL OUTLAY-BLDG. IMP. Paving, but no need if moving	0	0	30,000	0	0
10-4266-469103	PROFESSIONAL SERVICES-ARCH.	0	0	96,000	0	0
TOTALS PUBLIC BUILDINGS-ANIMAL CARE & CONTROL SHELTER		\$6,754	\$9,408	\$146,680	\$20,680	\$20,680

GL ACCOUNT #	ACCOUNT DESCRIPTION	PRIOR BUDGET 2006-07	BOARD APPROVED 2007-08	RECOMMENDED REQUESTED FY 08-09	2018 Annual Pre-Budget Retreat	
					ADMN RECOMMEND FY 08-09	BOARD APPROVED FY 08-09
ANIMAL CARE & CONTROL						
10-4380-412100	SALARIES-REGULAR	94,243	98,992	106,679	102,085	102,085
10-4380-412101	SALARIES-ON CALL	5,640	5,640	5,640	5,640	5,640
10-4380-412801	CELLPHONE ALLOWANCE	1,440	1,440	1,440	1,440	1,440
10-4380-412802	WELLNESS ALLOWANCE	0	0	240	0	0
10-4380-418100	SOCIAL SECURITY CONT.	7,249	8,448	9,102	9,102	9,102
10-4380-418200	RETIREMENT CONT.	4,712	4,950	5,617	5,617	5,617
10-4380-418300	HOSPITAL INS. EXPENSE	13,410	14,163	15,225	15,225	15,225
10-4380-418600	WORKER'S COMPENSATION	1,923	6,187	2,844	2,844	2,844
10-4380-418900	OTHER FRINGE -DEFERRED COMP.	4,712	4,950	5,617	5,617	5,617
10-4380-418901	OTHER FRINGE-\$30/MONTH	1,080	1,080	1,080	1,080	1,080
10-4380-421100	JANITORIAL SUPPLIES	1,600	2,000	2,000	2,000	2,000
10-4380-421200	UNIFORMS	2,000	2,000	2,000	2,000	2,000
10-4380-422000	FOOD AND PROVISIONS	2,400	2,500	2,500	2,500	2,500
10-4380-423800	PRESCRIPTION DRUG PURCHASES	1,800	4,800	4,000	4,000	4,000
10-4380-425100	MOTOR FUELS AND LUBRICANTS	6,375	6,000	7,000	7,000	7,000
10-4380-425200	TIRES	800	1,000	1,000	1,000	1,000
10-4380-426000	OFFICE SUPPLIES	500	500	500	500	500
10-4380-429000	OTHER SUPPLIES	2,700	4,000	4,500	4,500	4,500
10-4380-431100	TRAVEL-MILEAGE	250	250	330	330	330
10-4380-431200	TRAVEL-SUBSISTENCE	600	750	950	950	950
10-4380-432100	TELEPHONE SERVICE	1,200	1,200	1,000	1,000	1,000
10-4380-432500	POSTAGE	450	500	500	500	500
10-4380-434100	PRINTING	400	400	400	400	400
10-4380-435100	MAINT. & REPAIR-BUILDINGS	500	500	500	500	500
10-4380-435200	MAINT.& REPAIR-EQUIPMENT	200	500	500	500	500
10-4380-435300	MAINT.& REPAIR-VEHICLES	800	500	500	500	500
10-4380-437000	ADVERTISING	100	100	100	100	100
10-4380-439500	EMPLOYEE TRAINING	370	370	500	500	500

GL ACCOUNT #	ACCOUNT DESCRIPTION	PRIOR BUDGET 2006-07	BOARD APPROVED 2007-08	RECOMMENDED	2018 Annual Pre-Budget Retreat	
				REQUESTED FY 08-09	ADMIN RECOMMEND FY 08-09	BOARD APPROVED FY 08-09
10-4380-445200	INSURANCE-VEHICLES	0	0	300	300	300
10-4380-449900	MISC.-EXPENSE	300	300	0	0	0
10-4380-449902	SPAY/NEUTER PROGRAM	0	20,000	20,000	20,000	20,000
10-4380-451000	CAPITAL OUTLAY-FURN. & EQUIP.	0	0	0	0	0
10-4380-454000	CAPITAL OUTLAY-VEHICLES	0	19,000	0	0	0
10-4380-455000	CAPITAL OUTLAY-OTHER EQUIP.	0	0	0	0	0
10-4380-467000	BOARD MEMBER FEES	150	150	0	0	0
10-4380-469505	CONTRACTED SERVICES-INTERNET	0	0	0	0	0
TOTALS ANIMAL CARE & CONTROL		\$157,904	\$213,170	\$202,564	\$197,730	\$197,730

GL ACCOUNT #	ACCOUNT DESCRIPTION	PRIOR BUDGET 2007-08	BOARD APPROVED FY 08-09	DEPARTMENT REQUESTED FY 09-10	2018 Annual Pre-Budget Retreat	
					ADMN. RECOMMEND FY 09-10	BOARD APPROVED FY 09-10
PUBLIC BUILDINGS-ANIMAL CARE & CONTROL SHELTER						
10-4266-421100	JANITORIAL SUPPLIES	100	100	100	100	100
10-4266-433100	UTILITIES-ELECTRICITY	2,500	2,600	3,052	2,500	2,500
10-4266-433300	UTILITIES-PROPANE GAS	2,406	2,750	2,530	2,400	2,400
10-4266-433400	UTILITIES-WATER	1,502	1,430	1,680	1,500	1,500
10-4266-435100	MAINT. & REPAIR-BUILDINGS	1,500	12,500	63,000	2,750	2,750
10-4266-435101	MAINT. & REPAIR-GROUNDS	0	0	825	0	0
10-4266-435200	MAINT. & REPAIR-EQUIPMENT	1,400	1,300	600	200	200
10-4266-455000	CAP OUTLAY - OTHER EQUIP	0	0	0	0	0
10-4266-458000	CAPITAL OUTLAY-BLDG. IMP.	0	0	0	0	0
10-4266-469103	PROFESSIONAL SERVICES-ARCH.	0	0	0	0	0
10-4266-469500	CONT.SERVICES	0	0	0	2,725	2,725
TOTALS PUBLIC BUILDINGS-ANIMAL CARE & CONTROL SHELTER		\$9,408	\$20,680	\$71,787	\$12,175	\$12,175

GL ACCOUNT #	ACCOUNT DESCRIPTION	PRIOR BUDGET 2007-08	BOARD APPROVED FY 08-09	DEPARTMENT REQUESTED FY 09-10	2018 Annual Pre-Budget Retreat	
					ADMIN. RECOMMEND FY 09-10	BOARD APPROVED FY 09-10
ANIMAL CARE & CONTROL						
10-4380-412100	SALARIES-REGULAR	98,992	102,085	68,880	68,880	68,880
10-4380-412101	SALARIES-ON CALL	5,640	5,640	5,600	5,200	5,200
10-4380-412801	CELLPHONE ALLOWANCE	1,440	1,440	960	960	960
10-4380-412802	WELLNESS ALLOWANCE	0	0	0	0	0
10-4380-418100	SOCIAL SECURITY CONT.	8,448	9,102	6,035	6,003	6,003
10-4380-418200	RETIREMENT CONT.	4,950	5,617	3,724	3,704	3,704
10-4380-418300	HOSPITAL INS. EXPENSE	14,163	15,225	10,690	10,690	10,690
10-4380-418600	WORKER'S COMPENSATION	6,187	2,844	1,509	1,509	1,509
10-4380-418900	OTHER FRINGE -DEFERRED COMP.	4,950	5,617	3,724	3,704	3,704
10-4380-418901	OTHER FRINGE-\$30/MONTH	1,080	1,080	720	720	720
10-4380-421100	JANITORIAL SUPPLIES	2,000	2,000	1,500	1,500	1,500
10-4380-421200	UNIFORMS	2,000	2,000	2,000	1,500	1,500
10-4380-422000	FOOD AND PROVISIONS	2,500	2,500	2,500	2,500	2,500
10-4380-423800	PRESCRIPTION DRUG PURCHASES	4,800	4,000	3,500	2,500	2,500
10-4380-425100	MOTOR FUELS AND LUBRICANTS	6,000	7,000	7,000	6,000	6,000
10-4380-425200	TIRES	1,000	1,000	1,000	500	500
10-4380-426000	OFFICE SUPPLIES	500	500	400	350	350
10-4380-429000	OTHER SUPPLIES	4,000	4,500	4,500	4,500	4,500
10-4380-431100	TRAVEL-MILEAGE	250	330	330	165	165
10-4380-431200	TRAVEL-SUBSISTENCE	750	950	950	450	450
10-4380-432100	TELEPHONE SERVICE	1,200	1,000	750	750	750
10-4380-432500	POSTAGE	500	500	500	400	400
10-4380-434100	PRINTING	400	400	350	250	250
10-4380-435100	MAINT. & REPAIR-BUILDINGS	500	500	500	300	300
10-4380-435200	MAINT.& REPAIR-EQUIPMENT	500	500	500	250	250
10-4380-435300	MAINT.& REPAIR-VEHICLES	500	500	500	500	500
10-4380-437000	ADVERTISING	100	100	100	100	100
10-4380-439500	EMPLOYEE TRAINING	370	500	500	250	250

GL ACCOUNT #	ACCOUNT DESCRIPTION	PRIOR BUDGET 2007-08	BOARD APPROVED FY 08-09	DEPARTMENT REQUESTED FY 09-10	2018 Annual Pre-Budget Retreat	
					ADMN. RECOMMEND FY 09-10	BOARS APPROVED FY 09-10
10-4380-445200	INSURANCE-VEHICLES	0	0	0	0	0
10-4380-445400	INSURANCE-PROF.LIABILITY	0	0	0	0	0
10-4380-449900	MISC.-EXPENSE	300	300	300	150	150
10-4380-449902	SPAY/NEUTER PROGRAM	20,000	20,000	20,000	20,000	20,000
10-4380-451000	CAPITAL OUTLAY-FURN. & EQUIP.	0	0	0	0	0
10-4380-454000	CAPITAL OUTLAY-VEHICLES	19,000	0	0	0	0
10-4380-455000	CAPITAL OUTLAY-OTHER EQUIP.	0	0	0	0	0
10-4380-467000	BOARD MEMBER FEES	150	0	0	0	0
10-4380-469505	CONTRACTED SERVICES-INTERNET	0	0	0	0	0
TOTALS ANIMAL CARE & CONTROL		\$213,170	\$197,730	\$149,522	\$144,285	\$144,285

GL ACCOUNT #	ACCOUNT DESCRIPTION	BOARD	BOARD	DEPARTMENT	2018 Annual	Pre-Budget
		APPROVED	APPROVED	REQUESTED	ADMIN. RECOMMEND	BOARD APPROVED
		FY 08-09	FY 09-10	FY 10-11	FY 10-11	FY 10-11
PUBLIC BUILDINGS-ANIMAL CARE & CONTROL SHELTER						
10-4266-421100	JANITORIAL SUPPLIES	100	100	0	100	100
10-4266-433100	UTILITIES-ELECTRICITY	2,600	2,500	1,250	2,500	2,500
10-4266-433300	UTILITIES-PROPANE GAS	2,750	2,400	1,200	2,400	2,400
10-4266-433400	UTILITIES-WATER	1,430	1,500	700	1,400	1,400
10-4266-435100	MAINT. & REPAIR-BUILDINGS	12,500	2,750	500	1,000	1,000
10-4266-435101	MAINT.& REPAIR-GROUNDS	0	0	0	0	0
10-4266-435200	MAINT.& REPAIR-EQUIPMENT	1,300	200	200	200	200
10-4266-455000	CAP OUTLAY - OTHER EQUIP	0	0	0	0	0
10-4266-458000	CAPITAL OUTLAY-BLDG. IMP.	0	0	0	0	0
10-4266-469103	PROFESSIONAL SERVICES-ARCH.	0	0	0	0	0
10-4266-469500	CONT.SERVICES	0	2,725	1,595	3,190	3,190
TOTALS PUB BLDGS-ANIMAL CARE & CONTROL SHELTER		\$20,680	\$12,175	\$5,445	\$10,790	\$10,790
PUB BLDG- HEALTH DEPARTMENT						
10-4267-421100	JANITORIAL SUPPLIES	3,800	3,800	3,000	3,000	3,000
10-4267-429000	OTHER SUPPLIES	550	0	0	0	0
10-4267-432100	TELEPHONE	630	450	450	450	450
10-4267-433100	UTILITIES-ELECTRICITY	30,965	27,500	28,875	28,875	28,875
10-4267-433300	UTILITIES-PROPANE	13,584	13,200	13,200	13,200	13,200
10-4267-433400	UTILITIES-WATER	2,414	2,000	2,100	2,100	2,100
10-4267-433900	UTILITIES-DUMPSTER PICK-UP	1,092	1,092	1,092	1,092	1,092
10-4267-435100	MAINT. & REPAIR-BUILDINGS	1,500	1,200	1,200	1,200	1,200
10-4267-435101	MAINT. & REPAIR-GROUNDS	2,700	1,320	13,536	1,300	1,300
10-4267-435200	MAINT.& REPAIR-EQUIPMENT	4,425	2,000	5,400	5,400	5,400
10-4267-444000	SERV & MAINT CONTRACTS	2,205	2,240	12,040	2,240	2,240
10-4267-469500	CONT.SERVICES	0	3,480	5,230	4,730	4,730
TOTALS PUB.BLDG.- HEALTH DEPARTMENT		\$63,865	\$58,282	\$86,123	\$63,587	\$63,587

GL ACCOUNT #	ACCOUNT DESCRIPTION	2018 Annual Pre-Budget Retreat				
		BOARD APPROVED FY 08-09	BOARD APPROVED FY 09-10	DEPARTMENT REQUESTED FY 10-11	ADMIN. RECOMMEND FY 10-11	BOARD APPROVED FY 10-11
ANIMAL CARE & CONTROL						
10-4380-412100	SALARIES-REGULAR	102,085	68,880	68,880	68,880	68,880
10-4380-412101	SALARIES-ON CALL	5,640	5,200	5,200	5,200	5,200
10-4380-412801	CELLPHONE ALLOWANCE	1,440	960	960	960	960
10-4380-418100	SOCIAL SECURITY CONT.	9,102	6,003	6,003	6,003	6,003
10-4380-418200	RETIREMENT CONT.	5,617	3,704	4,815	4,815	4,815
10-4380-418300	HOSPITAL INS. EXPENSE	15,225	10,690	13,630	13,630	13,630
10-4380-418600	WORKER'S COMPENSATION	2,844	1,509	1,313	1,313	1,313
10-4380-418900	OTHER FRINGE -DEFERRED COMP.	5,617	3,704	3,704	3,704	3,704
10-4380-418901	OTHER FRINGE-\$30/MONTH	1,080	720	720	720	720
10-4380-421100	JANITORIAL SUPPLIES	2,000	1,500	1,000	1,000	1,000
10-4380-421200	UNIFORMS	2,000	1,500	1,250	1,250	1,250
10-4380-422000	FOOD AND PROVISIONS	2,500	2,500	2,500	2,500	2,500
10-4380-423800	PRESCRIPTION DRUG PURCHASES	4,000	2,500	2,500	2,500	2,500
10-4380-425100	MOTOR FUELS AND LUBRICANTS	7,000	6,000	6,000	6,000	6,000
10-4380-425200	TIRES	1,000	500	625	625	625
10-4380-426000	OFFICE SUPPLIES	500	350	350	350	350
10-4380-429000	OTHER SUPPLIES	4,500	4,500	4,500	4,500	4,500
10-4380-429001	OTHER SUPPLES-DONATIONS	0	0	300	300	300
10-4380-431100	TRAVEL-MILEAGE	330	165	350	165	165
10-4380-431200	TRAVEL-SUBSISTENCE	950	450	450	450	450
10-4380-432100	TELEPHONE SERVICE	1,000	750	600	600	600
10-4380-432500	POSTAGE	500	400	400	400	400
10-4380-434100	PRINTING	400	250	250	250	250
10-4380-435100	MAINT. & REPAIR-BUILDINGS	500	300	300	300	300
10-4380-435200	MAINT.& REPAIR-EQUIPMENT	500	250	250	250	250
10-4380-435300	MAINT.& REPAIR-VEHICLES	500	500	750	750	750
10-4380-437000	ADVERTISING	100	100	100	100	100
10-4380-439500	EMPLOYEE TRAINING	500	250	300	250	250
10-4380-449900	MISC.-EXPENSE	300	150	150	150	150
10-4380-449902	SPAY/NEUTER PROGRAM	20,000	20,000	20,000	20,000	20,000
TOTALS ANIMAL CARE & CONTROL		\$197,730	\$144,285	\$148,150	\$147,915	\$147,915

GL ACCOUNT #	ACCOUNT DESCRIPTION	BOARD APPROVED FY 09-10	BOARD APPROVED FY 10-11	DEPARTMENT REQUESTED FY 11-12	ADMIN. RECOMMEND FY 11-12	BOARD APPROVED FY 11-12
PUBLIC BUILDINGS-ANIMAL CARE & CONTROL SHELTER						
10-4266-421100	JANITORIAL SUPPLIES	100	100	0	0	0
10-4266-433100	UTILITIES-ELECTRICITY	2,500	2,500	0	0	0
10-4266-433300	UTILITIES-PROPANE GAS	2,400	2,400	0	0	0
10-4266-433400	UTILITIES-WATER	1,500	1,400	0	0	0
10-4266-435100	MAINT. & REPAIR-BUILDINGS	2,750	1,000	0	0	0
10-4266-435200	MAINT.& REPAIR-EQUIPMENT	200	200	0	0	0
10-4266-469500	CONT.SERVICES	2,725	3,190	0	0	0
TOTAL PUB BLDGS-ANIMAL CARE & CONTROL SHELTER		\$12,175	\$10,790	\$0	\$0	\$0
PUB BLDG- HEALTH DEPARTMENT						
10-4267-421100	JANITORIAL SUPPLIES	3,800	3,000	2,500	2,500	2,500
10-4267-432100	TELEPHONE	450	450	450	450	450
10-4267-433100	UTILITIES-ELECTRICITY	27,500	28,875	26,970	25,000	25,000
10-4267-433300	UTILITIES-PROPANE	13,200	13,200	6,100	6,100	6,100
10-4267-433400	UTILITIES-WATER	2,000	2,100	2,000	2,000	2,000
10-4267-433900	UTILITIES-DUMPSTER PICK-UP	1,092	1,092	1,092	0	0
10-4267-435100	MAINT. & REPAIR-BUILDINGS	1,200	1,200	3,700	2,500	2,500
10-4267-435101	MAINT. & REPAIR-GROUNDS	1,320	1,300	1,700	1,200	1,200
10-4267-435200	MAINT.& REPAIR-EQUIPMENT	2,000	5,400	2,500	2,500	2,500
10-4267-444000	SERV & MAINT CONTRACTS	2,240	2,240	2,240	2,240	2,240
10-4267-469500	CONT.SERVICES	3,480	4,730	24,179	24,179	24,179
TOTAL PUB.BLDG.- HEALTH DEPARTMENT		\$58,282	\$63,587	\$73,431	\$68,669	\$68,669

GL ACCOUNT #	ACCOUNT DESCRIPTION	BOARD APPROVED FY 09-10	BOARD APPROVED FY 10-11	DEPARTMENT REQUESTED FY 11-12	ADMN. RECOMMEND FY 11-12	BOARD APPROVED FY 11-12
ANIMAL CARE & CONTROL						
10-4380-412100	SALARIES-REGULAR	68,880	68,880	68,880	69,741	69,741
10-4380-412101	SALARIES-ON CALL	5,200	5,200	5,200	5,200	5,200
10-4380-412801	CELLPHONE ALLOWANCE	960	960	960	960	960
10-4380-418100	SOCIAL SECURITY CONT.	6,003	6,003	6,003	6,072	6,072
10-4380-418200	RETIREMENT CONT.	3,704	4,815	5,260	5,321	5,321
10-4380-418300	HOSPITAL INS. EXPENSE	10,690	13,630	14,550	14,550	14,550
10-4380-418600	WORKER'S COMPENSATION	1,509	1,313	1,125	1,139	1,139
10-4380-418900	OTHER FRINGE -DEFERRED COMP.	3,704	3,704	3,704	3,747	3,747
10-4380-418901	OTHER FRINGE-\$30/MONTH	720	720	720	720	720
10-4380-421100	JANITORIAL SUPPLIES	1,500	1,000	1,000	0	0
10-4380-421200	UNIFORMS	1,500	1,250	1,250	1,250	1,250
10-4380-422000	FOOD AND PROVISIONS	2,500	2,500	2,500	0	0
10-4380-423800	PRESCRIPTION DRUG PURCHASES	2,500	2,500	2,500	0	0
10-4380-425100	MOTOR FUELS AND LUBRICANTS	6,000	6,000	7,800	7,800	7,800
10-4380-425200	TIRES	500	625	800	625	625
10-4380-426000	OFFICE SUPPLIES	350	350	350	350	350
10-4380-429000	OTHER SUPPLIES	4,500	4,800	4,800	2,000	2,000
10-4380-431100	TRAVEL-MILEAGE	165	165	200	200	200
10-4380-431200	TRAVEL-SUBSISTENCE	450	450	500	450	450
10-4380-432100	TELEPHONE SERVICE	750	600	600	600	600
10-4380-432500	POSTAGE	400	400	400	400	400
10-4380-434100	PRINTING	250	250	250	250	250
10-4380-435100	MAINT. & REPAIR-BUILDINGS	300	300	300	0	0
10-4380-435200	MAINT.& REPAIR-EQUIPMENT	250	250	250	250	250
10-4380-435300	MAINT.& REPAIR-VEHICLES	500	750	750	750	750
10-4380-437000	ADVERTISING	100	100	100	0	0
10-4380-439500	EMPLOYEE TRAINING	250	250	300	250	250
10-4380-449900	MISC.-EXPENSE	150	150	20,150	150	150
10-4380-449902	SPAY/NEUTER PROGRAM	20,000	20,000	20,000	0	0
10-4380-499100	HUMANE SOCIETY CONTRACT PAYMENT	0	0	0	75,000	75,000
TOTAL ANIMAL CARE & CONTROL		\$144,285	\$147,915	\$171,202	\$197,775	\$197,775



WATAUGA COUNTY DEPARTMENT OF ANIMAL CONTROL

Watauga County Courthouse Box 23, 842 West King Street
 Boone, North Carolina 28607
 (828) 262-1672

