

**TENTATIVE AGENDA & MEETING NOTICE  
BOARD OF COUNTY COMMISSIONERS**

**TUESDAY, DECEMBER 19, 2017  
5:30 P.M.**

**WATAUGA COUNTY ADMINISTRATION BUILDING  
COMMISSIONERS' BOARD ROOM**

<b>TIME</b>	<b>#</b>	<b>TOPIC</b>	<b>PRESENTER</b>	<b>PAGE</b>
5:30	1	CALL REGULAR MEETING TO ORDER		
	2	APPROVAL OF MINUTES: December 5, 2017, Regular Meeting December 5, 2017, Closed Session		1
	3	APPROVAL OF THE DECEMBER 19, 2017, AGENDA		13
5:35	4	PRESENTATION OF COMPREHENSIVE CLASSIFICATION AND COMPENSATION STUDY BY SPRINGSTED, INC.	MS. ANN ANTONSEN	15
5:40	5	SHERIFF'S OFFICE REQUEST TO PURCHASE AND INSTALL ADDITIONAL CAMERAS AT THE LAW ENFORCEMENT CENTER	CAPTAIN REDMON	51
5:45	6	DISCUSSION REGARDING A PROPOSED SITE PLAN AND DEVELOPMENT COSTS FOR A WATAUGA COMMUNITY HOUSING TRUST PROJECT	MR. SCOTT EGGERS	55
5:50	7	PLANNING & INSPECTIONS AND ECONOMIC DEVELOPMENT MATTERS	MR. JOE FURMAN	
		A. Request to Re-Apply for A Clean Water Management Trust Fund grant for Wetlands Creation at the County's Brookshire Road Property		61
		B. Request to Schedule A Public Hearing to Allow Citizen Comment on A Proposed Grant Application to the Parks and Recreation Trust Fund (PARTF) for the Middle Fork Greenway Project		65
		C. Out-of-State Travel Request		67
5:55	8	TAX MATTERS	MR. LARRY WARREN	
		A. Monthly Collections Report		81
		B. Refunds & Releases		83
6:00	9	MISCELLANEOUS ADMINISTRATIVE MATTERS	MR. DERON GEOUQUE	
		A. Proposed Resolution Encouraging Congress to Create A Reliable and Predictable Stream of Resources to Address Deferred Maintenance Needs In America's National Park System		89
		B. Boards and Commissions		111
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6:05	10	PUBLIC COMMENT		114
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7:10	12	CLOSED SESSION Attorney/Client Matters – G. S. 143-318.11(a)(3) Personnel Matters – G. S. 143-318.11(a)(6)		114
7:30	13	ADJOURN		

**AGENDA ITEM 2:**

**APPROVAL OF MINUTES:**

December 5, 2017, Regular Meeting

December 5, 2017, Closed Session

## MINUTES

### WATAUGA COUNTY BOARD OF COMMISSIONERS MONDAY, DECEMBER 5, 2017

The Watauga County Board of Commissioners held a regular meeting, as scheduled, on Tuesday, December 5, 2017, at 8:30 A.M. in the Commissioners' Board Room of the Watauga County Administration Building, Boone, North Carolina.

PRESENT: John Welch, Chairman  
Billy Kennedy, Vice-Chairman  
Jimmy Hodges, Commissioner  
Larry Turnbow, Commissioner  
Perry Yates, Commissioner  
Anthony di Santi, County Attorney  
Deron Geouque, County Manager  
Anita J. Fogle, Clerk to the Board

Chairman Welch called the meeting to order at 8:34 A.M.

Commissioner Yates opened the meeting with a prayer and Vice-Chairman Kennedy led the Pledge of Allegiance.

#### APPROVAL OF MINUTES

Chairman Welch called for additions and/or corrections to the November 21, 2017, regular meeting and closed session minutes.

The following correction was presented:

Commissioner Hodges opened the meeting with a prayer and ~~Commissioner Turnbow~~ **Vice-Chairman Kennedy** led the Pledge of Allegiance.

Vice-Chairman Kennedy, seconded by Chairman Welch, moved to approve the November 21, 2017, regular meeting minutes as amended.

VOTE: Aye-5  
Nay-0

Vice-Chairman Kennedy, seconded by Chairman Welch, moved to approve the November 21, 2017, closed session minutes as presented.