5007113
RECEIVED
 2010 Annual Pre-Budget Retreat
 JAN 06 2010

End of Month Report for December 2009

BY: _____

INVENTORY	Month	Year To Date	Last Year To Date
Number of dogs picked up by ACD	8	177	361
Number of dogs brought in by public	16	418	484
Number of cats picked up by ACD	5	172	157
Number of cats brought in by public	21	462	476
Number of other animals picked up by ACD	0	5	1
Number of other animals brought in by public	0	0	0
Total number of animals received	50	1234	1479
Number of dogs euthanized	2	78	67
Number of cats euthanized	14	329	311
Number of other animals euthanized	0	3	1
Number that died in kennel	0	7	4
Transferred to Humane Society/Rescue	12	427	551
Animals used as contract replacements	0	0	1
Animals returned to owner at no charge	2	87	151
Number of animals on hand at end of month			183
Number of animals on hand at beginning of year			113

ADMINISTRATIVE	Month	Year To Date	Last Year To Date
Animal Control			
Number of reports taken	7	158	164
Number of reports completed	9	158	164
Number of warning citations	1	8	15
Number of monetary citations	1	8	23
Number of rabies exams	0	38	23
Number of positive rabies exams	0	3	4
Number of calls received	302	3604	3530
Number of road responses	94	1188	1152
Solid Waste			
Number of reports taken	0	0	0
Number of reports completed	0	0	0

FINANCIAL REPORT	Month		Year To Date		Last Year To Date	
	Number	Total	Number	Total	Number	Total
Adoptions	22	\$ 1,100.00	287	\$ 14,350.00	420	\$ 21,000.00
Redemptions	0	0.00	6	30.00	25	125.00
Board/Quarantine	0	0.00	34	68.00	35	70.00
Tax Tags	0	0.00	0	0.00	0	0.00
Citations	0	0.00	7	450.00	13	850.00
Other	0	0.00	0	0.00	0	0.00
Total		\$ 1,100.00		\$ 14,898.00		\$ 22,045.00

Distribution: County Manager
 OSD
 Health Department
 Finance
 File

Prepared by: Anita Gomez
 Date prepared: Sunday, January 3, 2010



WATAUGA COUNTY DEPARTMENT OF ANIMAL CONTROL

Watauga County Courthouse Box 23, 842 West King Street
 Boone, North Carolina 28607
 (828) 262-1672

2018 Annual Pre-Budget Retreat

RECEIVED
 JAN 04 2011

End of Month Report for December 2010

INVENTORY	Month	Year To Date	Last Year To Date
Number of dogs picked up by ACD	9	122	177
Number of dogs brought in by public	18	326	418
Number of cats picked up by ACD	14	132	172
Number of cats brought in by public	12	378	462
Number of other animals picked up by ACD	0	3	5
Number of other animals brought in by public	0	2	0
Total number of animals received	53	963	1234
Number of dogs euthanized	5	61	78
Number of cats euthanized	4	251	336
Number of other animals euthanized	0	4	3
Number that died in kennel	0	6	6
Transferred to Humane Society/Rescue	20	406	458
Animals used as contract replacements	0	0	0
Animals returned to owner at no charge	7	93	87
Number of animals on hand at end of month			154
Number of animals on hand at beginning of year			145

ADMINISTRATIVE	Month	Year To Date	Last Year To Date
Animal Control			
Number of reports taken	6	187	158
Number of reports completed	4	186	159
Number of warning citations	0	9	8
Number of monetary citations	0	2	7
Number of rabies exams	1	40	38
Number of positive rabies exams	0	2	4
Number of calls received	320	3552	3530
Number of road responses	126	1259	1152
Solid Waste			
Number of reports taken	0	0	0
Number of reports completed	0	0	0

FINANCIAL REPORT	Month		Year To Date		Last Year To Date	
	Number	Total	Number	Total	Number	Total
Adoptions	14	\$ 700.00	178	\$ 8,900.00	287	\$ 14,350.00
Redemptions	0	0.00	93	465.00	6	30.00
Board/Quarantine	0	0.00	38	76.00	34	68.00
Tax Tags	0	0.00	0	0.00	0	0.00
Citations	0	0.00	2	200.00	7	450.00
Other	0	0.00	0	0.00	0	0.00
Total		\$ 700.00		\$ 9,201.00		\$ 14,898.00

Distribution: County Manager
 OSD
 Health Department
 Finance
 File

Prepared by: Anita Gomez
 Date prepared: Monday, January 3, 2011



WATAUGA COUNTY DEPARTMENT OF ANIMAL CONTROL

1/17/2012 JNT

Watauga County Courthouse Box 23, 842 West King Street
Boone, North Carolina 28607
(828) 262-1672

2018 Annual Pre-Budget Retreat

End of Month Report for December 2011

INVENTORY	Month	Year To Date	Last Year To Date
Number of dogs picked up by ACD	814	7791	122
Number of dogs brought in by public	1	307	326
Number of cats picked up by ACD	818	89107	132
Number of cats brought in by public	0	367	378
Number of other animals picked up by ACD	1	13	3
Number of other animals brought in by public	0	3	2
Total number of animals received	2	856	963
Number of dogs euthanized	1	71	61
Number of cats euthanized	0	310	260
Number of other animals euthanized	1	16	4
Number that died in kennel	0	0	6
Transferred to Humane Society/Rescue	0	402	415
Animals used as contract replacements	0	0	0
Animals returned to owner at no charge	0	68	93
Number of animals on hand at end of month			74
Number of animals on hand at beginning of year			133

ADMINISTRATIVE	Month	Year To Date	Last Year To Date
Animal Control			
Number of reports taken	18	302	187
Number of reports completed	16	299	187
Number of warning citations	0	20	9
Number of monetary citations	0	11	2
Number of rabies exams	3	24	40
Number of positive rabies exams	0	0	2
Number of calls received	275	3561	3552
Number of road responses	97	1429	1259
Solid Waste			
Number of reports taken	0	0	0
Number of reports completed	0	0	0

FINANCIAL REPORT	Month		Year To Date		Last Year To Date	
	Number	Total	Number	Total	Number	Total
Adoptions	0	\$ 0.00	73	\$ 3,650.00	178	\$ 8,900.00
Redemptions	0	0.00	9	45.00	5	25.00
Board/Quarantine	0	0.00	10	20.00	38	76.00
Tax Tags	0	0.00	0	0.00	0	0.00
Citations	0	0.00	11	550.00	2	200.00
Other	0	0.00	0	0.00	0	0.00
Total		\$ 0.00		\$ 4,265.00		\$ 9,201.00

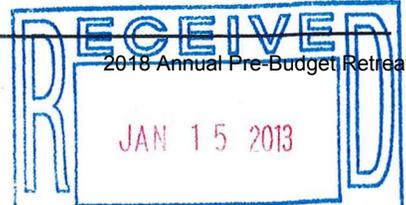
Distribution: County Manager
OSD
Health Department
Finance
File

Prepared by: Anita Gomez
Date prepared: Tuesday, January 3, 2012



WATAUGA COUNTY DEPARTMENT OF ANIMAL CONTROL

Watauga County Courthouse Box 23, 842 West King Street
 Boone, North Carolina 28607
 (828) 262-1672



End of Month Report for December 2012

INVENTORY	Month	Year To Date	Last Year To Date
Number of dogs picked up by ACD	17	202	77
Number of dogs brought in by public	0	0	307
Number of cats picked up by ACD	6	218	89
Number of cats brought in by public	0	3	367
Number of other animals picked up by ACD	1	10	13
Number of other animals brought in by public	0	3	3
Total number of animals received	24	436	856
Number of dogs euthanized	0	0	71
Number of cats euthanized	0	5	310
Number of other animals euthanized	0	12	16
Number that died in kennel	0	0	0
Transferred to Humane Society/Rescue	0	0	403
Animals used as contract replacements	0	0	0
Animals returned to owner at no charge	0	0	68
Number of animals on hand at end of month			0
Number of animals on hand at beginning of year			0

ADMINISTRATIVE	Month	Year To Date	Last Year To Date
Animal Control			
Number of reports taken	21	319	302
Number of reports completed	21	320	300
Number of warning citations	0	20	20
Number of monetary citations	1	10	11
Number of rabies exams	0	34	24
Number of positive rabies exams	0	3	0
Number of calls received	281	3793	3561
Number of road responses	140	2170	1429
Solid Waste			
Number of reports taken	0	0	0
Number of reports completed	0	0	0

FINANCIAL REPORT	Month		Year To Date		Last Year To Date	
	Number	Total	Number	Total	Number	Total
Adoptions	0	\$ 0.00	0	\$ 0.00	73	\$ 3,650.00
Redemptions	0	0.00	0	0.00	9	45.00
Board/Quarantine	0	0.00	0	0.00	0	0.00
Tax Tags	0	0.00	0	0.00	0	0.00
Citations	1	50.00	10	700.00	9	650.00
Other	0	0.00	0	0.00	0	0.00
Total		\$ 50.00		\$ 700.00		\$ 4,345.00

Distribution: County Manager
 OSD
 Health Department
 Finance
 File

Prepared by: Aniota Gomez
 Date prepared: Monday, January 7, 2013



WATAUGA COUNTY DEPARTMENT OF ANIMAL CONTROL

Watauga County Courthouse Box 23, 842 West King Street
Boone, North Carolina 28607
(828) 262-1672

1-21-2014

2018 Annual Pre-Budget Retreat

End of Month Report for December 2013

INVENTORY	Month	Year To Date	Last Year To Date
Number of dogs picked up by ACD	16	210	0
Number of dogs brought in by public	0	3	0
Number of cats picked up by ACD	15	149	2
Number of cats brought in by public	0	3	3
Number of other animals picked up by ACD	0	15	9
Number of other animals brought in by public	0	1	3
Total number of animals received	31	381	17
Number of dogs euthanized	0	3	0
Number of cats euthanized	0	3	5
Number of other animals euthanized	0	15	12
Number that died in kennel	0	0	0
Transferred to Humane Society/Rescue	0	0	0
Animals used as contract replacements	0	0	0
Animals returned to owner at no charge	0	0	0
Number of animals on hand at end of month			0
Number of animals on hand at beginning of year			0

ADMINISTRATIVE	Month	Year To Date	Last Year To Date
Animal Control			
Number of reports taken	12	272	319
Number of reports completed	13	272	320
Number of warning citations	0	15	10
Number of monetary citations	0	17	34
Number of rabies exams	0	33	34
Number of positive rabies exams	0	4	3
Number of calls received	280	4197	3793
Number of road responses	151	2337	2170
Solid Waste			
Number of reports taken	0	0	0
Number of reports completed	0	0	0

FINANCIAL REPORT	Month		Year To Date		Last Year To Date	
	Number	Total	Number	Total	Number	Total
Adoptions	0	\$ 0.00	0	\$ 0.00	0	\$ 0.00
Redemptions	0	0.00	0	0.00	0	0.00
Board/Quarantine	0	0.00	0	0.00	0	0.00
Tax Tags	0	0.00	0	0.00	0	0.00
Citations	0	0.00	17	950.00	10	700.00
Other	0	0.00	0	0.00	0	0.00
Total		\$ 0.00		\$ 950.00		\$ 700.00

Distribution: County Manager
OSD
Health Department
Finance
File

Prepared by: Anita Gomez
Date prepared: Thursday, January 2, 2014



WATAUGA COUNTY DEPARTMENT OF ANIMAL CONTROL

1-20-2015 12:00

Watauga County Courthouse Box 23, 842 West King Street
Boone, North Carolina 28607
(828) 262-1672

2018 Annual Pre-Budget Retreat

End of Month Report for December 2014

INVENTORY	Month	Year To Date	Last Year To Date
Number of dogs picked up by ACD	17	210	210
Number of dogs brought in by public	0	0	3
Number of cats picked up by ACD	16	216	149
Number of cats brought in by public	0	0	3
Number of other animals picked up by ACD	1	21	15
Number of other animals brought in by public	0	0	1
Total number of animals received	34	447	381
Number of dogs euthanized	0	2	3
Number of cats euthanized	0	1	3
Number of other animals euthanized	2	29	15
Number that died in kennel	0	0	0
Transferred to Humane Society/Rescue	0	0	0
Animals used as contract replacements	0	0	0
Animals returned to owner at no charge	0	0	0
Number of animals on hand at end of month			0
Number of animals on hand at beginning of year			0

ADMINISTRATIVE	Month	Year To Date	Last Year To Date
Animal Control			
Number of reports taken	15	266	272
Number of reports completed	15	266	272
Number of warning citations	1	10	15
Number of monetary citations	0	13	17
Number of rabies exams	3	28	33
Number of positive rabies exams	0	8	4
Number of calls received	272	3737	4197
Number of road responses	198	2202	2337
Solid Waste			
Number of reports taken	0	0	0
Number of reports completed	0	0	0

FINANCIAL REPORT	Month		Year To Date		Last Year To Date	
	Number	Total	Number	Total	Number	Total
Adoptions	0	\$ 0.00	0	\$ 0.00	0	\$ 0.00
Redemptions	0	0.00	0	0.00	0	0.00
Board/Quarantine	0	0.00	0	0.00	0	0.00
Tax Tags	0	0.00	0	0.00	0	0.00
Citations	0	0.00	13	950.00	17	950.00
Other	0	0.00	0	0.00	0	0.00
Total		\$ 0.00		\$ 950.00		\$ 950.00

Distribution: County Manager
OSD
Health Department
Finance
File

Prepared by: Stacey Shoemake
Date prepared: Friday, January 2, 2015



WATAUGA COUNTY DEPARTMENT OF ANIMAL CONTROL

Watauga County Courthouse Box 23, 842 West King Street
 Boone, North Carolina 28607
 (828) 262-1672

2018 Annual Pre-Budget Retreat

End of Month Report for December 2015

1/4/16 9:16

INVENTORY	Month	Year To Date	Last Year To Date
Number of dogs picked up by ACD	19	203	210
Number of dogs brought in by public	0	0	0
Number of cats picked up by ACD	10	169	216
Number of cats brought in by public	0	0	0
Number of other animals picked up by ACD	1	8	21
Number of other animals brought in by public	0	0	0
Total number of animals received	30	380	447
Number of dogs euthanized	0	0	2
Number of cats euthanized	0	0	1
Number of other animals euthanized	2	9	29
Number that died in kennel	0	0	0
Transferred to Humane Society/Rescue	0	0	0
Animals used as contract replacements	0	0	0
Animals returned to owner at no charge	0	0	0
Number of animals on hand at end of month			0
Number of animals on hand at beginning of year			0

ADMINISTRATIVE	Month	Year To Date	Last Year To Date
Animal Control			
Number of reports taken	13	262	266
Number of reports completed	13	262	266
Number of warning citations	0	4	10
Number of monetary citations	1	16	13
Number of rabies exams	4	39	28
Number of positive rabies exams	0	2	8
Number of calls received	251	3497	3737
Number of road responses	170	2290	2202
Solid Waste			
Number of reports taken	0	0	0
Number of reports completed	0	0	0

FINANCIAL REPORT	Month		Year To Date		Last Year To Date	
	Number	Total	Number	Total	Number	Total
Adoptions	0	\$ 0.00	0	\$ 0.00	0	\$ 0.00
Redemptions	0	0.00	0	0.00	0	0.00
Board/Quarantine	0	0.00	0	0.00	0	0.00
Tax Tags	0	0.00	0	0.00	0	0.00
Citations	0	0.00	16	1,200.00	13	950.00
Other	0	0.00	0	0.00	0	0.00
Total		\$ 0.00		\$ 1,200.00		\$ 950.00

Distribution: County Manager
 OSD
 Health Department
 Finance
 File

Prepared by: Stacey Shoemake
 Date prepared: Monday, January 4, 2016



WATAUGA COUNTY DEPARTMENT OF ANIMAL CONTROL

Watauga County Courthouse Box 23, 842 West King Street
 Boone, North Carolina 28607
 (828) 262-1672

2018 Annual Pre-Budget Retreat

End of Month Report for December 2017

INVENTORY	Month	Year To Date	Last Year To Date
Number of dogs picked up by ACD	12	173	174
Number of dogs brought in by public	0	0	0
Number of cats picked up by ACD	22	182	173
Number of cats brought in by public	0	0	0
Number of other animals picked up by ACD	0	21	23
Number of other animals brought in by public	0	0	0
Total number of animals received	34	376	370
Number of dogs euthanized	0	0	0
Number of cats euthanized	0	0	0
Number of other animals euthanized	0	21	17
Number that died in kennel	0	0	0
Transferred to Humane Society/Rescue	0	0	0
Animals used as contract replacements	0	0	0
Animals returned to owner at no charge	0	0	0
Number of animals on hand at end of month			0
Number of animals on hand at beginning of year			0

ADMINISTRATIVE	Month	Year To Date	Last Year To Date
Animal Control			
Number of reports taken	17	237	264
Number of reports completed	17	237	264
Number of warning citations	0	3	13
Number of monetary citations	0	11	12
Number of rabies exams	2	34	38
Number of positive rabies exams	0	2	3
Number of calls received	239	3440	3444
Number of road responses	180	2198	2217
Solid Waste			
Number of reports taken	0	0	0
Number of reports completed	0	0	0

FINANCIAL REPORT	Month		Year To Date		Last Year To Date	
	Number	Total	Number	Total	Number	Total
Adoptions	0	\$ 0.00	0	\$ 0.00	0	\$ 0.00
Redemptions	0	0.00	0	0.00	0	0.00
Board/Quarantine	0	0.00	0	0.00	0	0.00
Tax Tags	0	0.00	0	0.00	0	0.00
Citations	0	0.00	11	650.00	12	700.00
Other	0	0.00	0	0.00	0	0.00
Total		\$ 0.00		\$ 650.00		\$ 700.00

Distribution: County Manager
 OSD
 Health Department
 Finance
 File

Prepared by: Stacey Shoemake
 Date prepared: Wednesday, January 3, 2018

**(CROSS REFERENCE WITH BOOK OF RECORDS
1589 AT PAGE 384, WATAUGA COUNTY)**

STATE OF NORTH CAROLINA

COUNTY OF WATAUGA

MODIFICATION AGREEMENT

THIS MODIFICATION AGREEMENT, made and entered this 1st day of August, 2017 by and between **Watauga Humane Society, a North Carolina non-profit corporation, a/k/a Watauga County Humane Society, Inc.**, 312 Paws Way, Boone, NC 28607, herein referred to as "Humane Society" and **Watauga County, a North Carolina corporate body politic**, 814 West King Street, Boone, NC 28607, herein referred to as "County."

BACKGROUND STATEMENT

WHEREAS, on August 16, 2011, Humane Society executed a Promissory Note and Deed of Trust to County in the amount of Four Hundred Thousand Dollars (\$400,000.00) which Deed of Trust was recorded at Book of Records 1589 at Page 384 of the Watauga County Public Registry; and

WHEREAS, Humane Society and County wish to modify the terms of the Deed of Trust to increase the amount of security secured by the Deed of Trust from Four Hundred Thousand Dollars (\$400,000.00) to Four Hundred Sixty-Three Thousand Sixty-Eight Dollars (\$463,068.00) to secure a second Promissory Note dated August 1, 2017 executed by the Humane Society to County for monies loaned by County to Humane Society.

Prepared by and return to:
di Santi Watson Capua Wilson & Garrett, PLLC
PO Box 193, Boone, NC 28607

NOW, THEREFORE, for and in consideration of the mutual covenants contained herein, the execution of this Modification Agreement, the additional loan of Sixty-Three Thousand Sixty-Eight Dollars (\$63,068.00) and other valuable considerations, the parties hereto agree as follows:

1. The security provided by the Deed of Trust recorded at Book of Records 1589 at Page 384 of the Watauga County Public Registry is increased from Four Hundred Thousand Dollars (\$400,000.00) to Four Hundred Sixty-Three Thousand Sixty-Eight Dollars (\$463,068.00) to secure a second Promissory Note dated August 1, 2017 executed by the Humane Society to County for monies loaned by County to Humane Society.

2. It is expressly understood and agreed that, except for this modification, the original Promissory Note and Deed of Trust now held by County as recorded at Book of Records 1589 at Page 384 of the Watauga County Public Registry, and all terms and conditions therein, shall be and remain in full force and effect.

IN WITNESS WHEREOF, the parties set their hands and seals by their duly authorized representatives as of the day and year stated herein.

THE REMAINDER OF THIS PAGE IS LEFT INTENTIONALLY BLANK

Prepared by and return to:
di Santi Watson Capua Wilson & Garrett, PLLC
PO Box 193, Boone, NC 28607

**Watauga Humane Society,
a North Carolina non-profit corporation
a/k/a Watauga County Humane Society, Inc.**

By: 
Charles R. Duke, President

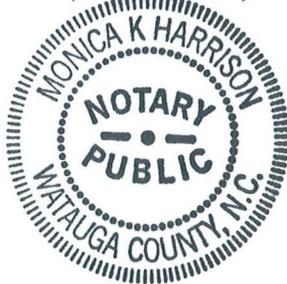
State of North Carolina, County of Watauga

I certify that the following person, Charles R. Duke, President of Watauga Humane Society, a North Carolina non-profit corporation, a/k/a Watauga County Humane Society, Inc., personally appeared before me this day, acknowledging to me that he voluntarily signed the foregoing document for the purpose stated therein and in the capacity indicated.

Date: 08/09/2017

Monica K Harrison
Print Name: Monica K. Harrison
My Commission expires: 12/02/2020

(Official Seal)



Prepared by and return to:
di Santi Watson Capua Wilson & Garrett, PLLC
PO Box 193, Boone, NC 28607

**Watauga County,
a North Carolina corporate body politic**

By: 
**John Welch, Chair of the Board of County
Commissioners**

Attest:


**Anita Fogle, Clerk to the
Board of County Commissioners**

(CORPORATE SEAL)

STATE OF NORTH CAROLINA, COUNTY OF WATAUGA

I, Monica K. Harrison, a Notary Public, do hereby certify that Anita Fogle, personally appeared before me this day and acknowledged that she is the Clerk to the Board of County Commissioners for Watauga County, a North Carolina body politic, and that by authority duly given, and as an act of said body politic, the foregoing instrument was signed in its name by its Chair of the Board of County Commissioners, sealed with its corporate seal, and attested by herself as its Clerk.

This the 9 day of August, 2017.

Monica K. Harrison (SEAL)
Notary Public



My commission expires: 12/02/2020

W:\ASD\Clients\Watauga County\Humane Society\Modification Of Deed Of Trust.Doc\hmv 2160351.22

Prepared by and return to:
di Santi Watson Capua Wilson & Garrett, PLLC
PO Box 193, Boone, NC 28607

PROMISORY NOTE

Boone, North Carolina

August 1, 2017

\$63,068.00

FOR VALUE RECEIVED the undersigned maker promises to pay to **Watauga County, a North Carolina corporate body politic**, or order (the payee or holder), the principal sum of **Sixty-Three Thousand Sixty-Eight Dollars (\$63,068.00)** and interest at the rate of **zero percent (0.00%)** per annum on the unpaid balance until paid or until default, both principal and interest payable in lawful money of the United States of America, at the office of holder at **814 W. King Street, Boone, NC 28607** or at such place as the legal holder hereof may designate in writing. The principal shall be due and payable as follows:

Fifteen annual payments of Four Thousand Two Hundred and Four Dollars and Fifty-Four Cents (\$4,204.54) commencing September 1, 2018, and continuing each year thereafter on September 1 of each year until paid in full. The annual payment of Four Thousand Two Hundred and Four Dollars and Fifty-Four Cents (\$4,204.54) shall be deducted by Watauga County from the allocation made to the Watauga Humane Society each year.

This Promissory Note is subject to the agreement between Watauga Humane Society a/k/a Watauga County Humane Society, Inc. and Watauga County dated May 3, 2010, the terms and conditions of which are incorporated herein by reference.

If not sooner paid, the entire remaining indebtedness shall be due and payable on **September 1, 2033.**

If payable in installments, each such installment shall, unless otherwise provided, be applied first to payment of interest then accrued and due on the unpaid principal balance, with the remainder applied to the unpaid principal.

This Note may be prepaid in full or in part at any time without penalty or premium. Partial prepayments shall be applied to installments due in reverse order of their maturity.

Prepared by: di Santi Watson Capua Wilson & Garrett, PLLC
PO Box 193, 642 W. King Street
Boone, NC 28607

In the event of (a) default in payment of any installment of principal or interest hereof as the same becomes due and such default is not cured within ten (10) days from the due date, or (b) default under the terms of any instrument securing this Note, and such default is not cured within fifteen (15) days after written notice to maker, then in either such event the holder may, without further notice, declare the remainder of the principal sum, together with all interest accrued thereon and, the prepayment premium, if any, at once due and payable. Failure to exercise this option shall not constitute a waiver of the right to exercise the same at any other time. **Upon default, the unpaid principal balance shall accrue interest at the rate of four and 25/100 percent (4.25%).**

All parties to this Note, including the maker and any sureties, endorsers, or guarantors hereby waive protest, presentment, notice of dishonor, and notice of acceleration of maturity and agree to continue to remain bound for the payment of principal, interest and all other sums due under this Note and the Deed of Trust notwithstanding any change or changes by way of release, surrender, exchange, modification or substitution of any security for this Note or by way of any extension or extensions of time for the payment of principal and interest; and all such parties waive all and every kind of notice of such change or changes and agree that the same may be made without notice or consent of any of them.

Upon default, the holder of this Note may employ an attorney to enforce the holder's rights and remedies; and the maker, principal, surety, guarantor and endorsers of this Note hereby agree to pay to the holder reasonable attorneys fees not exceeding a sum equal to fifteen percent (15%) of the outstanding balance owing on said Note, plus all other reasonable expenses incurred by the holder in exercising any of the holder's rights and remedies upon default. The rights and remedies of the holder as provided in this Note and any instrument securing this Note shall be cumulative and may be pursued singly, successively, or together against the property described in the Deed of Trust or any other funds, property or security held by the holder for payment or security, in the sole discretion of the holder. The failure to exercise any such right or remedy shall not be a waiver or release of such rights or remedies or the right to exercise any of them at another time.

This Note is to be governed and construed in accordance with the laws of the State of North Carolina.

Prepared by: di Santi Watson Capua Wilson & Garrett, PLLC
PO Box 193, 642 W. King Street
Boone, NC 28607

This Note is secured by a Deed of Trust which is recorded at Book of Records 1589 at Page 384 of the Watauga County Register of Deeds Office, which is a second lien upon the property therein described.

The designation maker, trustee, payee, holder or any other such designation as used herein shall include said parties, their heirs, successors, and assigns, and shall include singular, plural, masculine, feminine or neuter as required by context.

IN WITNESS WHEREOF, the maker has caused this instrument to be signed in its corporate name by its duly authorized officer and its seal to be hereunto affixed by authority of its Board of Directors, the day and year first above written.

**Watauga Humane Society,
a North Carolina non-profit corporation
a/k/a Watauga County Humane Society, Inc.**

By: 
Charles R. Duke, President

Attendance list for 7/12/17 Broadband providers meeting

Dean Russell, Country Cablevision, dean.russell@ccvn.com

Mike Tanck, Charter Communications, michael.tanck@charter.com

Andy Goethals, Create Connections, Inc., agoethals@us-cci.com

Edward Hinson, Skyline/Skybest, edward.hinson@skyline.org

Brent Keith, Skyline/Skybest, brent.keith@skyline.org

David Hayler, Appalachian State University, haylerd@appstate.edu

Bill Shillito, NC Wireless, bill@lightleap.com

Jody Call, Riverstreet Networks, jodycall@wilkestmc.net

Brad Shields, Blue Ridge Energies, bshields@blueridgeenergy.com

Watauga County contact info:

Joe Furman, Planning & Economic Development, joe.furman@watgov.org

Deron Geouque, County Manager, deron.geouque@watgov.org.

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. 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 Broadband Initiative Survey

We need your help to identify areas in Watauga County where broadband service is limited or lacking all together.

Please complete this survey to help us identify businesses *and* residences that are unserved or underserved by current broadband Internet service. Please complete separate surveys for each physical location that is unserved or underserved.

You do not need to list your name, but your address is required in order to create a clear picture for providers where gaps in service and Internet speed exist. Information from this survey may be shared with potential service providers. For more information, please call the Watauga County Manager's Office at (828)265-8000.

By participating in this survey, you are agreeing that Watauga County and the NC Broadband Infrastructure Office may seek to contact you to follow up on your service request. In addition, your information may be used to analyze pockets of broadband service requests around the state. This information may be shared with relevant broadband service providers or community planners in an effort to identify service solutions.

PHYSICAL ADDRESS NEEDING SERVICE:

Address:*	<input style="width: 95%;" type="text"/>	
City:*	<input style="width: 95%;" type="text"/>	
State:*	<input style="width: 95%;" type="text"/>	
Zip:*	<input style="width: 95%;" type="text"/>	
Phone#:	<input style="width: 95%;" type="text"/>	(Optional)
Email:	<input style="width: 95%;" type="text"/>	(Optional)

1. Which of the following are you completing the form for?

- Home A Small Business Med./Large Business

2. If you are reporting lack of broadband access for a residential location, do you have a home-based business or conduct work from this location that would benefit from broadband access?

- Yes No

3. Do you have any broadband internet access available at this location? (check all that apply)

- No access Mobile only Satellite only Only mobile and satellite

4. If additional broadband internet service options were available in your area, would you be interested in purchasing such service?

- Yes No

5. Do you have sufficient speed with your Internet service?

- Yes No

6. If new or improved broadband service was made available, what would you be willing to pay total for monthly service?

- \$40 \$50 \$60

7. Do you feel the speed and service you are receiving is a good value?

- Yes No

8. Are there K-12 school age children in your home?

- Yes No

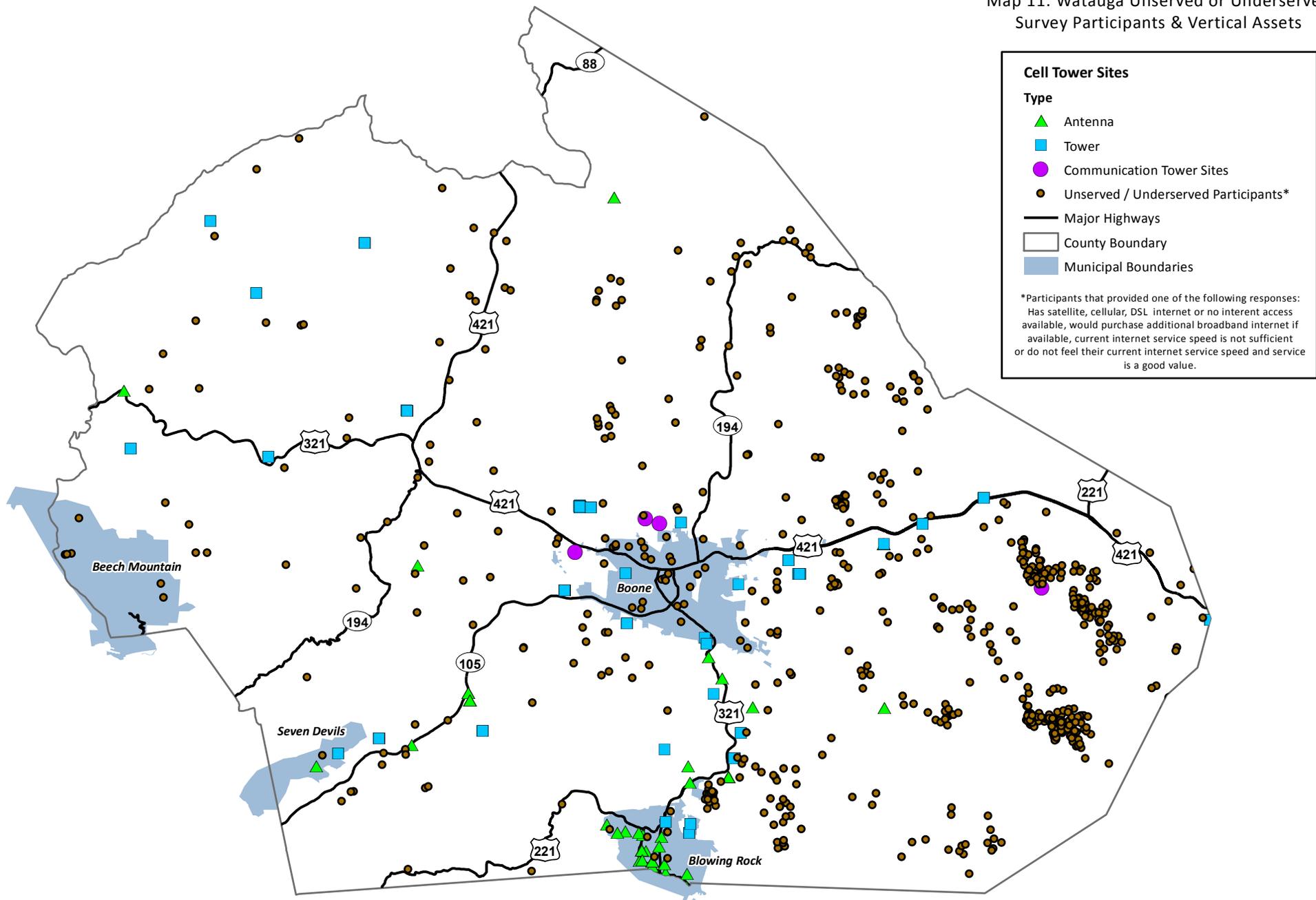
9. Are there any college students in your home?

- Yes No



Watauga County, N.C. Budget Retreat Broadband Survey

Map 11: Watauga Unserved or Underserved Survey Participants & Vertical Assets



Cell Tower Sites

Type

- ▲ Antenna
- Tower
- Communication Tower Sites
- Unserved / Underserved Participants*

— Major Highways

□ County Boundary

■ Municipal Boundaries

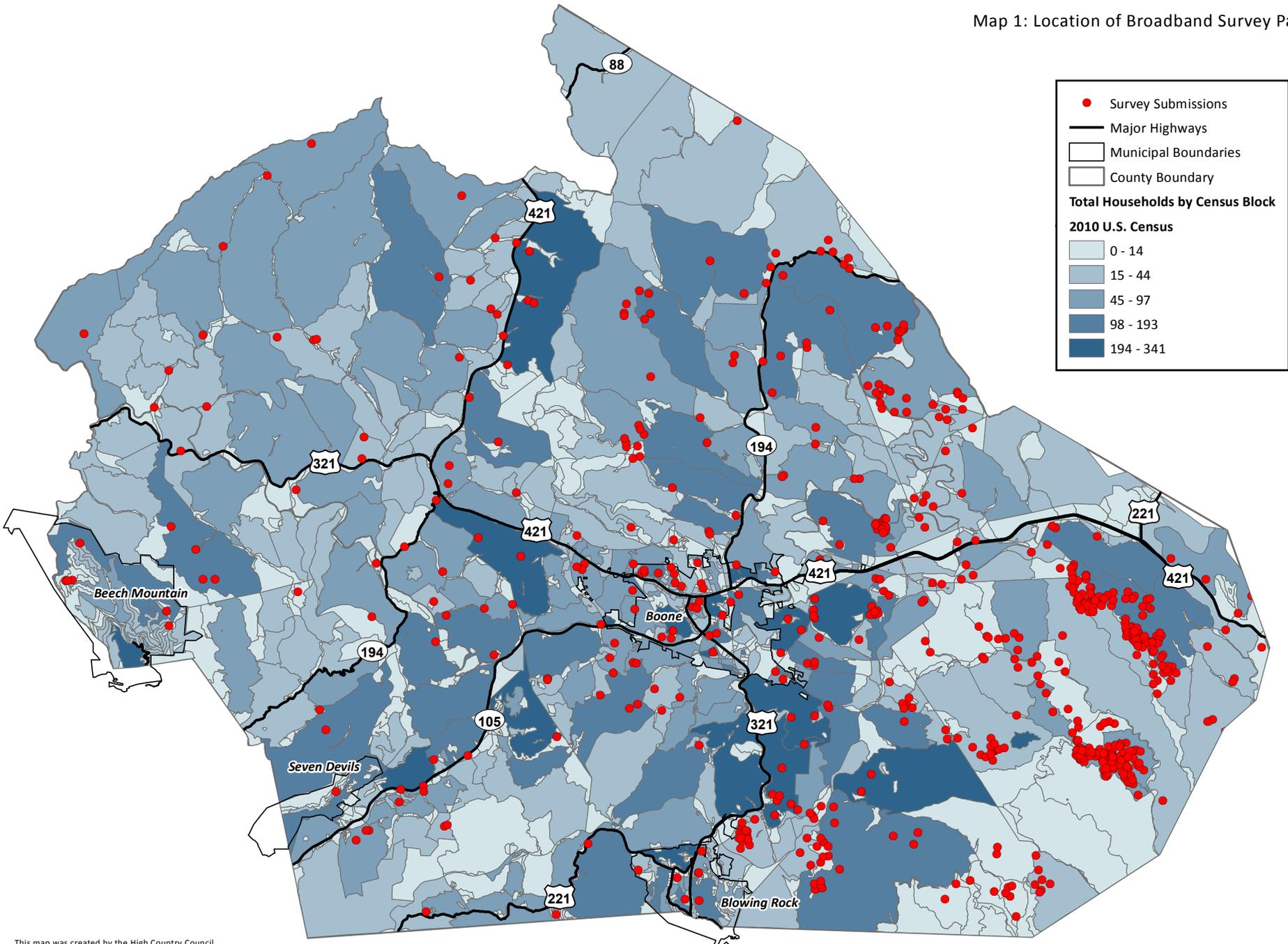
*Participants that provided one of the following responses:
Has satellite, cellular, DSL internet or no internet access available, would purchase additional broadband internet if available, current internet service speed is not sufficient or do not feel their current internet service speed and service is a good value.

This map was created by the High Country Council of Governments for Watauga County in July of 2017. It is not for survey or legal purposes. It is intended only for display, planning and reference uses.



Watauga County, N.C. Broadband Survey

Map 1: Location of Broadband Survey Participants

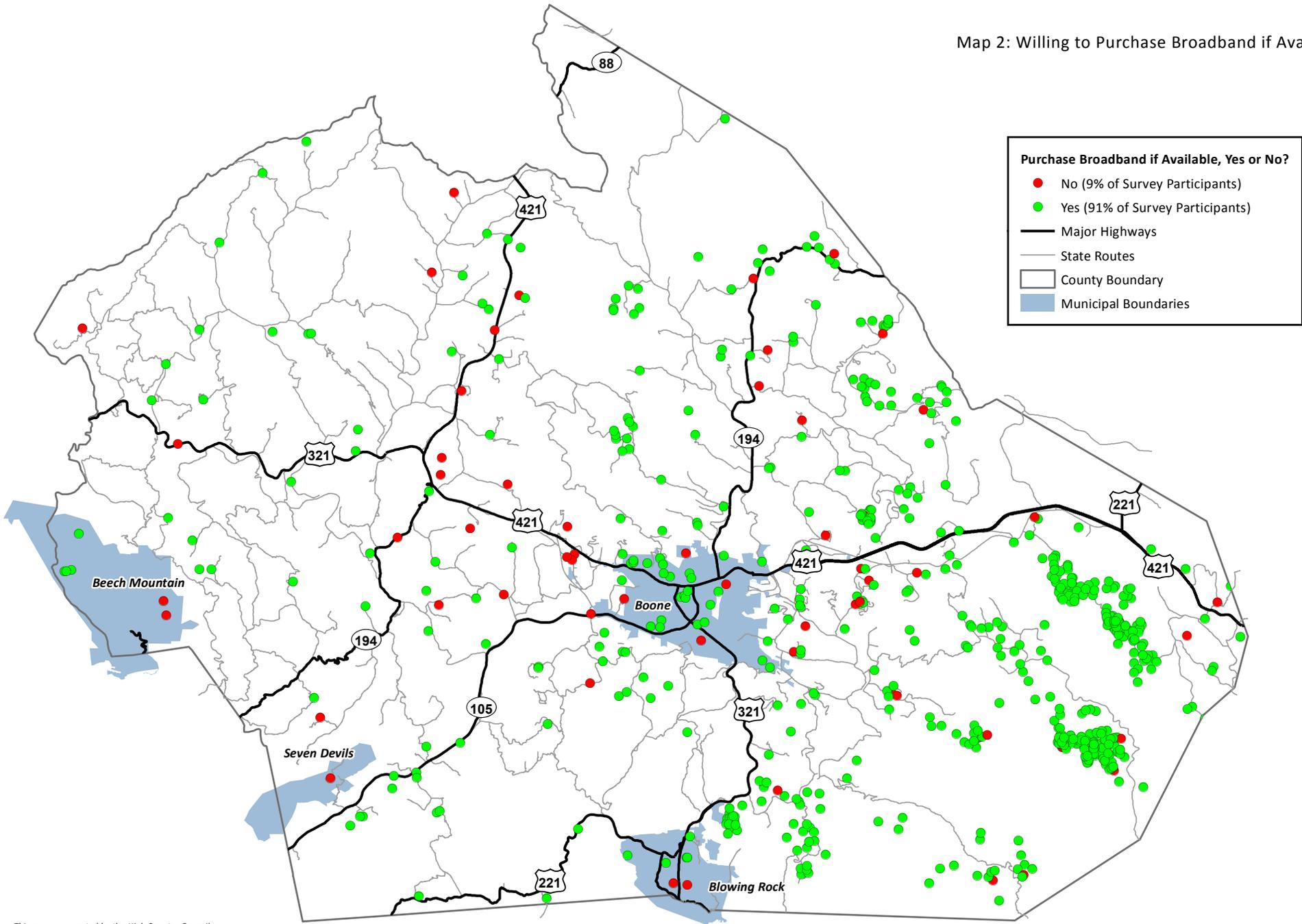


This map was created by the High Country Council of Governments for Watauga County in April of 2017. It is not for survey or legal purposes. It is intended only for display, planning and reference uses.



Watauga County, N.C. Broadband Survey Results

Map 2: Willing to Purchase Broadband if Available

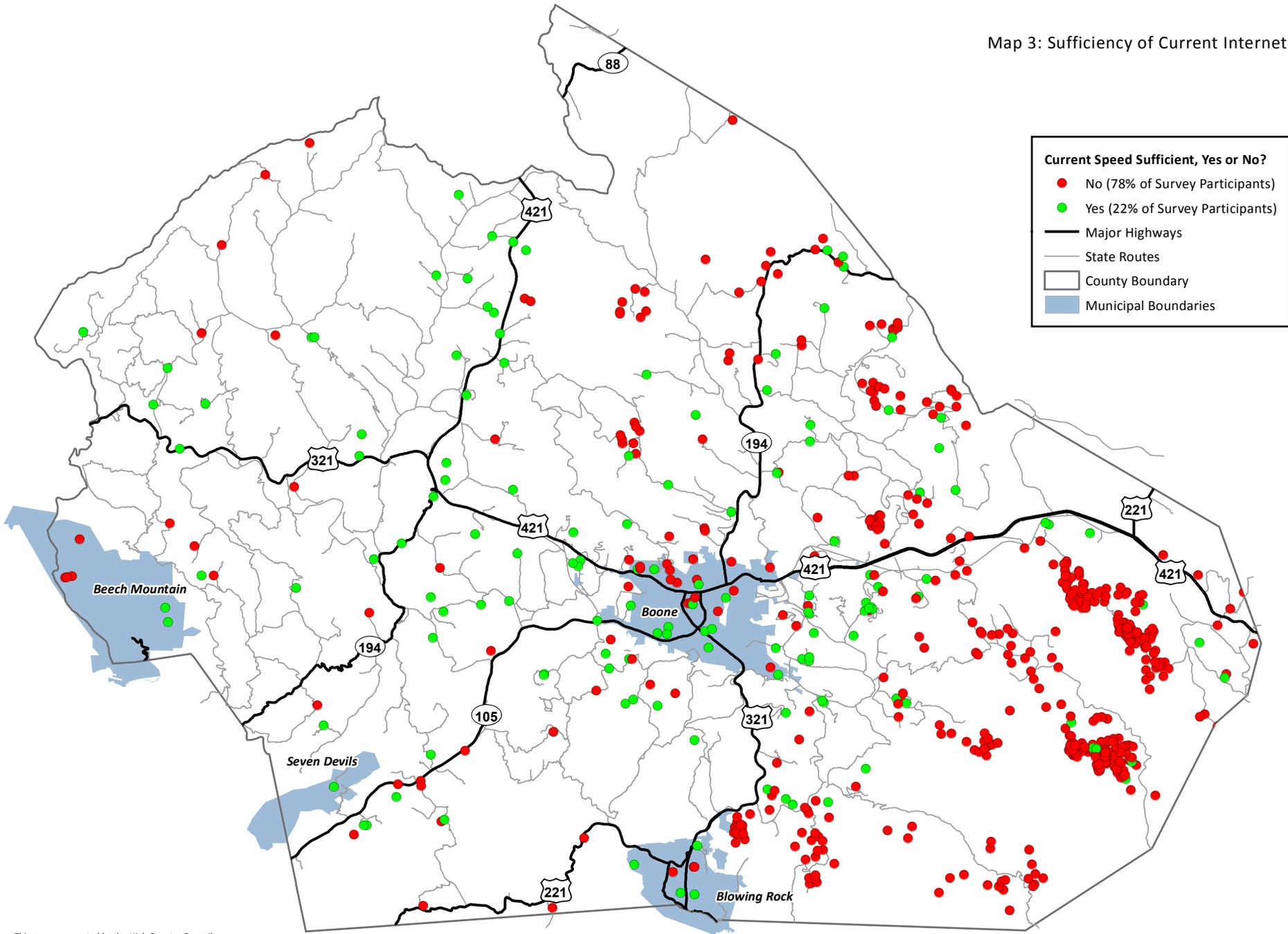


This map was created by the High Country Council of Governments for Watauga County in April of 2017. It is not for survey or legal purposes. It is intended only for display, planning and reference uses.