VOTE: Aye-5  
Nay-0

## **BOARD ORGANIZATIONAL MATTERS**

The meeting was turned over to County Manager Geouque for the election of the Chairman of the Watauga County Board of Commissioners.

### ***A. Election of Officers***

County Manager Geouque called for nominations for Chairman of the Watauga County Board of Commissioners.

Commissioner Yates, seconded by Vice-Chairman Kennedy, moved to nominate Commissioner Welch for Chairman.

VOTE: Aye-5  
Nay-0

The meeting was then turned over to Chairman Welch.

Chairman Welch called for nominations for Vice-Chairman of the Watauga County Board of Commissioners.

Commissioner Turnbow, seconded by Commissioner Hodges, moved to nominate Commissioner Kennedy for Vice-Chairman.

VOTE: Aye-5  
Nay-0

### ***B. Staff Appointments***

Vice-Chairman Kennedy, seconded by Commissioner Turnbow, moved to reappoint Deron Geouque as the County Manager.

VOTE: Aye-5  
Nay-0

Vice-Chairman Kennedy, seconded by Commissioner Turnbow, moved to reappoint Anita Fogle as Clerk to the Board.

VOTE: Aye-5  
Nay-0

Vice-Chairman Kennedy, seconded by Commissioner Turnbow, moved to reappoint both Monica Harrison and Tammy Adams as Substitute Clerks to the Board.

VOTE: Aye-5  
Nay-0

Vice-Chairman Kennedy, seconded by Commissioner Turnbow, moved to reappoint di Santi, Watson, Capua, Wilson, & Garrett as the Law Firm representing Watauga County as legal counsel for Watauga County including the Watauga County Department of Social Services and the Child Support Enforcement Offices with rates to remain as current.

VOTE: Aye-5  
Nay-0

*[Clerk's Note: The current rate for legal services by the County Attorney is \$125.00 per hour.]*

### **C. Fidelity Bonds**

The following individual fidelity bonds were presented for approval:

<u>Position</u>	<u>Bond Amount</u>	<u>Statutory Requirement</u>
Finance Director	\$50,000	No less than \$50,000, per NCGS 159-29
Deputy Finance Director (County Manager)	\$50,000	
Tax Collector	\$50,000	Amount considered reasonable by BCC, NCGS 105-349-c
Register of Deeds	\$50,000	At least \$10,000 but no more than \$50,000, NCGS 161-4
Sheriff	\$25,000	Amount considered reasonable by BCC, but no more than \$25,000 max, NCGS 162-8

Vice-Chairman Kennedy, seconded by Commissioner Yates, moved to approve the individual fidelity bonds as presented.

VOTE: Aye-5  
Nay-0

Vice-Chairman Kennedy, seconded by Commissioner Yates, moved to approve the Finance Director, County Manager, and Chairman of the Board of Commissioners as the authorized signers for disbursements on all County accounts and to approve additional signers and Deputy Finance Officers, on the Inmate Commissary account only, as Juanita Miller, James Sharpe, Barry Trivette, and Michael Brown and to approved the official depositories of the County as First National Bank, BB&T Bank, First Citizens Bank, Great State Bank, PNC Bank, and Wells Fargo Bank.

VOTE: Aye-5  
Nay-0

**D. Commissioner Appointments to Boards & Commissions**

The following are the current Commissioner Board appointments:

Board/Commission	Member
Appalachian District Health Department	Yates
Appalachian Theatre Board of Trustees Ex-Officio Member	Hodges or Welch
AppalCART Authority	Hodges
Blue Ridge Resource Conservation & Development Area	Turnbow
Caldwell Community College & Technical Institute - Watauga Advisory Board	Welch
Children's Council	Turnbow
Child Protection Team	Kennedy
Cooperative Extension Advisory Leadership Board	Yates
Economic Development Commission (EDC)	Turnbow
Educational Planning Committee (2 appointees)	Hodges & Welch
EMS Advisory Committee	Yates
High Country Council of Governments Executive Board Rural Transportation Advisory Committee	Turnbow
Juvenile Crime Prevention Council (JCPC)	Welch
Humane Society	Turnbow
Library Board	Kennedy
Motor Vehicle Valuation Review Committee	Welch
New River Service Authority Board	Hodges
Northwest Regional Housing Authority (Ms. Pat Vines' term expires December 12, 2019)	
POA Advisory Committee (Home & Community Care Block Grant)	Yates
Sheriff's Office Liaison	Kennedy & Turnbow
Vaya County Commissioner Advisory Board	Kennedy
Social Services Advisory Board	Hodges
Watauga County Fire Commission	Yates
Watauga County Personnel Advisory Committee	Welch
Watauga County Recreation Commission	Welch
Watauga Medical Center Board of Trustees	Kennedy
Watauga Opportunities, Inc.	Turnbow
Workforce Development Board (WDB)	Chairman