Watauga County, N.C. Broadband Survey Results

Map 3: Sufficiency of Current Internet Speed



Current Speed Sufficient, Yes or No?

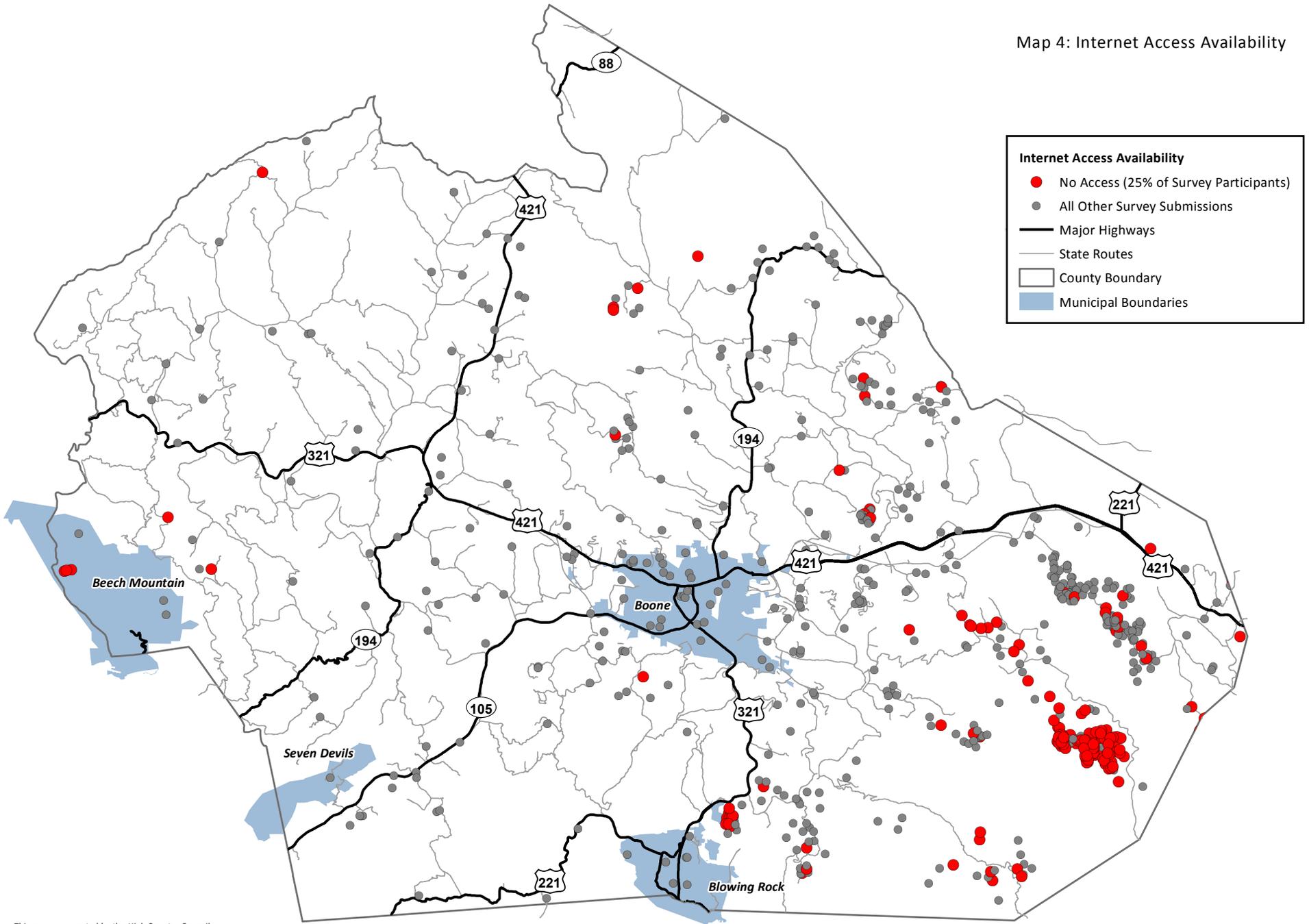
- No (78% of Survey Participants)
- Yes (22% of Survey Participants)
- Major Highways
- State Routes
- County Boundary
- Municipal Boundaries

This map was created by the High Country Council of Governments for Watauga County in April of 2017. It is not for survey or legal purposes. It is intended only for display, planning and reference uses.



Watauga County, N.C. Broadband Survey Results

Map 4: Internet Access Availability

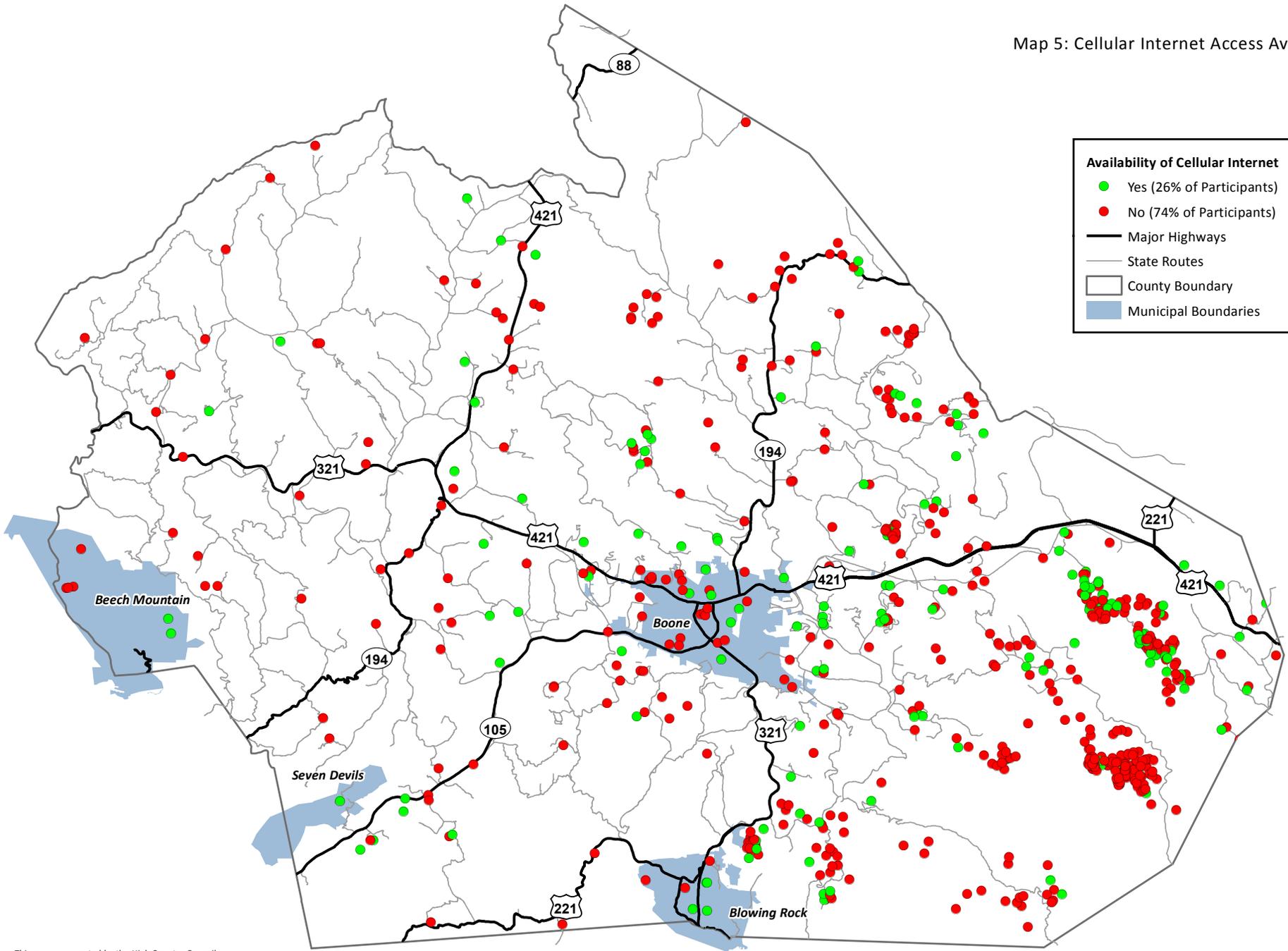


This map was created by the High Country Council of Governments for Watauga County in April of 2017. It is not for survey or legal purposes. It is intended only for display, planning and reference uses.



Watauga County, N.C. Broadband Survey Results

Map 5: Cellular Internet Access Availability



Availability of Cellular Internet

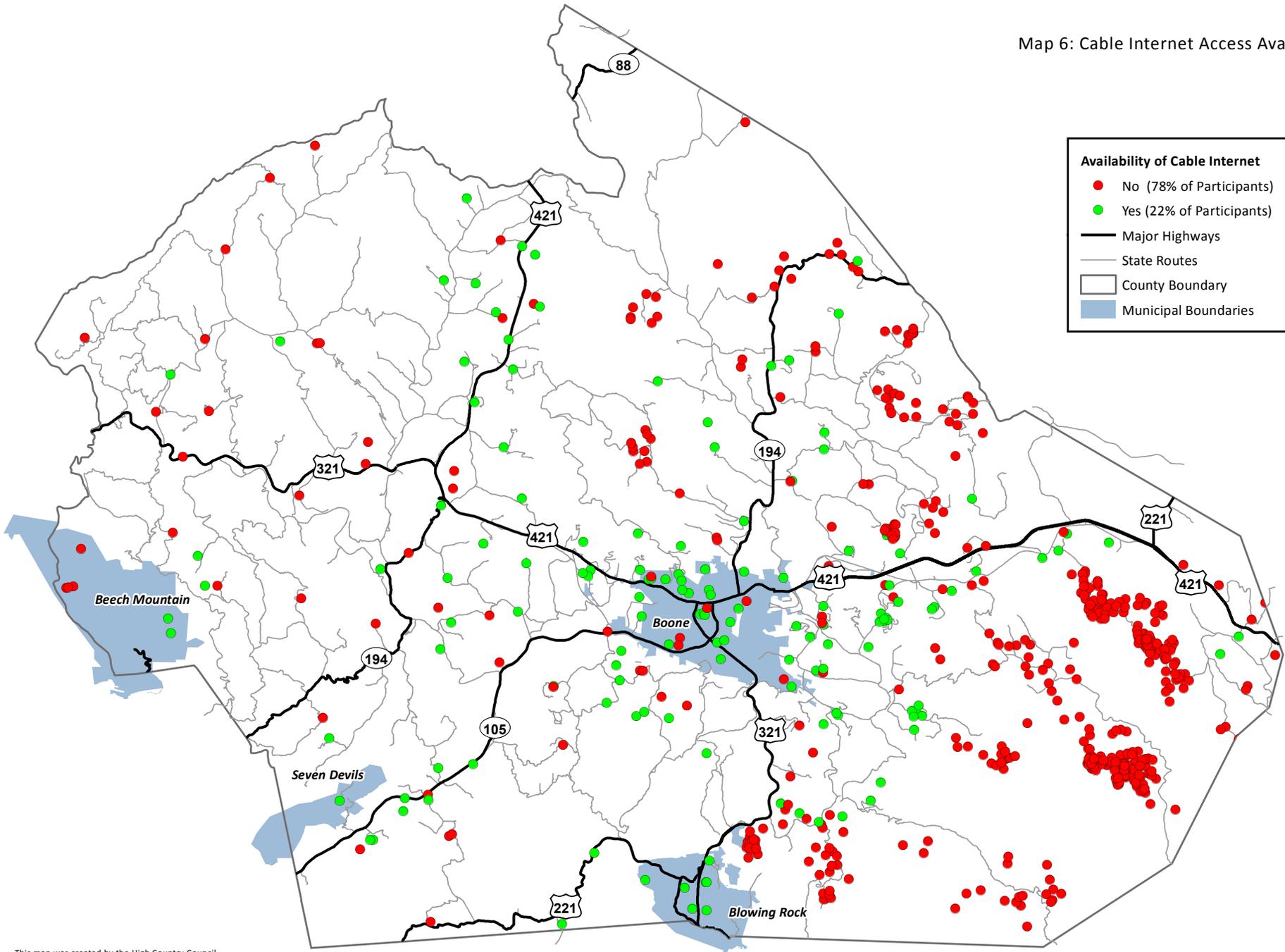
- Yes (26% of Participants)
- No (74% of Participants)
- Major Highways
- State Routes
- County Boundary
- Municipal Boundaries

This map was created by the High Country Council of Governments for Watauga County in April of 2017. It is not for survey or legal purposes. It is intended only for display, planning and reference uses.



Watauga County, N.C. Broadband Survey Results

Map 6: Cable Internet Access Availability

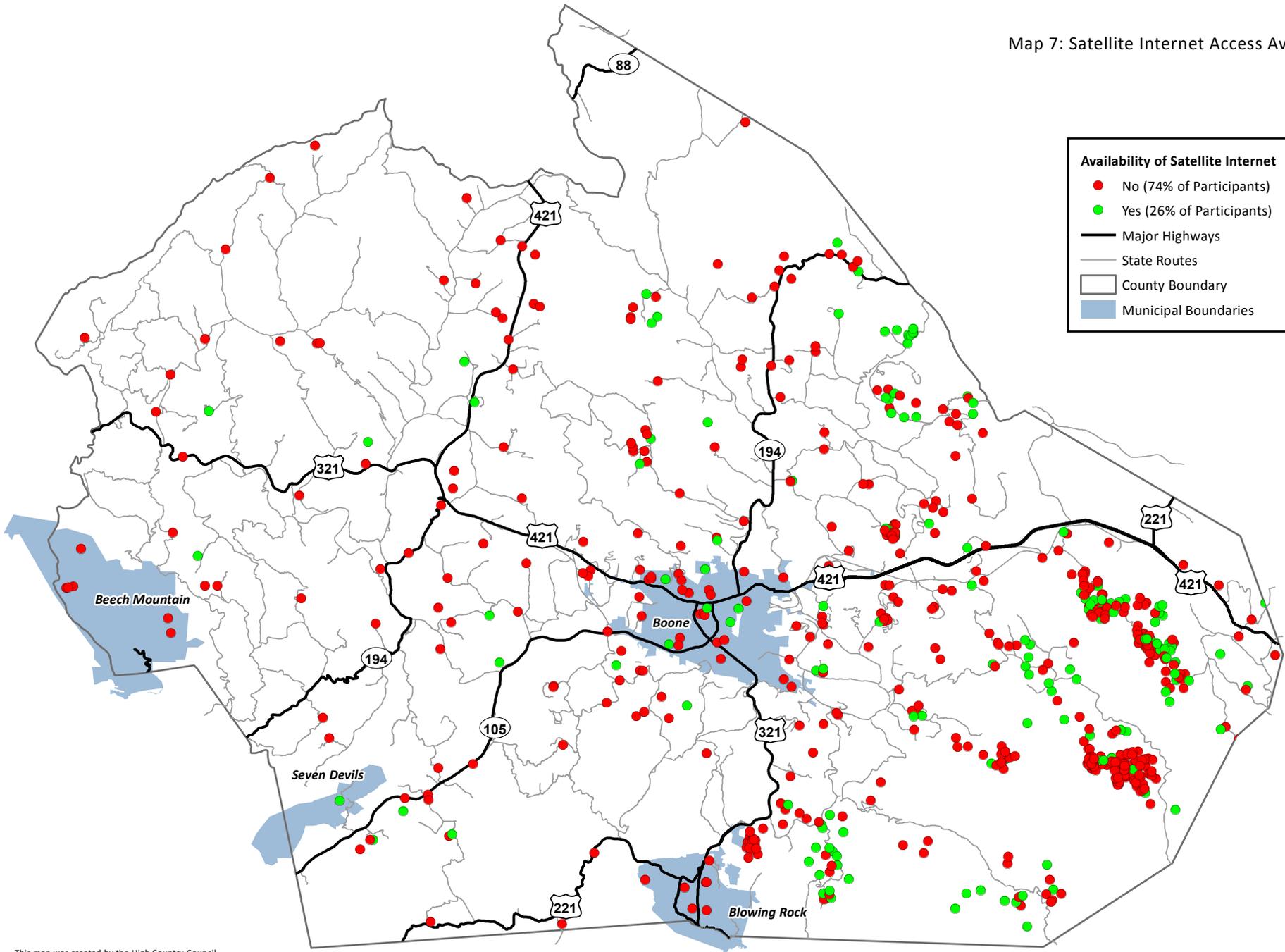


This map was created by the High Country Council of Governments for Watauga County in April of 2017. It is not for survey or legal purposes. It is intended only for display, planning and reference uses.



Watauga County, N.C. Broadband Survey Results

Map 7: Satellite Internet Access Availability



Availability of Satellite Internet

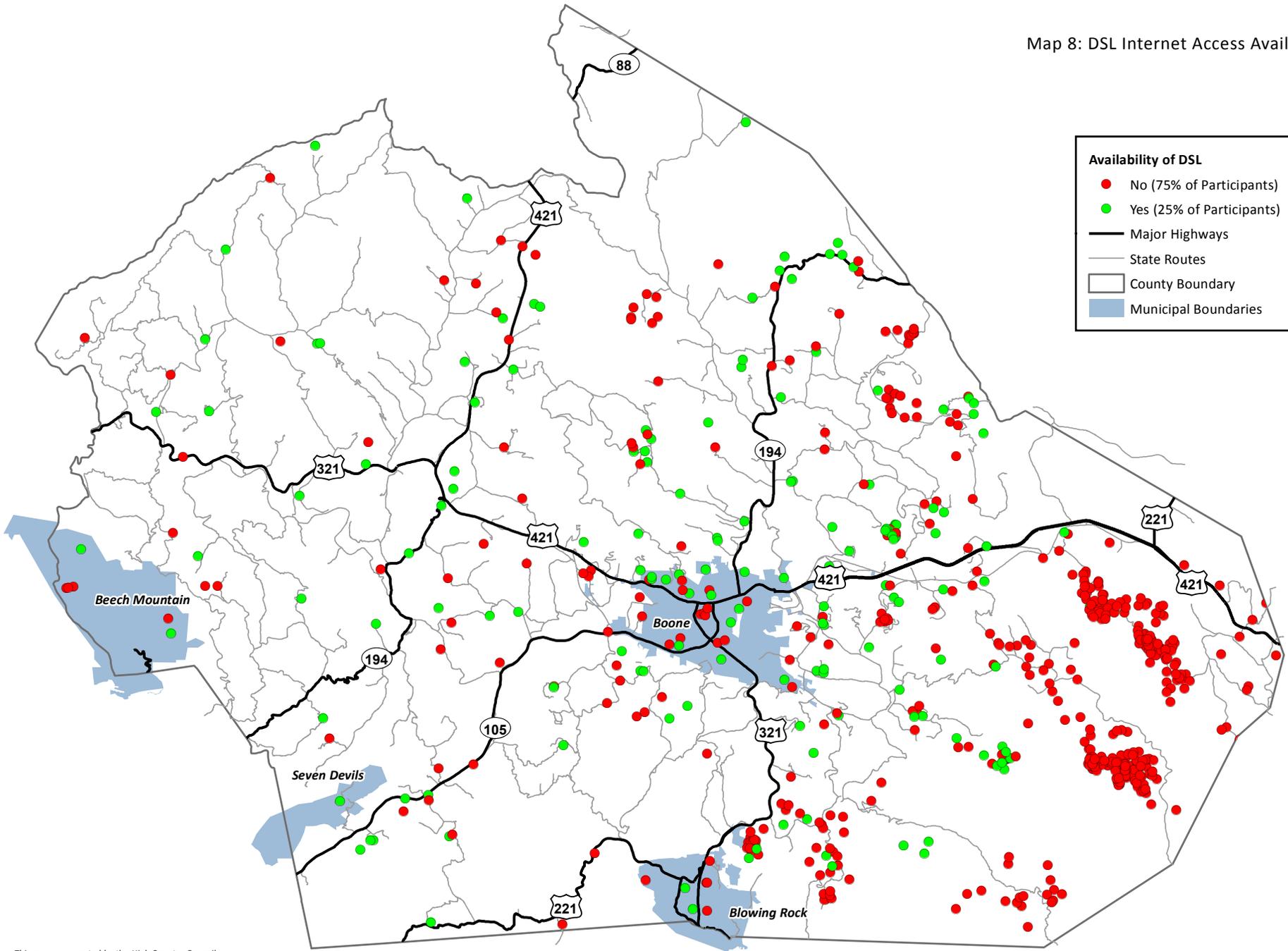
- No (74% of Participants)
- Yes (26% of Participants)
- Major Highways
- State Routes
- County Boundary
- Municipal Boundaries

This map was created by the High Country Council of Governments for Watauga County in April of 2017. It is not for survey or legal purposes. It is intended only for display, planning and reference uses.



Watauga County, N.C. Broadband Survey Results

Map 8: DSL Internet Access Availability



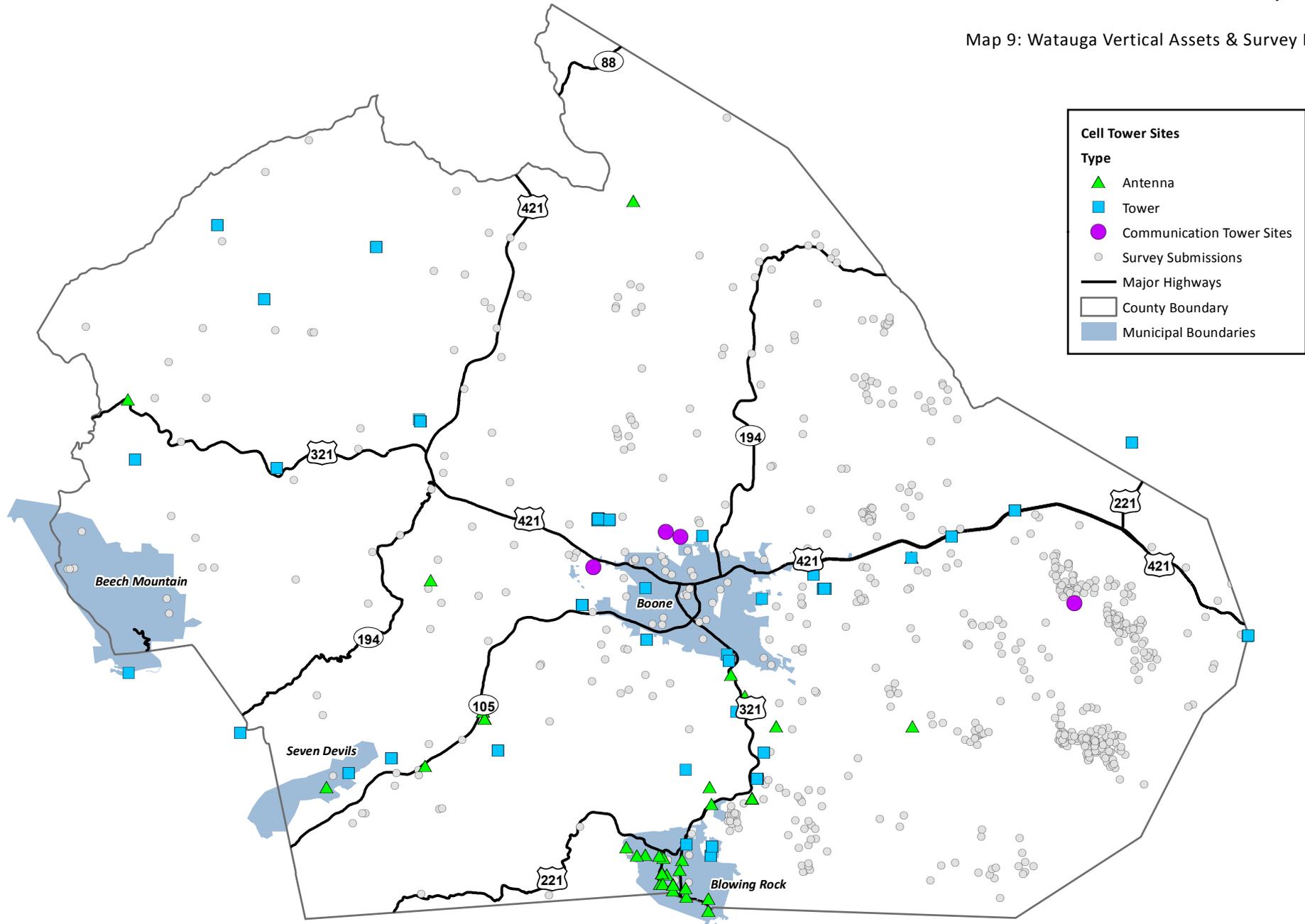
Availability of DSL

- No (75% of Participants)
- Yes (25% of Participants)
- Major Highways
- State Routes
- County Boundary
- Municipal Boundaries

This map was created by the High Country Council of Governments for Watauga County in April of 2017. It is not for survey or legal purposes. It is intended only for display, planning and reference uses.



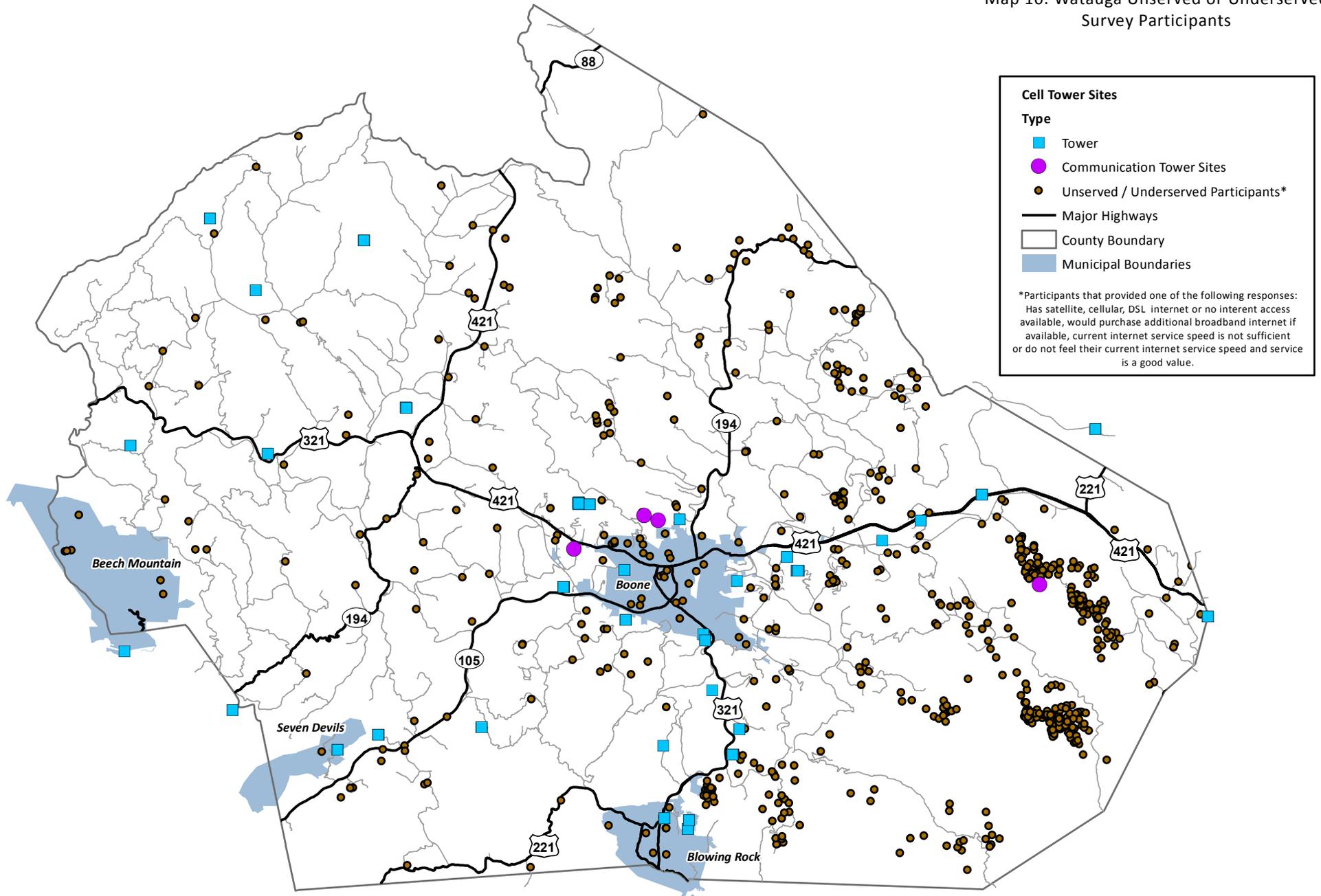
Map 9: Watauga Vertical Assets & Survey Participants





Watauga County, N.C. Budget Retreat Broadband Survey

Map 10: Watauga Unserved or Underserved Survey Participants



MARVIN K. HOFFMAN

Post Office Box 2208
Boone, North Carolina 28607

February 14, 2018

Mr. Deron Geouque
Watauga County Manager
Boone, North Carolina 28607

Dear Mr. Geouque:

I am pleased to submit the Emergency Public Safety Communications Study that the Board of Commissioners requested. This study will be discussed during the Budget Retreat on February 19, 2018.

In completing this project, I served as a planning consultant for the County and met with numerous agency heads to learn of their concerns with the County's public safety radio systems. I brought to the project considerable experience in public safety, local government and communications planning.

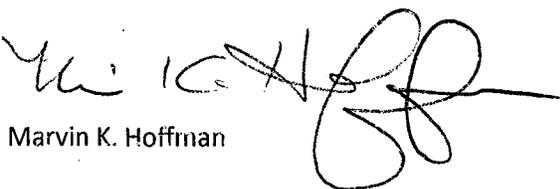
My goal was to identify unmet public safety communications needs and to fashion a plan that not only meets current needs but also involves designing a system with capabilities that will serve the County through 2025.

Enclosed is an Executive Summary, Report and several Appendices that address current needs and a strategy for keeping the systems current through 2025.

Numerous agency heads gave freely of their time and offered highly valuable comments based on their front-line public safety experience. Any errors or omissions are my responsibility

Thank you for the opportunity to be of service to Watauga County.

Sincerely



Marvin K. Hoffman

First Class Radiotelephone Operator License Holder
General Radiotelephone Operator License Holder
Type III COM-L
Type III COM-t

Watauga County Emergency Public Safety Communications Study

Executive Summary

The Watauga County Board of Commissioners requested completion of an independent study that addresses the improvements needed for county public safety agencies in the communications systems operated by Watauga County.

A previous study prepared in 2001 by Spectrum Resources, Incorporated (SRI) made several recommendations, one of which was the installation of multi-site simulcast system in order to minimize coverage problems in certain areas of the county. The simulcast system was deemed too expensive but many of the other SRI recommendations were implemented as funding became available.

It is important to note that Watauga County has changed in many ways since 2001. Call volume has substantially increased and the complexity of events has also increased. This study contains recommendations that not only meet current needs but will provide a system that will meet the county's needs through 2025.

An important aspect of the design is that no agency is forced to buy new radios in order to work with the county's systems. However, the study does recommend that agencies buying new radios purchase dual band radios that work with both the existing VHF systems (including P25) and with the VIPER system.

This project involved bringing together fire, rescue, medic and Sheriff personnel to inventory their current concerns about the adequacy of the several communications systems serving their agencies. While the coverage issues still exist, other concerns not addressed in the 2001 study were identified by stakeholders.

Stakeholders identified the following issues:

- a. Limited coverage on the existing vhf radio channels in some areas due to the terrain and topography in the County;
- b. Increased reliance on portable radios highlights the needs for coverage improvements because critical events often occur when personnel are on-scene and out of their vehicles.
- c. A need to separate paging from operational channels that causes paging to be delayed due to incident traffic or incident traffic being interrupted by paging for other events;
- d. A need to add channels to support simultaneous and large scale events;
- e. An independent assessment of the suitability for reliance of the 800 mhz VIPER system to meet current and future public safety needs of public safety agencies.

Agency heads identified coverage issues (paging and portable operations) in areas near Sampson, near the Watauga River in western Watauga, in northeastern Watauga near Creston and Todd, and in the

area south and east of Blowing Rock. In order to meet localized coverage problems, some fire departments have added channels in their areas that are not part of the county communications systems.

The State's VIPER system covers much of Watauga County and meets the design standard to cover 95% of the state with portable radios 95% of the time. That standard does not provide seamless coverage throughout Watauga. VIPER is building a tower near Creston that will improve coverage in northeastern Watauga and northwestern Ashe Counties. In order to avoid the costs of land, a tower and future maintenance, Watauga County should partner with VIPER to improve coverage in the northeastern portion of the county.

The most important improvement recommended in this study is the implementation of a five channel, five site simulcast system. Simulcast technology involves using several transmitters that simultaneously broadcast traffic into limited coverage areas without the need for personnel to switch channels as they travel throughout the county. Several nearby counties have undertaken communications improvements, including Burke, Catawba and Ashe Counties, that have involved simulcast technology.

The study recommends installing simulcast repeaters:

- Rich Mountain (existing county site)
- Buckeye Knob (existing county and VIPER site)
- Creston Area (new site being built by NCSHP for VIPER)
- Deep Gap area (new site)
- Foscoe Area (new site)

The study recommends the incorporation of voting/comparator technology in order to improve portable coverage. Receivers at each of the simulcast sites will feed their signals into a comparator on each channel. The comparator will select the site at which the portable is being heard most clearly and feed it to Dispatch and broadcast it out over the simulcast system.

Additional recommendations involve having the Watauga 911 Dispatchers to assign Operational Channels to agencies. However, the Sheriff will be permanently assigned a Simulcast channel to meet its 24/7 operations but will have access to Operational and Zone repeater channels to meet their needs in large events and special operations.

This study recommends separating agency paging from operational channels in order to prevent interference between operations and paging.

The study recommends that Zone repeaters be added in order to provide additional channel capacity for large events or multiple event situations.

A concern addressed by the volunteer fire chiefs involved adding an additional fire TAC channel (for water supply and fire ground operations) and to have that audio recorded at Dispatch.

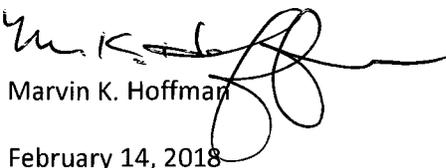
One P25 vhf repeater is included in the plan in order provide system capacity to agencies now having P25 capable equipment (Sheriff and some rescue and fire units).

The study recommends that the system design coming out of this planning process be subjected to evaluation by an engineering firm with experience in radio frequency design of public safety systems. The study also recommends choosing a contractor to provide a turn-key system and assume responsibility for system performance at the time of installation and for two years following system completion.

Because two new sites are involved, there is a need to build towers and equipment shelters at these sites. Geotechnical work to determine soil conditions is needed to complete design of the towers.

The project budget is estimated at \$3.6 million and completion of the system could be accomplished by June 30, 2019.

Invaluable assistance was given to me by the agency chiefs and Jeff Virginia, County Director of 911 and Emergency Services.


Marvin K. Hoffman
February 14, 2018

2018 Public Safety Communications System Upgrades

A. Purpose of Study

During its 2017 Budget Retreat, the Watauga Board of County Commissioners approved a comprehensive planning process to address long-term concerns among emergency responders over the adequacy of the current radio communications systems in use by Watauga County.

The need for such a study had been apparent for several years but the County's expanding population as well as the complexity and danger of the situations faced by public safety personnel makes it essential that the public safety communications systems be capable of meeting the needs of county personnel not only today but for the foreseeable future.

B. Growing Importance of Interoperability in Mission Critical Communications

a. Examples of Multi-agency Responses

On an almost daily basis, there are multiple vehicle wrecks in Watauga County that result in response by the state Highway Patrol, Watauga Rescue, Medics, the local Fire Department, and other law enforcement personnel to handle traffic control and, when necessary, a medical helicopter may be called to fly severely injured victims to a Level I Trauma Center. Some incidents are minor but others involve severe injuries and require a quick response of trained personnel.

Fire events also require immediate response to the imminent threat to lives and property. A structure fire in the county will normally result in the dispatch of the local fire department, plus at least two adjacent departments for manpower and water supply, the Fire Marshall, Sheriff Deputies, and the Red Cross if a dwelling will not be habitable after the fire.

Flooding and high wind events in the High Country often affect multiple areas of the county at the same time. Large scale adverse weather situations like these require managing several events simultaneously, with each location requiring an assessment of the situation, monitoring the unfolding event, advising residents about the potential need to evacuate, possibly deploying swift water rescue personnel, opening of shelters, as well as closing or clearing roads.

All these events require reliable public safety communications systems and each scenario is far from unusual.

Each of these situations involves a call to 911, followed by numerous additional calls from other persons who report the same event. These calls lead to the 911 Communicators entering details into the Computer Assisted Dispatch system, identifying exact locations and dispatching agencies to area the incident area. Responders and apparatus check in and head to the incident. Upon arrival, emergency personnel may request other resources requiring additional radio dispatched and logging of resources being sent and the times involved.

Radio communications are used to coordinate operations, often for extended periods of time.

- b. Large, Multi-agency Events Require Scalable Systems and Access to Additional Channels When Needed

Not all events are routine and some large scale events severely challenge the ability of the local radio systems to handle the large event as well as the on-going routine calls that do not stop because a large event is unfolding.

A recent large event, the Horton Fire near Sampson, can illustrate overloading of communications resources and problems with inadequate coverage. The fire began around 7 p.m. on November 20 and ultimately involved fire resources from Watauga, Caldwell, Catawba, Wilkes, Avery and Ashe Counties as well as NC Forestry, Watauga Emergency Management, Red Cross, and law enforcement.

At 3:00 a.m. on November 21, Watauga Sheriff Deputies had to go door to door to advise residents to evacuate because of the threat from the spreading fire to area homes.

The Horton Fire involved 63 agencies and lasted for five days. The fire occurred in an area in which communications were extremely difficult due to lack of reliable repeater coverage in that area on both the County systems as well as VIPER. Fortunately, while 1500 acres burned and one building was lost, no one died or was seriously injured.

The Horton Fire occurred in one of the areas of Watauga County where communications coverage is limited. The terrain in the area blocked repeater signals and messages frequently had to be repeated. There were challenges in knowing where personnel were and how the advancing fire might affect them and area residents.

While the Horton Fire was being fought, southwestern North Carolina was also the scene of numerous wildfires that ultimately burned more than 5000 acres. **The Party Rock Fire** was one of a dozen fires that burned for three weeks in November and December 2016. Portions of the Town of Lake Lure were evacuated when the fire threatened the town. Over 100 out-of-town fire engines were sent to Lake Lure. Numerous coordination challenges had to be faced during the Party Rock Fire but the event occurred in an area where radio coverage was adequate to coordinate the multi-day multiple agency response.

Events do not always turn out as well as these two situations and **the Gatlinburg Fire** is an example. On November 23, 2016, a fire began in the Great Smoky Mountain Park and was allowed to burn because it was a very isolated area and thought to pose little risk. However, on November 28th the fire was suddenly whipped by winds in excess of 40 mph into an inferno that sent embers miles from the original fire.

Ultimately, the fire killed 14 lives, destroyed or damaged over 2400 structures and resulted in \$982 million in property insurance claims. **Tourism in and around Gatlinburg is still adversely affected**

and there are on-going economic losses that still affect property and sales tax collections. Reductions in sales tax collections and reduced property tax collections as a result of the fire have exceed the cost of the improvements recommended in this study.

In Gatlinburg, local public safety communications were overwhelmed, many mutual aid units could not talk to each other, cell service failed and incident commanders could not reach the State Emergency Operations Center to request public alerts be sent out over cell phones and television and radio stations. Media from outside the area became aware of the situation and started covering the story but many people within the area did not receive public warning about the fire situation until public safety personnel went door to door and used public address systems.

c. Critical Law Enforcement Situations

Law enforcement personnel face potentially threatening situations daily, even during routine traffic stops throughout the county. Officers are generally alone, out of their vehicle and approaching an unknown subject who could pose a life-threatening risk to the officer. Reliable communications are essential.

Another example of a critical situation involves domestic violence situations where the officer faces a threat of unknown magnitude. Securing backup and having radio coverage that allows supervisory personnel to communicate during the incident is essential.

Law enforcement is often engaged in searches. These may involve fleeing suspects or detainees or the search may be for a lost child, a confused adult with diminished mental capacity or an injured person not familiar with the area. Organizing personnel in an unfamiliar location, often in poor weather conditions, requires reliable coverage throughout the entire county.

Unfortunately, we know that the potential for an active shooter situation now exists almost everywhere. Reliable radio coverage is essential in coordinating the law enforcement personnel involved in these situations.

d. Applying Lessons Learned in Horton Fire, Gatlinburg Fire and California Wildfires

1. The pre-event communications system was inadequate to handle a major event but had been deemed as adequate for local needs.
2. There was an assumption which is often held that the size and complexity of the Gatlinburg and California wildfires only happens somewhere else but not locally.
3. Wildland-urban interface fires are becoming the new normal and should be included in incident planning.
4. The Tennessee statewide communications interoperable communications system was in its early implementation stages and had not generally been extended to fire departments. Tennessee fire departments tended to rely on their own local legacy radio systems which have typically not been

integrated into wide-area and statewide interoperable communications networks.

5. The overloading and eventual failure of the Gatlinburg communications system during the fire prevented getting early messages to the State EOC for issuance of public warnings about the fire and the need to evacuate.
6. The potential for losing key sites in any public safety radio system requires a robust system design that includes building in redundant capabilities.
7. There was complacency that the cell system would function and be available as a backup communications system. In fact, the cell system around Gatlinburg was soon compromised with the loss of power and fires at cell towers and area cell systems were overwhelmed when residents attempted to call neighbors, family and authorities about the fire.
8. The rapid spread of the Gatlinburg fire exceeded the ability of local authorities to put in place an effective incident management team that was needed to build an incident management strategy.
9. The Gatlinburg Fire and the California Wildfires demonstrate the increased challenges involved in fighting fires in the wildland-urban interface. Areas that were once forested and without homes are increasingly becoming urbanized areas with high value homes served by limited access roads and surrounded by tremendous amounts of fire loading in the form of readily combustible woodlands. It is common for such areas to have limited water supplies, terrain that is difficult and pose communications issues that are often very challenging.

C. Stakeholder Input About Local Communications Issues

Over several years, various ad hoc committees from the emergency services discussed the shortcomings in the existing systems. A part of this study involved confirming the current concerns of stakeholders. Basically, those stakeholder concerns involve:

- a. Inadequate radio coverage in parts of the county.
- b. Periodic channel overloading during complex and multiple events.
- c. Lack of system capacity to meet the needs of a growing county.
- d. There are too many separate dispatch channels in use which slows alerting when multiple agencies are dispatched. This also leads to confusion when dispatchers have to switch from channel to channel with the potential of calls being missed.
- e. Increased use of portable radios with less power than mobiles leads to a need for improved portable coverage for all agencies.
- f. In order to prevent the dispatch center from being overwhelmed by having too many channels in use at the same time, there is a need to have dispatch to assign Operation Channels for particular incidents.

- g. There have been missed opportunities to seek Homeland Security funding for interoperable communications systems.
- h. Concern was expressed over how to best address upcoming FCC rule changes (6.25 khz channels) as well as the growing importance of P25 technologies in public safety.
- i. Infrastructure upgrades should, to the extent possible, allow for future use of narrow band and/or P25 without requiring replacement of the entire repeater infrastructure.
- j. The county should have ownership or long-term leases on transmitter sites in order to prevent the need to suddenly move equipment and disrupt operations.
- k. System upgrades should not leave any agency with less communications capacity than they now have.
- l. Agencies uniformly asked for adequate time to budget for any equipment that will be needed by the upgrades.
- m. A lack of consensus exists on whether to place major reliance on the state VIPER system, to expand and improve the county's existing VHF radio systems or to pursue a hybrid model that involves the best features of both systems.

While there has been a lack of consensus about what should be done, **the County nonetheless allocated funding in its Capital Improvements Plan**, acknowledging the need for public safety communications improvements. At present, approximately \$1.2 million is available in the Capital Reserve Fund for communications systems improvements.

This study was commissioned by the County Board of Commissioners in 2017 to assist the county emergency agencies in reaching a consensus on the direction to take and to help identify how much additional funding is needed to bring to fruition the County's communications improvements.

This study does not focus on or recommend improvements to the radio systems operated by the Town of Boone, the Town of Blowing Rock or Appalachian State University all of which operate their own radio systems.

However, all improvements recommended in this study are compatible with the equipment currently used by the public safety personnel employed by those non-county agencies. While the recommended enhancements primarily benefit county agencies they also allow County 911 to assign additional channels for public safety operation during emergencies and major events in the towns and on campus. Obviously, it is necessary for those non-county public safety radios be programmed for access on the county channels.

Once the system design is completed and frequencies are licensed, all county public safety agencies will be advised of the channel names, frequencies and tone squelch settings so their radios can be programmed as needed in order to take advantage of the expanded features as they become operational. Updated channel templates will be distributed to agencies but existing channels will be operational during the upgrades.

D. Description of Current Radio Systems in Watauga County

Watauga County owns several repeaters that are installed at three locations (Rich Mountain, Buckeye Knob and Wildcat) as well as at the 911 Dispatch Center. The Town of Boone has repeaters at Rich Mountain, Howards Knob and the Deck Hill Water Plant. The Town of Blowing Rock has repeaters at Green Hill, Middle Fork and Howards Knob. Appalachian State University has repeaters near the baseball stadium as well as on rooftops of several campus buildings.

Public Safety Radio Channels in Watauga County

- a. Boone Police Dispatched by Boone 911
 1. Boone Police Channel
 2. Watauga County law enforcement channels
 3. VIPER
- b. Blowing Rock Police dispatch from Watauga 911
 1. Blowing Rock Police Channel
 2. County Law Enforcement Channels
- c. Local Fire Departments Dispatched by Watauga 911
 1. County Fire 1 (Dispatch and Operations)
 2. County Fire 2 (fire ground)
 3. Fire TAC West (mobile and portables)
 4. Fire TAC East (mobiles and portables)
 5. VIPER (most departments have only limited ability to use VIPER and some departments own no VIPER radios)
- d. Boone Fire dispatched by Boone 911
 1. Boone Fire Dispatch Channel
 2. Boone Fire Operations (P25) Channel
 3. VIPER
- e. Blowing Rock Fire and Rescue dispatched by Watauga 911.
 1. Blowing Rock Fire & Rescue Channel
 2. Blowing Rock Fire and Rescue TAC Channel
 3. VIPER
- f. Medics dispatched by Watauga 911
 1. MEDIC Operations Repeater Channel
 2. VIPER
- g. Watauga Rescue dispatched by Watauga 911
 1. Rescue Repeater Channel
 2. VIPER
- h. Watauga Sheriff
 1. Sheriff Channel 1
 2. Sheriff Channel 3
 3. Sheriff Channel 5
 4. Sheriff Channel 6
 5. Repeaters located on Rich Mountain and Buckeye
- i. Appalachian State University dispatched by ASU Police
 1. ASU Police Operations Channel
 2. VIPER

3. Additionally, there are numerous and separate radio systems that exist at Appalachian State and operate on their own frequencies for Parking, Physical Plant, Athletics, Housing, Food Services and other university functions.

E. Assumptions Guiding Recommended System Upgrades

- a. The system design should provide capacity that can be reasonably expected to **be adequate through 2025.**
- b. System upgrades should meet current and near-term needs but also be affordable to the county and to user agencies.
- c. Upgrades to local repeater infrastructure should **involve equipment that can be upgraded to P25 and narrow banding standards** without requiring all repeaters to be replaced when FCC and technical requirements change.
- d. It is unlikely that VIPER will build additional towers in Watauga County due to funding limitations. Therefore during the 2025 planning timeframe Watauga County should anticipate having to solve its own communications issues.
- e. Even if VIPER added towers to improve local coverage in Watauga, switching all Watauga County public safety agencies over to the VIPER system will likely require Watauga County to share in the cost of VIPER upgrades and there would be the cost of replacing 400 radio units. There would be an increase in traffic on the VIPER system that will likely require adding channels to existing VIPER sites in order to avoid system busy signals. In at least two counties, VIPER sought cost sharing from the counties for added channel capacity.
- f. While there has been some success with 800 mhz pagers (on the VIPER channels) it is very unlikely that adequate 800 mhz paging coverage could be obtained throughout Watauga County unless an 800 multicast paging system was constructed. 800 mhz simulcast paging systems are susceptible to multipath distortion causing missed messages. This means that **continuing to page emergency personnel in Watauga County will be more successful on VHF** than on 800 mhz. and that most pagers will not have to be replaced unless the FCC mandates implementation of the narrowband 6.25 khz channels.

F. Shortcomings of Existing Communications Systems

- a. 2001 Communications Study

Prior to this study, the most recent comprehensive study of public safety communications equipment and systems in Watauga County was conducted by Spectrum Resources Incorporated (SRI) in March 2001. The SRI Study addressed:

1. Obsolete equipment

The 2001 SRI report recommended replacement of nearly all infrastructure equipment in use at that time. The repeaters were generally obsolete and did not work well. The report recommended steps to lessen interference and a multi-year program of improvements.

2. Simulcast System

A major recommendation in the 2001 study was to install a five site 5 channel VHF simulcast system to meet the county's needs. However, this recommendation was not implemented by the county because it was deemed too costly and exceeded available county funding.

It should be noted that even if the recommendations made in the 2001 report had been fully implemented in 2002, equipment of that era would now be obsolete and unusable today because of changed FCC technical requirements. As a result, the county would still be facing the need and costs of system upgrades.

Public safety systems often use simulcast technology. A simulcast system uses multiple transmitters that operate on the same frequency and are activated simultaneously to extend radio coverage (as compared to a single transmitter) without having to manually repeat a message over each transmitter.

Simulcast radio systems need to be carefully designed in order to operate without heterodyning and causing interference by using multiple transmitters. The simulcast transmitters must operate on precisely the same frequency and receive their audio signals without distortion.

Burke and Catawba recently upgraded their VHF radio systems in 2017 to include simulcasting.

Technological advances in equipment designs not available in 2001 now make it easier to design and maintain simulcast system (which typically is done with specialized GPS receivers that provide a very highly precise timing signal). Digital microwave and fiber links not available in 2001 are now the industry standard because of their reliability.

Following receipt of the 2001 SRI Report, Watauga County began replacing repeaters and antennas with equipment meeting public safety standards. From 2002 forward, as funding was available, the County has periodically replaced equipment when the manufacturer discontinued parts and service for particular models or because the equipment would not meet FCC rules for narrow-banding.

A simulcast system was not installed after the 2001 SRI Study was completed because of funding limitations. Except for the addition of local and tactical channels, in many ways, the current system design is largely as it was fifteen years ago.

b. 2017 Stakeholder Input about Present Coverage Problems

The chiefs of county volunteer fire departments, MEDIC and the rescue squads were given maps of their service areas and were asked to mark areas in which they have difficulty reaching or hearing Watauga 911 or where there are paging problems.

The following areas were identified for difficulties in communicating with Watauga 911, particularly with portable radios and pagers, using county channels.

1. Northeast of Meat Camp, over towards Creston and during mutual aid operations in support of Creston Fire Department.

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2. Along US 321 North where it crosses the Watauga River.
3. The lowest elevation areas along the New River near Todd pose difficulties in use of portable radios.
4. Along US 421 North, there are areas in which paging coverage is difficult near the split with US321. This requires use of scanning dual frequency pagers that switch back and forth between Rich and Buckeye towers.
5. Along US 421 South, below the Parkway overpass.
6. In the Stewart Simmons response area, loss of the Wildcat tower and its coverage would make communications on portables and pagers nearly impossible.
7. Coverage in the Sampson area is very limited, particularly in the areas of lowest elevation.
8. Areas in and around Blowing Rock, particularly below Blowing Rock on US 321 South, on portables. The Green Hill tower on County Fire covers this area but the Sheriff's officers have difficulty with portable radios on the Sheriff channels.

c. Stewart Simmons Coverage

Because of the inability of the Rich Mountain site to reliably reach the Elk-Triplett-Powder Horn area, the county installed a transmitter near Wildcat Ridge which provides the stronger signal needed to activate pagers and to allow reliable contact with Watauga 911 by the Stewart Simmons Fire Department.

However, this site, while working well, is problematic. A rental agreement was reached with property owners in 2012 for use of a small (100 x 100 feet) site on which a 50 foot tower and weatherproof cabinet was installed to provide coverage for Stewart Simmons. The larger tract of which the site is a part of has been sold and the current owners are not willing to sell the small portion of the larger tract used by the Wildcat Tower over concern that selling a small piece will affect the sale of the large tract.

Although coverage from the current Wildcat site into the area served by Stewart Simmons is good, the tenuous nature of use of this site prevents it from being considered as one of the Simulcast sites.

Accordingly, one concern that is addressed in this study is securing a permanent site for a tower that serves both Stewart Simmons and improves coverage into the Todd area.

d. Howards Knob Tower

Howards Knob was the site of a demonstration Wind Turbine Project funded by the US Department of Energy. A part of the project involved construction of a 320 foot instrumentation tower used to develop data prior to the construction of the Wind Turbine. After the Wind Turbine was dismantled, Watauga County began use of the instrumentation tower for certain systems that were too close in frequency to be used at the County Tower on Rich Mountain. An ice storm in 1985 caused both the Rich Mountain and Howards Knob tower to collapse and both were replaced with heavy duty towers.

Several repeaters serving county agencies and the towns are located at Howards Knob. Their location at the site was necessary in order to prevent interference to the repeaters on Rich Mountain. For technical reasons, there can be a need to physically separate several repeaters that operate on frequencies very close to each other.

Howards Knob will remain a key part of the communications infrastructure but coverage from that site does not solve the coverage issues identified in this study.

e. Volume of Incidents Handled by County Agencies on County Public Safety Radio Systems

Watauga County public safety agencies are busy each day responding to a variety of routine and emergency calls. Table 1 contains data developed by Watauga 911 showing the number of incidents logged by various agencies that came through the Watauga Communications Center between 2014 through 2017. These totals do not include incidents handled by Boone 911 or the ASU Police Department Dispatch Center.

Agency		2014	2015	2016	2017	
Law Enforcement	Sheriff	17,562	19,286	19,087	19,022	
	Seven Devils PD	99	104	108	103	
	Blowing Rock PD	5,243	9,874	9,159	9,435	
	Blue Ridge Parkway	80	110	95	102	
	NCSHP	1,202	1,383	1,250	1,377	
	Magistrates	79	126	162	163	
	Probation	11	16	34	27	
	Wildlife	35	45	57	29	
	Animal Control	254	320	296	302	
	Hound Ears Security	21	18	33	29	
	WMC Security	10	8	7	5	
	EMS	Medics	2,959	3,121	3,398	3,414
		Medical Flights	48	64	63	74
Rescue Squads		378	472	551	410	
Fire	Beaver Dam VFD	112	108	105	130	
	Boone Fire	549	560	640	684	
	Cove Creek VFD	324	337	414	338	
	Creston VFD	14	2	7	7	
	Deep Gap VFD	183	232	246	265	
	Fall Creek VFD	5	10	16	19	
	Fleetwood VFD	1	0	4	3	
	Foscoe VFD	296	342	373	342	
	Meat Camp	234	249	281	252	
Seven Devils VFD	29	13	20	26		

	Shawneehaw VFD	67	73	77	57
	Stewart Simmons VFD	58	74	78	64
	Todd VFD	33	30	47	27
	Zionville VFD	159	151	166	187
	EM/Fire Marshall	28	73	71	140
	Forestry	28	44	56	28
Other	BREMCO	41	51	72	58
	DSS	94	99	134	58
	Daymark	25	27	26	28
	OASIS	11	11	13	7
Totals		30,272	37,433	37,146	37,212

G. Basic Information Concerning Public Safety Radio System Features

- a. **Simplex operation** is a term that refers to radios using a single channel to transmit and receive.
- b. **Portable radios** are ubiquitous and are used every day by first responders because of their small size and weight. Portable radios have low output power (1-6 watts) and typically have a range of 1-2 miles when operated in simplex mode, sometimes less depending upon terrain and tree cover. Battery life is a crucial factor and depends upon battery capacity, age of the battery and the duty cycle of the radio (what percentage of time the radio is transmitting or receiving which uses more battery capacity than a radio on standby waiting for a message).
- c. **Mobile radio units** typically operate at substantially higher power (35-100 watts) than portable radios. As a result of higher power and better antennas, mobile radios have much better range than portable radios. Simplex operation between mobiles may cover a 3-5 mile range, depending upon terrain.
- d. **Control and Console Stations** are permanently installed stations with 110 volt power supplies and are designed for continuous duty. They are installed at 911 centers, fire stations and rescue/ems bases to provide continuous contact with mobiles and portables on the system. In simplex operation, the operational range of console and base stations is largely determined by the height of the antenna to which the station is connected. Control stations are console stations operating through repeaters with an operational range that is dependent upon the coverage of a repeater and design of the radio system.
- e. **Repeater stations** are specialized radio stations that extend the range of portable, mobile and console/control stations units by simultaneously receiving those units on one frequency and rebroadcasting their signals over a second frequency. Repeaters operate with gain antennas and are generally located on mountaintops or very tall

buildings in order to provide wide area coverage. However, even with repeaters, local topography with deep valleys and numerous hills cause signals to and from portables and mobiles to be blocked in portions of Watauga County.

- f. **Narrow banding** is a term that refers to splitting the bandwidth of channels in half in order to increase the number of systems that can be accommodated in the radio spectrum. Cutting the bandwidth of a transmitted signal in half theoretically allows twice as many channels in the spectrum. However, the new channels may not be usable in a given area since it is difficult for receivers to reject strong signals on adjacent frequencies. Narrow banding typically resulted in a 30% reduction in the range of pagers. In order to cover any given area, the reduction in range requires additional repeaters to maintain the previous system coverage.

Previous FCC rule changes reduced the effective coverage of the Watauga County radio systems after narrow banding took effect. For example, several years ago, the Federal Communications Commission mandated that effective January 1, 2013 VHF transmitters be narrow banded with their bandwidth being reduced from 25 kilohertz to 12.5 kilohertz.

Although no final date has been set by the FCC that mandates implementation of a second round of narrow banding to 6.25 kilohertz, FCC license holders are on notice that further narrow banding is coming. After the FCC finalizes its order for a second round of narrow banding, there will be an additional reduction in pager, portable and mobile coverage in Watauga County which will, in turn, necessitate additional towers to reach law enforcement, fire, EMS, and rescue personnel in areas already covered by the current 12.5 kilohertz channels.

- g. **AVL- Automatic Vehicle Location** refers to the use of GPS data incorporated in transmissions to display the location of emergency personnel at dispatch centers and other locations. Using GPS receivers to determine the latitude and longitude coordinates of responding units, an AVL unit transmits that geolocation data so that the location of units can be visually displayed at dispatch centers and incident command centers. This allows incident commanders to maintain accountability of the numbers and location of personnel and, when the geolocation information is coupled with updated incident maps, to see emerging risks to responding personnel.

Conventional analog repeaters in the county system do not support AVL. Boone Fire recently implemented AVL technology and is taking advantage of their P25 repeater's ability to handle both and voice.

- h. **Trunked radio systems** are highly efficient computer controlled radio systems that allocate radio channels among a large number of users by constantly reallocating

channels to users rather than reserving channels for use by particular groups. In a trunked radio system, a system controller recognizes the digital identification of users who need to talk to each other and instantly but temporarily assigns a radio channel for their use. When their traffic has been completed the radio channel is released for use by other users who need to talk to each other. A limited number of radio channels can accommodate a large number of users by constantly assigning frequencies for their use and then reallocating the frequency to other users.

i. Digital modulation vs Analog Modulation

For nearly five decades, land mobile radio systems exclusively used analog voice transmissions. In analog FM mode, spoken voice modulates a radio transmission so that its frequency varies in proportion to the waveform of the voice message. At the receiving end, the changing signal frequency is converted back into a voice signal which is heard over a speaker.

Digital modulation operates in a different manner. The spoken voice is converted into a digital waveform (bits with values of 1 or zero). The recent transmission to High Definition Television involved switching from analog to digital transmission modes.

There are advantages with digital transmission techniques that are not available with analog signals. Digital signals are generally clearer (unless out of range) and they can carry data information in addition to voice traffic. Digital transmission has replaced analog throughout the telephone system. Digital signals can more easily be multiplexed with other digital signals without as many problems maintaining critical signal levels.

There are several different digital modulation systems including Time Division Multiple Access (TDMA), Frequency Domain Multiple Access (FDMA), as well as other systems that are incompatible with each other. The incompatibility of digital systems from various manufacturers is a primary reason for the development of the P25 standard.

j. P25 – APCO Project 25

P25 is a term that refers to a digital modulation system devised approximately 20 years ago when law enforcement agencies were purchasing digital radio equipment from different manufacturers which were incompatible and could not talk to each other, even when operating on the same frequency. The Associated Public Safety Communications Officers, Inc, (APCO), using funding from the Federal Government, brought together public safety communications experts and manufactures to set standards for public safety digital radio to insure that different agencies would be able to communicate when using digital radios.

Equipment that meets the P25 standards overcomes this incompatibility because the Standards establish common bit rates and digital word lengths.

Federal grant funding rules now mandate that equipment purchased under Homeland Security communications grants be P25 compatible.

P25 is a digital format that cannot be understood when heard on a conventional analog radio. However, P25 radios can be programmed to operate in conventional analog mode in order to communicate with older radios.

An advantage of a P25 system is the availability of features not available on conventional analog systems including encryption and data transmission (such as the location of units) and the ability to remotely disable lost or stolen radios.

P25 transmissions can accommodate both voice and data (such as AVL). In late 2017, Boone Fire began using the capability of its P25 equipment to identify the location of its equipment through AVL. This is important and allows commanders to relate equipment locations to the unfolding event to which the department has responded.

Over time, there has been a shift towards P25 equipment among public safety agencies. Many of the radios in use by Watauga County public safety agencies are not P25 compatible and would have to be replaced if the county were to opt for a P25 system. However, because P25 radios can be programmed to talk to conventional radios, through careful planning, it may be possible to have a gradual transition to P25 with a full implementation once all older equipment has been replaced.

Boone Fire began using P25 equipment in July 2017 for its Operations channel while its dispatch channel remains a conventional analog channel which current pagers and other agencies can monitor the dispatch of calls to Boone Fire.

Equipment recently purchased by the county for the Sheriff and Emergency Management is P25 compatible but also operates in conventional analog mode. Knowing that P25 will become more prevalent, over the past two years Watauga County has replaced repeater and control stations with equipment that is P25 compatible and can be upgraded without total system replacement. Equipment purchased by the County as part of this project will support transitioning to P25 at a future date.

k. Voting receivers and Comparators

Because of the low power and limited range of portable radios, many public safety systems incorporate voting receivers and comparators. A voting receiver picks up the signal from a portable or mobile radio and forwards the signal to a comparator. The comparator uses a computer to constantly scan across **receivers in multiple locations** and automatically selects the receiver that has the clearest signal. The audio from the selected receiver is fed to the dispatch console and to the system repeater. Because there are multiple receivers constantly feeding their audio to the comparator, the chances are substantially improved that the received audio will be clearer than if the

system used one receiver. Appendix 2 is a simplified block diagram that shows the interconnection of various parts in a simulcast system using voting receivers and a comparator for a single channel.

- I. **Simulcast systems** use multiple transmitters or repeaters to extend the effective range of a system. By locating repeaters in several locations, a portable or mobile unit will simultaneously receive signals from more than one station with the likelihood that one of the repeaters will be stronger than if there was only one repeater in the system. Simulcast systems provide transmissions from multiple repeaters without requiring responders to change channels in hopes of getting a clear signal. With the addition of a second, third or more repeaters on a particular channel, a simulcast system will increase the likelihood of mobile and portable units to clearly hear transmissions from dispatch and other units.

It should be noted that simulcast paging involves transmitters that concentrate signals inside a specified area. There may be areas some distance from Watauga County in which pagers now can be activated but after simulcast paging is implemented, they may not work in those areas outside Watauga. For example, while our high elevation may currently allow pagers to alert personnel while they are in Hickory. However, the aiming of antennas to serve areas inside Watauga, coupled with the arrival of signals from multiple transmitters, may cause a Watauga pager in Hickory to no longer activate. This is the trade-off involved in concentrating signals in a design area versus radiating signals in all directions from a single transmitter.

- m. **GPS** is used in simulcast systems to keep all repeaters exactly on their assigned frequency. When multiple transmitters are simultaneously operating, any difference in their operating frequency will cause destructive interference and heterodynes produced by the differences in their transmitting frequencies. The technology that allows GPS satellites to send out data used in calculating location also involves the transmission of extremely precise timing signals that are used to discipline any possible frequency drift by transmitters that use the GPS system to control their operating frequency. All television transmitters and each cell tower uses GPS signals to maintain their signals on frequency.

Public safety communications systems use specialized GPS receivers and interface modules at their transmitter sites to keep their transmitters exactly on frequency and to prevent simulcast transmitters and repeaters from being on slightly different frequencies due to drifting of transmitter oscillator circuits.

- n. **Microwave and Fiber links to Remote Sites**
In addition to the problem of frequency drift that is addressed by GPS, simulcast systems can become distorted if the audio sent to the various simulcast transmitters

receive audio at different times. Similar to the echoes in a stadium public address system when we hear the same audio from the announcer coming from different speakers at slightly different times there is distortion in what you hear.

In simulcast systems, audio distortion is minimized by use of either microwave or fiber optic cables to deliver audio for transmission to remote sites. Audio from dispatch or field units is instantly delivered without delay or distortion to the various repeaters.

o. Cellular Failures During Large Scale Emergencies

Public safety communications planners recognize that cellular service is not available everywhere and, even when available, it will likely fail during large scale emergencies.

High winds and ice can cause cell towers to collapse. High winds may cause microwave dishes to become misaligned with loss of connectivity. Power outages may cause cell sites to fail because many have limited battery backup systems. Weather conditions may prevent refueling generators or bringing generators to battery powered sites.

Public concern during large scale emergencies may lead to cell system handling so many calls to family, neighbors and authorities that cell towers become overloaded with cell calls being dropped or not completed.

Although cell service tends to be reliable in most areas most of the time, public safety radio systems have to be designed to meet higher standards of reliability.

H. System Alternatives Considered in this Study

a. Option 1 - Switch Operations from VHF and Rely on VIPER

A move to VIPER would be expensive. Approximately 400 mobile and portable radios are in use on the existing VHF radio systems. In addition to the cost, it is not clear that VIPER, as presently constructed, can meet Watauga County's public safety needs.

1. Advantages Offered by VIPER System

The main advantage associated with VIPER is that it was designed and is operated daily to support interoperability among public safety agencies across the state. Failure to incorporate VIPER and the advantages it offers Watauga County would be extremely short-sighted.

No single event caused North Carolina to embrace interoperability as a standard. Hurricanes, large scale events involving numerous agencies, ice storms, and large fires have repeatedly shown the need to have a statewide radio system that brings together all the public safety agencies.

VIPER breaks down the barriers found when each agency or county has its own radio system but cannot talk to other agencies.

The terrorist attacks on September 11, 2001 led to numerous efforts to improve the ability of first responders to communicate with each during emergencies.

The major shortcoming typical of communications prior to the 9/11 attacks involves their limited capacity to support wide-area interoperability.

This shortcoming can be appreciated by considering that as the World Trade Center buildings collapsed, helicopters flown by the NYPD could communicate with Police commanders on scene. Information about the imminent collapse of the North Tower was not passed to fire commanders who were on a different radio system.

Similar problems involving responders not being able to talk to each other still occur across the United States but substantial progress is being made.

Nonetheless, it is still true that many agencies use radios and frequency incompatible radios with their neighbors. Different modulation systems, use of incompatible bands, and use of confusing radio terminology and code words are problems that still arise.

Whether it is a massive response of federal agencies to shootings or transportation incidents or daily situations there is general consensus that agencies need compatible radio systems, to use clear language that is not likely to be misunderstood, and have radios that share common radio channels.

Along with the creation of the Department of Homeland Security, Congress appropriated billions of dollars to improve public safety communications system and to improve interoperability between public safety agencies. In order to provide clear channels (i.e. not already assigned locally), many states built and use radio systems on 700 and 800 mhz where spectrum had not yet become overloaded.

Over several years, North Carolina applied for and received approximately \$185 million in funding from the Department of Homeland Security which has been used to construct the VIPER system (Voice Interoperability Program for Emergency Responders). To date, the state has constructed and placed in operation 215 VIPER repeaters at locations across North Carolina.

There are many positive aspects of VIPER.

It is a statewide system with common channel templates for how radios are set up. Generally speaking a trained person from down east will be able to establish communications with the far western portion of the state and vice versa. When in range of a VIPER tower, ambulances can communicate with any

hospital in the state. Fire chiefs can communicate with other departments when giving or receiving mutual aid provided both departments have VIPER radios. The State Division of Public Health has provided each public health department with a VIPER radio in order to provide communications during a pandemic. National Guard units use VIPER to support civilian authorities. Medical helicopters are equipped with VIPER radios to coordinate with first responders on the ground. Emergency Management uses the VIPER system to coordinate response to coastal hurricanes and other large scale emergencies. Law enforcement personnel can communicate with other departments that can be critical in active shooter situations, searches and hostage situations.

It should also be noted that the VIPER radio templates used to program VIPER radios include several nationwide tactical channels that allow incident commanders throughout the state to communicate directly for close-in tactical operations without using a repeater.

Part of the current Watauga County communications capabilities includes agencies having access to VIPER repeater stations located on Rich Mountain, Buckeye Knob, Cranberry Springs, Beech Mountain and, at times, Mount Jefferson. The entirety of Watauga County is not covered by VIPER as shown in Figure 1 which is a coverage map produced by VIPER.

The 95-95 design standard does not mean that 95% of each county will be covered. 95% of the entire state is to be covered but mountain counties may still have coverage gaps while down-east counties may have excellent county-wide coverage.

The challenge to public safety communications planners is that the nature of public safety operations often involves responders needing to communicate while relying on the lower power portable radios that may have difficulty reaching a VIPER tower. VIPER funding has been used to prioritize construction of towers in areas of greater population, along interstate highways, and in areas where flat land allows a single tower to cover an entire county. By contrast, the mountain region has more towers than other regions because of signal blockage due to the terrain.

VIPER is an 700 and 800 megahertz radio trunked radio system that operates statewide and links most law enforcement agencies as well as many fire departments, EMS units, rescue squads, public health agencies and emergency management.

A trunked radio system automatically assigns units available channels as needed and then instantly reallocates channels for other units seeking transmission time. To date, approximately 215 repeaters and towers have been built across the state and more than 80,000 radios are connected to the VIPER system. VIPER is managed by the North Carolina State Highway Patrol.

In practical terms, a VIPER site may, at any moment, carry different talkgroups for the local Sheriff, another talkgroup for the State Highway Patrol District, another for EMS, and so forth.

However, most VIPER sites can only simultaneously accommodate four different talkgroups (plus the control channel) before running out of channel capacity at that moment. Although a channel is released in 10-20 seconds, it is possible for a user to receive a busy tone necessitating the officer or firefighter to wait. While this does not happen often, it can happen even during critical events.

It is important to note that older systems often used VHF (150-170 mhz) radio spectrum which is now largely saturated. By 1985, even 450 mhz spectrum was completely full in metropolitan areas. As a result, 800 mhz (and later 700 mhz) spectrum was used to meet the needs for new public safety interoperable communications systems that were developed after 9/11.

Radio systems operating on 700 and 800 mhz have different coverage characteristics than VHF systems. Generally speaking, VHF carries further than 800 mhz. but 800 mhz can cover better in urban areas. 800 mhz systems often require a greater number of repeater stations for comparable coverage compared to VHF.

In North Carolina, thousands of VIPER talkgroups have been designated for various agencies and their operational needs. It would be impractical in an emergency to hunt through all these talkgroups, so agencies typically have a template that includes the talkgroups likely to be used by the agency. VIPER templates contain the agency talkgroups and, in order to provide for statewide interoperability, there are 32 talkgroups that are designated as statewide event talkgroups as well as special Emergency Management channels linking the radio to the state Emergency Operations Center and the regional resource centers. Inclusion of statewide and function channels (i.e. State Fire, State Rescue, Law Enforcement Common) insure that each VIPER radio can communicate with other VIPER radios whenever they are within range of a VIPER tower.

Effective use of system channels is facilitated by designing the radio templates so that agency radios have the channels they need for daily use plus other channels that are in the radio but should only be used when allocated for the situation by the 24 hour operations center at the State EOC in Raleigh. A radio call, email or telephone call to the State EOC results in a statewide channel being reserved for a particular use and not also being used elsewhere in the state.

Increased reliance on VIPER would require agencies to purchase more VIPER radios and additional control stations for each talkgroup that the agencies would be using on the VIPER system.

3. VIPER System Financing

VIPER has been financed in North Carolina by sizeable grants from the US Department of Homeland Security and to a lesser degree by state funds allocated by the General Assembly to VIPER. These funds have used to build the statewide infrastructure (towers, microwave links, system controllers, as well as system diagnostic and site monitoring). Approximately \$185 million was received in federal grants to build the VIPER infrastructure. Federal funding has been supplemented by state appropriations but the bulk of the cost of towers, repeaters, microwave links and system controllers was paid for with federal funding.

Agencies using VIPER buy their own portable, mobile and Console station units. VIPER does not charge participating agencies a monthly charge per unit or a fee based on system usage.

In addition to its technical features and interoperability advantages, VIPER offers user agencies system operation without cost to them. User agencies do not bear the financial cost of maintaining the infrastructure including maintenance costs for repeaters, microwave links, HVAC, generators and towers, electricity, as well and the cost of operating a 24/7 network center that monitors the system and dispatches

service personnel when a problem develops. All these expenses are paid by VIPER from the state budget.

4. Potential Channel Loading Issues with VIPER

Individual VIPER towers typically use five frequencies. One frequency is constantly in use as a control channel that transmits to units control data. When a mobile or portable radio is powered up, it searches for a tower. When a radio finds a tower the control channel at that tower automatically sends data to the radio that instructs the portable or mobile radio which frequencies are available in the area.

When a user makes a transmission, the radio is linked instantly to the system controller which identifies the radio as a legitimate user (otherwise it will be blocked from further access). The system controller (computer) instantly sends a control signal to other radios on the same talkgroup that allows them to communicate. A few seconds after the traffic is exchanged, the virtual link between the radios is dissolved and the system capacity that had been used is returned to control by the System Controller.

Because most sites have five frequencies and one is used for the control channel, most sites are limited to four simultaneous conversations among a variety of agencies. If a fifth unit seeks system access while the repeater is in use, that unit will be "bonked" with a tone that tells the operator to wait a few seconds for a channel to clear. Time critical communications may have to wait seconds or minutes, depending upon traffic.

The site at Rich Mountain has a wide coverage outside the Boone area because of its elevation. At times, there could be traffic from other counties that could be using one or more of the channels on the Rich Mountain VIPER repeater.

5. Reduction in Federal Homeland Security Grants has Led to a Changing Mix of Federal, State and Local Funding for VIPER

As the Homeland Security grants have become more difficult to obtain, VIPER system upgrades have increasingly become state expenses included in the State Budget. Approximately 25 VIPER tower sites remain to be built in a time of decreasing Homeland Security funding. Local approval can, at times, be difficult to obtain. Some tower projects have been delayed by the need to complete rigorous environmental impact studies required by the US Park Service. Because of deadlines to spend federal funds, money once intended for a particular site has, at times, been re-allocated to other VIPER sites where site approval can be more easily and quickly obtained. Long delays in gaining site approvals result in increased cost and the potential for funding to be lost completely.

News reports indicate that some sites have so many users and radio traffic to require additional frequencies and repeaters. This can be due to numerous out of town units attempting to maintain contact with their home counties (as in UNC Chapel Hill sporting events) as well as the high number of responders to accidents along I-85 in Alamance County. Local users were frequently blocked by busy signals. Additional VIPER channels had to be added at local expense in order to provide sufficient system capacity to local first responders.

6. Current Utilization of VIPER in Watauga

VIPER is used in a number of ways in Watauga County, obviously in areas where reliable coverage is available. Table 2 lists the numbers of VIPER radios currently in used by Watauga County agencies. These figures do not include the large number of VHF radios that many agencies use in areas not adequately covered by VIPER.

Agency	Base/Console	Mobile	Portable
Watauga 911	4	0	1
Watauga EM		3	30
Beech Mtn	1	4	23
Boone Police			43
Boone 911	5		
Blowing Rock Police		2	12
Watauga Sheriff		1	48
Beaver Dam VFD	1	6	5
Blowing Rock Fire & Rescue	2	1	19
Boone Fire	3	20	43
Cove Creek VFD		2	
Deep Gap VFD			*
Foscoe VFD		5	18
Meat Camp VFD			*
Shawneehaw VFD		4	19
Stewart Simmons VFD			*
Zionville VFD			2
MEDIC		8	
Watauga Rescue		10	25
Watauga Hospital	1	1	5
Health Department			1
Total	17	67	293

An asterisk indicates that the agency has been issued a portable radio from the Watauga County VIPER cache obtained with an early federal grant to provide a limited number of VIPER radios to each county.

b. Option II -Maintain Paging on VHF But with Expanded Coverage

1. Considerations

- Limitations on coverage of 800 mhz coverage probably makes this option impractical as the primary means to alert Watauga personnel.
- Cost of replacement of approximately 400 pagers
- Need for five 800 mhz Simulcast paging transmitters to cover Watauga
- Problem of Destructive multipath interference on 800 mhz paging

c. Option III – Deploy VHF Voting System for Expanded Public Safety Portable Coverage

- Addresses need for expended portable coverage

d. Option IV – Deploy a Five Site VHF Simulcast System for Improved Coverage Throughout Watauga County

e. Option V -Implementation of VHF OPS Channels to Better Utilize Channels Needed for Multiple Incidents

f. Option VI- Addition of VHF Zone Repeaters

- Redundancy in case of major system failure
- Scalability of system for large emergencies

g. Option VII – Deploy a Hybrid Model to Meet Watauga County Needs

- Most agency radios can be used until FCC technical standards change
- There may be challenges in obtaining transmitter sites
- No agency winds up with less than their current capabilities

I. Consultant Recommendations

Option VII which is a Hybrid model combining features of VIPER as well as improved to the current VHF systems is recommended.

Set out in Figure 2 is a matrix that summarizes the recommended expansion and improvements to the public safety communications systems.

a. Install a Five Channel-Five Site VHF Simulcast System

It is recommended that the County implement a **five site, five channel simulcast system** to operate on the primary channels serving agencies. The simulcast repeaters will be located in five locations and are highlighted in green.

Until the final locations for towers and antenna heights are determined, it is not possible to produce a final coverage map for the system. The simulcast system will **provide enhanced coverage** is expected to serve the areas in Appendix 3, based on tentative repeater site locations.

b. Include Voting Receivers at Simulcast Sites and a Comparator for Each Simulcast Channel.

The addition of voting technology will substantially **improve the ability of portable radios used by county public safety personnel being heard clearly by the dispatchers** at Watauga 911. When incorporated with the simulcast system, once on an assigned channel, responders will not have to change their channel selection for different areas in the county.

c. Linking Simulcast Sites and Watauga 911 by Microwave or Fiber Optic Cable

Successful implementation of the simulcast system will require reliable, distortion free, digital links between dispatch and the remote sites. Where possible, existing microwave links owned by the Highway Patrol will be used in order to minimize costs of the improvements. Fiber is very reliable but also very expensive. Linking these sites with cross-band VHF links is impractical because of the difficulty in securing the necessary channels.

d. Addition of Zone Repeaters

In order to meet the needs for **additional channel capacity for multiple events and specialized operations**, as well to provide redundant system capacity in the event of the failure of major system component, it is recommended that **seven standalone repeaters** that are not simulcast repeaters be installed at locations as are highlighted in yellow.

e. Implementation of a Single Dispatch Channel

Fire and rescue leaders noted delays in dispatching due to the need for dispatchers to alert fire, first responders, Medics and rescue personnel on different channels. Situational awareness of unfolding events is lessened when the agencies are alerted on separate channels. Boone Fire has offered its current dispatch channel for use as a county wide dispatch channel. The single dispatch channel will be implemented at the simulcast sites highlighted in green.

f. Operational Change in Dispatch Procedures

It is recommended that the County implement procedures whereby County 911 dispatchers assign channels to incidents as needed rather than having field units switch to a local

channel or agency which results in the dispatcher losing contact with the units. Use of assigned OPS channels will insure that dispatch can maintain contact with incident commanders and avoid having to do this on the dispatch channel where other incidents in the county may be unfolding. Additionally, using assigned OPS channels will result in all voice traffic on the assigned OPS channel being recorded by the dispatch center's digital recorders.

g. Fire Department TAC Channels

Presently there are two fire department TAC channels which are used to coordinate on-scene activities as well as water supply operations. This plan recommends that a third Fire Department TAC channel be added by repurposing an existing channel. Audio on the TAC channels will be brought back to 911 via microwave and will be automatically recorded. However, dispatchers will not monitor the Fire Department TAC channels since incident commanders will be able to converse with Dispatch on the channel assigned for the incident.

Existing equipment currently used to link Buckeye and Wildcat on the County Fire System will be repurposed to support the TAC channels and be installed at the sites highlighted in blue.

- h. Install one P25 repeater to support communications with incoming federal and state agencies during disasters and special events and to facilitate eventual transition to P25 operation**
- i. Encourage agencies replacing radios to purchase dual band radios that operate on both VIPER and the county VHF systems and be capable for upgrading to P25 on VHF.**

Figure 2 Upgraded Communications Sites and Channels					
Channel	Site 1 Rich Mountain	Site 2 Buckeye Knob	Site 3 Creston Area	Site 4 Deep Gap Area	Site 5 Foscoe Area
County-Wide Dispatch Frequency 1*					
County Sheriff Frequency 2*					
OPS 1 Frequency 3*					
OPS 2 Frequency 4*					
OPS 3 Frequency 5*					
Zone Repeater – OPS 4 Frequency 6*					
Zone Repeater – OPS 5 Frequency 7*					
Zone Repeater – OPS 6 Frequency 8**					
Zone Repeater – OPS 7 Frequency 9*					
Zone Repeater – OPS 8 Frequency 10*					
Zone Repeater – OPS 9 (P25) Frequency 11**					
Fire W TAC (Receiver Recorded) Frequency 12*					
FireE TAC (Receiver Recorded) Frequency 13*					
Fire SW TAC (Receiver Recorded) Frequency 14*					
*denotes frequency information to be shared with agencies					
**denotes frequency TBD					

J. Commentary on Recommended Approach

- a. System users gain access to the best features of VIPER and the legacy VHF system
- b. Recommendations provide for capacity to accommodate future growth in county.
- c. Improved coverage in underserved areas in county.
- d. Users receive improved portable coverage due to use of voting receivers
- e. Moving paging to a designated Paging Channel will improve dispatch speed and increase situational awareness among all responders
- f. Assignment of Operational Channels by dispatch will improve field operations, minimize the likelihood of interference and missed calls while better managing available resources.
- g. Improved pager coverage due to a simulcast paging transmitter
- h. Replaces temporary Wildcat Site with a permanent site that can accommodate improvements for all agencies.
- i. Zone repeaters will offer substantial increase in system capacity.
- j. Transmitter redundancy in case of catastrophic system failure.
- k. Increased system capacity for major and multiple Incidents.
- l. Project costs are minimized by use of publicly-owned sites whenever possible
- m. Agencies are urged to purchase dual band (VHF plus VIPER) radios (along with the capability to use P25 on VHF) as they replace current radios or buy additional radios
- n. Repeater infrastructure will be capable of updates when future regulatory changes take effect.
- o. It is recommended that each public safety radio in the county include OPS 3 in its programming template in order to assure that every radio has a common channel regardless of the other channels in their radios.

K. Plan for Implementation

- a. Have a registered professional engineer validate the predicted coverage. Because of the substantial amount of funding involved, it is recommended that the system design be subject to analysis and validation by the registered professional engineer specializing in radio system design. This analysis will involve independent modeling and documentation of predicted coverage based on the system design.
- b. Have an engineering study done on current and proposed towers to determine wind loading requirements and capabilities. The High Country experiences high wind and icing conditions which have caused radio towers to collapse in the past. The wind loading on a tower is affected by the number and size of the antennas used. It is essential that new towers be designed to meet current engineering requirements and be over engineered to reduce the risk of collapse.

It is a standard practice in public safety that an engineering study be completed when antennas are added to towers.

The County tower on Rich Mountain should be reviewed by a professional engineer to determine whether antennas not owned by the county should be removed in order to provide space for county antennas and whether the tower will need to be reinforced to handle the wind loading of additional antenna.

c. Negotiate Leases or Purchase Antenna Sites Where Necessary.

It is recommended that Watauga County secure legally binding leases or long-term use agreements that secure continued availability of transmitter and repeater sites. Equipment installation at any site should wait on these agreements. It is costly to relocate sites and there are normally very large difficulties in finding replacement sites.

d. Develop and circulate a Request for Proposals from potential suppliers in order for the County to have assurance that the system components are properly integrated to assure total system performance.

State contracts are available that set the price for purchase of much of the equipment needed for the system. Direct purchase by the county could save county money and potentially reduce project cost. However, having a supplier that is responsible for validating the system design, integrating components, optimizing system performance and offering contract maintenance service for two years will assure that the county gets what is needed and that a single company is assigned responsibility for providing a fully operational system.

e. Determine the Preferred Financing Model

The preliminary project budget (\$ 3.6 million dollars) exceeds the amount currently allocated in the Capital Reserve Fund for this project. The County could opt to use a short term third party financing agreement and spread the purchase price over a three year period.

Because of the need for system improvements, it is recommended that the County proceed immediately on implementing the project rather than waiting to accumulate Capital Reserve Funds for the total project.

Alternatively, by continuing to place funding in the Capital Reserve Fund for later use, the cost of the project will certainly increase over time and, importantly, the emergency services would not have had access to the needed system enhancements for several years.

L. Preliminary Budget for System Improvements

It is estimated that the communications improvements will approximate \$3.6 million. Appendix 1 contains a detailed budget estimate..

M. Timetable for Project Implementation

- a. Board of Commissioners Approval of Project Concept (by July 1) Conduct soil tests to determine tower design (90 days)
- b. Acquire equipment needed for Site 3 in order to meet VIPER build schedule (90 days)
- c. Structural evaluation of Rich Tower (60 days)
- d. Engage independent radio engineer to validate system design and develop RFP (by August 31)
- e. Complete coordination and licensing of all frequencies and sites (September 15)
- f. Board of Commissioners approval of Total System Contract (by January 1, 2019)
- g. Finalize funding mechanism – lease-purchase vs. third party financing.
- h. Notice to proceed (January 31)
- i. System Installed and operational by July 1, 2019.

N. Stakeholders Offering Input to the Current Planning Process

During this planning process, agencies were asked to have a representative meet individually with the consultant to discuss their level of satisfaction with the current system and to offer opinions about desirable improvements. Each agency was given a map of their response area and stakeholders were asked to identify areas where radio coverage is deemed by that agency to be inadequate. Meetings with each agency lasted forty-five minutes or longer.

Input was obtained from:

- a. County Fire Commission Chair
- b. Watauga County Manager
- c. Watauga 911 Director
- d. Sheriff and Chief Deputy
- e. Boone Fire Chief
- f. Blowing Rock Fire and Rescue Chief and Blowing Rock Town Manager
- g. Watauga Rescue Chief
- h. Cove Creek Fire Chief
- i. Beaver Dam Fire Chief
- j. Zionville Fire Chief
- k. Foscoe Fire Chief
- l. Beech Mountain Fire Chief
- m. Seven Devils Fire Chief
- n. Boone 911 Supervisor
- o. Meat Camp Fire Chief

- p. Deep Gap Fire Department Designee
- q. Shawneehaw Fire Chief
- r. Stewart Simmons Fire Chief
- s. ASU Emergency Management Director
- t. Medics Director
- u. NC Forest Service County Ranger
- v. VIPER System Manager
- w. VIPER Construction Manager
- x. Ashe County Emergency Manager
- y. NC Emergency Management
- z. NC First Net Single Point of Contact
- aa. Statewide Interoperability Coordinator
- bb. Several Members of the NC Statewide Interoperability Executive Committee
- cc. Blue Ridge Energy Radio System Manager
- dd. Max Hopper, Principal, System Strategies
- ee. Watauga County School Superintendent
- ff. Carolina West Wireless engineering personnel

Invaluable assistance came from numerous persons who gave freely of their time during the completion of this report. However, I am responsible for any errors or omissions and for the interpretation of the data.

Marvin K. Hoffman
FCC First Class Radiotelephone License
General Radiotelephone Operator License
NC Type III COM-L
NC Type III COM-T

February 14, 2018

Appendix 1 Estimated Project Budget					
Site	Rich Mountain				Site Total
		1	Equipment Building Upgrade	75,000	
		1	Electrical and Grounding Upgrade	15,000	
		1	Structural Engineer Tower	10,000	
		1	Microwave to Deep Gap	25,000	
		1	Microwave to Ashe County	25,000	
		1	Microwave to Buckeye	25,000	
		1	Microwave to SiteFoscoe	25,000	
		1	Microwave to 911	25,000	
		35	Microwave Channel Cards	35,000	
		1	Receiver Multicoupler	6,000	
		5	simulcast repeaters – VHF	110,000	
		1	Simulcast Gateway	20,000	
		1	Zone Repeater	20,000	
		1	Master Controller for Simulcast	30,000	
		1	8 channel combiner	40,000	
		7	Receiver Preselectors	6,000	
		5	VHF antennas w/cables	60,000	
		3	Equipment Racks	2,000	
		1	UPS	30,000	
		1	GPS Clock & Controller	35,000	
		1	Generator Upgrade	40,000	
		1	Install	50,000	

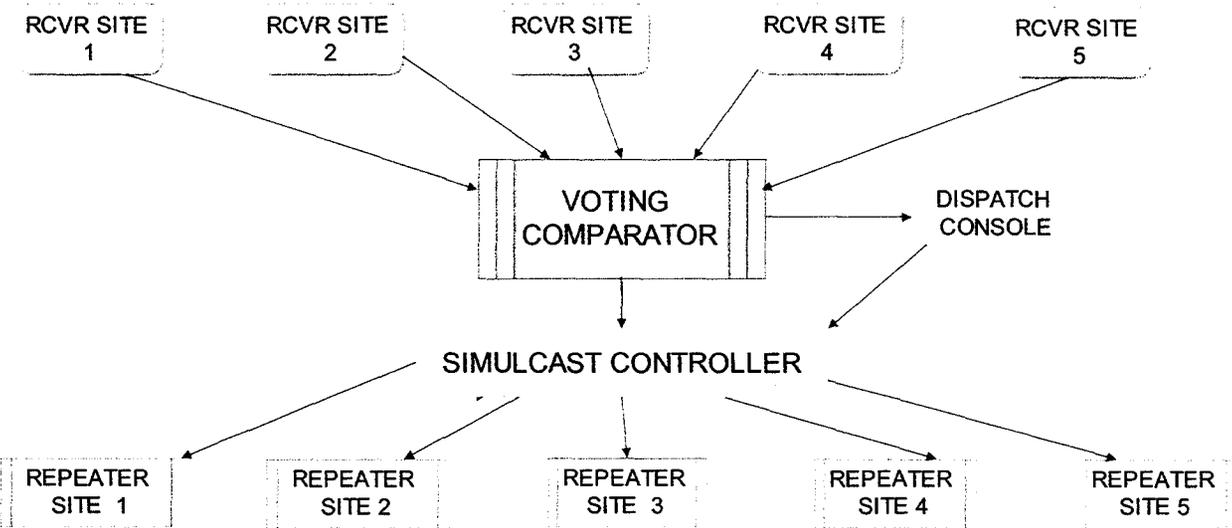
			Contingency	50,000	
			Rich Subtotal		\$759,000
	Deep Gap	1	Site Preparation	25,000	
		1	HVAC	30,000	
		1	Generator	40,000	
		1	UPS	30,000	
		1	Electrical and Grounding	30,000	
		1	Equipment Building	110,000	
		1	Radio Tower	125,000	
		5	VHF antennas	60,000	
		1	8 channel combiner	40,000	
		1	Microwave to Rich	25,000	
		5	Simulcast Repeaters	110,000	
		7	Receiver Preselectors	6,000	
		1	Repurpose Cross Band Rptr for Zone	5,000	
		1	GPS Clock & Controller	35,000	
		1	TAC Receiver	6,000	
		7	Microwave Channel Cards	7,000	
		1	Installation	50,000	
		1	Landscaping	15,000	
			Contingency	50,000	
			Deep Gap Subtotal		\$799,000

	Creston Site	3	VHF antennas w/ cables	30,000	
		1	8 channel combiner	40,000	
		1	5 simulcast repeaters	110,000	
		1	Microwave to Watauga	25,000	
		1	Zone Repeater	25,000	
		7	Receiver Preselectors	6,000	
		1	Receiver Multicoupler	6,000	
		7	Microwave Chanel Cards	7,000	
		1	GPS Clock & Controller	35,000	
		1	Installation	40,000	
			Contingency	30,000	
			Ashe Site Subtotal		\$354,000
	Buckeye Site	3	VHF antennas w/cables	30,000	
		1	8 channel combiner	40,000	
		1	5 simulcast repeaters	110,000	
		1	Microwave to Rich	25,000	
		1	TAC Reciver	6,000	
		1	GPS Clock & Controller	35,000	
		7	Microwave Channel Cards	7,000	
		7	Receiver Preselectors	6,000	
		1	Receiver Multicoupler	6,000	
		1	Repurpose Cross Band Bptr for Zone	5,000	
		1	Zone Repeater	25,000	

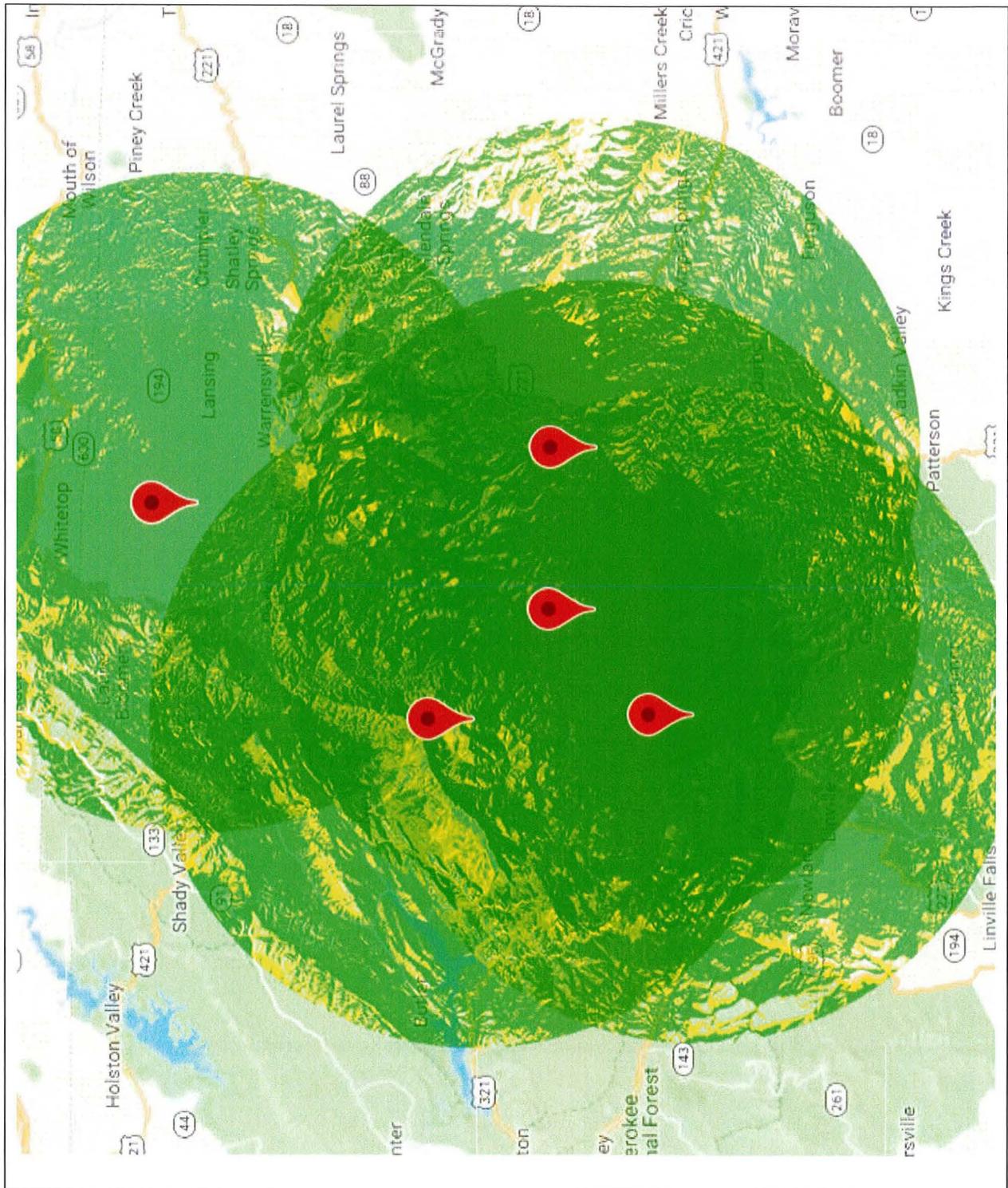
		1	Installation	40,000	
			Contingency	40,000	
			Buckeye Site Total		\$375,000
	Foscoe Area	1	Site Preparation	30,000	
		1	HVAC	25,000	
		1	UPS	35,000	
		1	Electrical and Grounding	30,000	
		1	Generator	40,000	
		1	Equipment Building	100,000	
		1	Radio Tower	125,000	
		5	VHF antennas w/cables	60,000	
		7	Receiver Preselectors	6,000	
		1	Receiver multicoupler	6,000	
		1	8 channel combiner	40,000	
		1	Microwave to Rich	25,000	
		1	5 simulcast repeaters	110,000	
		1	GPS Clock & Controller	35,000	
		1	Zone Repeater	25,000	
		1	TAC receiver	5,000	
		1	Installation	40,000	
		1	Landscaping	15,000	
		1	Contingency	40,000	
			Site 5 Subtotal		\$792,000

	911 Center	1	Microwave to Rich	25,000	
		5	Comparator for Simulcast	75,000	
		8	VHF Control Stations	80,000	
		2	VIPER Console station	20,000	
		1	Console Upgrades	25,000	
		1	Combiner	40,000	
		35	Microwave Channel Cards	35,000	
		1	Installation	40,000	
			Contingency	40,000	
			911 Center Subtotal		\$380,000
			Site Totals		\$3,459,000.00
			Engineering - Design	2.00%	\$69,180.00
			System Optimization	2.00%	\$68,520.00
			Total		\$3,596,700.00

APPENDIX 2 BLOCK DIAGRAM OF A SIMULCAST CHANNEL



Appendix 3 Estimated VHF Simulcast Coverage from Five Site System



Deron.Geouque

From: North Carolina Association of County Commissioners
<communications=ncacc.org@mail190.sea81.mcsv.net> on behalf of North Carolina Association of County Commissioners <communications@ncacc.org>
Sent: Friday, February 09, 2018 4:01 PM
To: Deron.Geouque
Subject: NCACC Legislative Brief - February 9, 2018

NCACC Legislative Brief

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Legislative Brief

WWW.NCACC.ORG



Week of February 5, 2018

Legislators returned to Raleigh again this week planning to take up several issues including K-3 class size mandates, Medicaid transformation, GenX, and redistricting. The General Assembly took up some of those issues while continuing to negotiate differences on others, and is scheduled to continue active legislative sessions next week.

Court decisions regarding redistricting continue to cause some uncertainty with the beginning of primary filing just around the corner. Early in the week, the U.S. Supreme Court granted a partial stay on state legislative district maps drawn by the special master assigned to do so by a federal three-judge panel in August. Some of the districts drawn by the special master will still be used in the upcoming elections. It seems likely that voters will go to the polls under maps drawn in 2016 for Congressional districts.

Class Size Phase In and Funding Legislation

This week, the General Assembly introduced legislation ([House Bill 90](#)) to phase in over four years the class size reduction mandates for grades K-3, which were set to take effect July 1, 2018. The bill would also eliminate the current waitlist for NC Pre-K, and set aside a separate funding allotment for enhancement teachers. The bill passed the Senate on Friday and will likely gain full legislative approval early next week.

K-3 Class Size Reduction Phase In

Under [House Bill 90](#), the class size reduction would take place over a four-year period according to the following timeline:

- For the 2018-2019 school year, the average class size for kindergarten through third grade would remain the same as the current school year. Class size averages must not exceed 20 students, and any individual classroom cannot exceed 23 students.
- For the 2019-2020 school year, the average class size for kindergarten through third grade must not exceed 19 students, with an individual class

- size maximum of 22 students.
- For the 2020-2021 school year, the average class size for kindergarten through third grade must not exceed 18 students, with an individual class size maximum of 21 students.
- For the 2021-2022 school year and beyond, class size requirements would be as follows:
 - Kindergarten average class size of 18, with a maximum of 21 students;
 - First grade average class size of 16, with a maximum of 19 students;
 - Second and third grade average class size of 17 students, with a maximum of 20 students.

Funding and Flexibility

House Bill 90 also creates a new, separate funding allotment for enhancement teachers, such as art, music, physical education and world languages educators. There has not been a separate funding allotment for enhancement teachers since the mid-1990s. The bill appropriates \$61 million in 2018-2019 to fund enhancement teacher positions. This amount represents 25% of the total funding required to pay for enhancement teachers. The appropriation to fund the enhancement teacher allotment will be increased 25 percentage points annually as follows:

- 2019-2020: 50%
- 2020-2021: 75%
- 2021-2022 and thereafter: 100%

Current funding for classroom teachers would not be reduced to pay for enhancement teachers. School districts would continue to receive full funding allocated in 2017-2018 to pay for classroom teachers. Under the legislation, school districts may continue to use classroom teacher funds to pay for enhancement teacher positions until July 1, 2021. After that date, once the enhancement teacher allotment is fully funded and the class size reduction fully

implemented, school districts may not transfer funds from classroom teacher allotments to pay for enhancement teachers. However, funds allotted for enhancement teacher positions may be used by school districts to hire classroom teachers in grades K-12.

Expanded Early Childhood Education Funding

In addition to the K-3 class size phase in, House Bill 90 provides \$9.35 million in fiscal years 2019-2020 and 2020-2021 with the stated purpose to eliminate the current NC Pre-K waitlist, further addressing an NCACC legislative goal to increase state funding to support access to early childhood education. The increase is a recurring appropriation that will go into the baseline funding for NC Pre-K taking the total funding to more than \$82 million in 2019-2020 and more than \$91 million in 2020-2021 and each year thereafter.

Other Provisions

House Bill 90 also includes additional provisions concerning the Atlantic Coast Pipeline mitigation fund that could potentially redirect mitigation funds to LEAs in counties through which the pipeline runs, as well as modifications to Personal Education Savings Accounts, and new changes to the Bipartisan State Board of Elections and Ethics Enforcement in response to a recent N.C. Supreme Court decision.

GenX Legislation

This week, the Senate introduced and passed legislation to address the ongoing GenX issue. The bill, which is an amended version of [House Bill 189 \(Water Safety Act\)](#), directs the NC Department of Environmental Quality (DEQ) to review historical discharge permits, and coordinate with other state and federal agencies to share water quality information.

The Senate bill also sets up a process for the North Carolina Policy Collaboratory at UNC-Chapel Hill to coordinate efforts using technology and instrumentation to measure discharge and emerging contaminants in the event

the U.S. Environmental Protection Agency no longer provides free access to its analytical instrumentation and technology (often referred to as mass spectrometers). The bill authorizes the collaboratory to use \$1 million in funds each year over the next two years for this purpose and appropriates \$2.4 million in additional funds to DEQ to implement the bill.

The Senate bill passed two Senate committees and the full chamber this week. H189 now goes back to the House where the two chambers will negotiate differences in the bill.

Short Session Legislative Goals Update

The NCACC Board of Directors met in Raleigh on February 7th and approved legislative priorities for the short session. In addition to five goals established at last year's goals conference, the board approved a directive for NCACC to focus on a capital-inclusive solution to the state's K-3 class size mandate.

PE-1: Seek legislation to establish a new state-county partnership to address statewide public school capital challenges--including but not limited to maintenance, renovation, construction and debt--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.

PE-2: Seek legislation to repeal the statutory authority under N.C. Gen. Stat. 115C-431(c) that allows local school boards to file suit against a county board of commissioners over county appropriations for education.

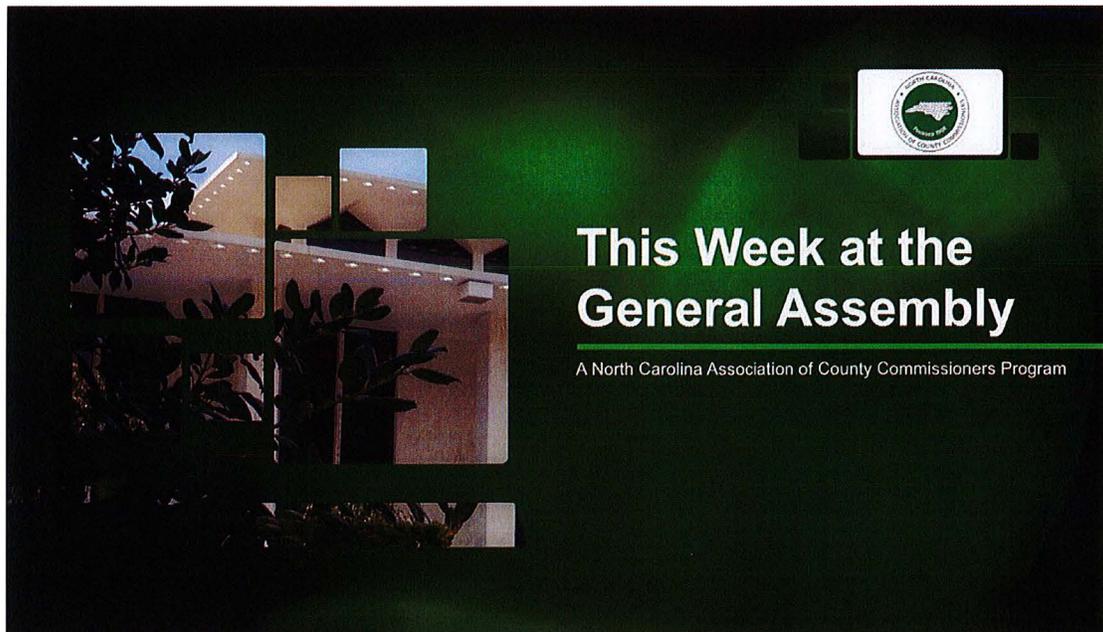
TF-1: Support efforts to preserve and expand the existing local revenue base of counties, and oppose efforts to divert fees or taxes currently allocated to the counties to the state. Oppose efforts to erode existing county revenue streams and authorize local option revenue sources already given to any other jurisdiction.

GG-3: Seek legislation, funding, and other efforts to expand digital infrastructure/broadband capability to the un-served and under-served areas of

the state.

PE-4: Support legislation providing flexibility to align K-12 and community college calendar.

Go to www.ncacc.org/legislativegoals to review North Carolina counties' complete 2017-18 legislative agenda.



You can [click here](#) to view the most recent episode of *This Week at the General Assembly*, the NCACC's made for government television show on legislation affecting county governments in the North Carolina General Assembly.



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You are receiving this email because you subscribed with the NCACC to receive the Legislative Brief
(Formerly Legislative Bulletin).

Deron.Geouque

From: NCACC <ncacc@ncacc.org>
Sent: Friday, February 09, 2018 11:06 AM
To: Commissioners; County Managers
Subject: NCACC Update: Social Services Working Group Seeking Feedback on Proposed Regional Maps, Due 2/16

County Commissioners and Managers:

The Social Services Regional Supervision and Collaboration Working Group (SSWG), which was created by a new state law enacted last year, the Family/Child Protection and Accountability Act, (also known as Rylan's Law) is seeking feedback from counties as part of its work to develop recommendations on state regional supervision offices for county social services programs. We appreciate all the input provided by counties during the last legislative session to maintain the state-supervised, county-administered system of social services in North Carolina. *It is important to note that the proposed maps referenced below do NOT call for regionalization of county departments of social services, which the Association opposed. The proposed maps outline options for locations of state-run, state-funded regional supervision offices, which the Association advocated for to help counties administer services locally.*

The SSWG would like feedback about [two proposed regional maps](#), which show different options for the NC Department of Health and Human Services (DHHS) to establish offices designed to extend supervision and support more directly and immediately to the county departments of social services. The new regions will allow DHHS to provide staff, technical assistance and support to counties in a more coordinated, collaborative and community-specific manner. DHHS regional staff would be responsible for promoting consistency in program administration, supporting innovation and best practice development, resolving conflicts, and bolstering quality assurance, among other things. A PDF of the proposed maps is available at [this link](#).

Before finalizing its recommendations, the SSWG would like to hear from the public and other stakeholders specifically about the proposed maps. The group would like specific feedback on issues such as:

- Is one map better than the other? If so, why?
- Are there modifications to one or both maps that would significantly improve them?
- How will the maps impact working relationships? Community relationships?
- Are there other factors in establishing regions that should take greater priority than those listed on pages 2-3 of the background document available at [this link](#) (e.g., judicial districts, population, geography, networks)?

The SSWG has county representation and its members include Brenda Howerton, NCACC President and Durham County Commissioner; Kevin Austin, NCACC First Vice President and Yadkin County Commissioner, Robert Woodard, Chair of the Dare County Board of Commissioners; and Page Lemel, Transylvania County Commissioner.

Please submit comments to sswg@sog.unc.edu by **Friday, February 16**. Comments may also be sent by mail to Pratibha Sirdeshmukh, UNC School of Government, CB #3330 Knapp-Sanders Building, Chapel Hill, NC, 27599-3330.

Questions about this project may be directed to Aimee Wall, UNC School of Government, wall@sog.unc.edu or 919.843.4957.