Commissioner Yates, seconded by Commissioner Hodges, moved to accept the appointments as currently seated.

VOTE: Aye-5  
Nay-0

### ***E. Regular Meeting Schedule***

Chairman Welch stated that the Board of Commissioners' regular meetings were currently scheduled for the first Tuesday of each month at 8:30 A.M. and the third Tuesday of each month at 5:30 P.M.

Commissioner Yates, seconded by Vice-Chairman Kennedy, moved to retain the regular meeting schedule for the Watauga County Board of Commissioners as follows: the first Tuesday of each month at 8:30 A.M. and the third Tuesday of each month at 5:30 P.M.

VOTE: Aye-5  
Nay-0

### **APPROVAL OF AGENDA**

Chairman Welch called for additions and/or corrections to the December 5, 2017, agenda.

Vice-Chairman Kennedy, seconded by Commissioner Turnbow, moved to approve the December 5, 2017, agenda as presented.

VOTE: Aye-5  
Nay-0

### **PRESENTATION OF FISCAL YEAR 2017 AUDIT**

Ms. Misty Watson presented the Fiscal Year 2017 County audit. As will be evident by the audit, the County continues to remain financially strong with prudent, fiscally, and conservative management.

Below are key financial highlights:

- The total assets of the County exceeded its liabilities at the close of the fiscal year by \$144,372,548.
- The County's unassigned fund balance for the general fund was \$22,104,565 at the end of the year, representing 45.55% of total General Fund expenditures. This is an increase of \$496,615 in the unassigned fund balance from the previous year.
- The current year collection rate for property taxes was 98.90% which was an increase from last year's 98.76%. The County is still well above the statewide average of 97.82% for entities of similar populations in fiscal year 2015-16.
- **Outstanding debt principal decreased by \$4,082,361.** Total outstanding debt principal at June 30, 2017 is \$39,073,749. Watauga County's legal debt limit is \$681,830,754 so the County continues to be well below the state limits.
- Moody's Investor Services updated their review of the County's financials and reported the County is in a very healthy financial position.

County Manager Geouque stated that due to a successful fiscal year and an increase in the unassigned fund balance, staff recommends the transfer of the \$496,615 increase in the unassigned fund balance along with an additional \$5,000,000 from the unassigned fund balance to the Recreation and Community Center Capital Project to potentially reduce the loan amount, cover escalation costs, or provide for additional features. The proposed reduction to the unassigned fund balance would reduce the unassigned percentage to 34.36% or four months working capital. The statewide average unassigned fund balance for counties of a comparable size in fiscal year 2015-16 was 31.57% and the State requirement is 8%.

Commissioner Turnbow, seconded by Vice-Chairman Kennedy, moved to accept the Fiscal Year 2017 Audit and to approve the transfer of the \$496,615 increase along with an additional \$5,000,000 from the unassigned fund balance to the Recreation and Community Center Capital Project.

VOTE: Aye-5  
Nay-0

### **COMMUNITY CARE CLINIC REPORT**

Ms. Lisa Bottomley, the new Executive Director for the Community Care Clinic, introduced herself and thanked the Board for supporting the clinic. Ms. Bottomley stated that she looked forward to working with the Board. The report was for information only; therefore no action was required.

### **CONSIDERATION OF PROPOSED AMENDMENTS TO THE ORDINANCE TO REGULATE SUBDIVISIONS AND MULTI-UNIT STRUCTURES**

In January of 2017 the Board requested the Planning Board review the Ordinance to Govern Subdivisions and Multi-Unit Structures. The Planning Board presented the recommended changes to the Commissioners and a public hearing was conducted on May 16, 2017. After completion of the public hearing the Board recommended the Planning Board further consider the amendments and the questions raised during the public hearing. The Planning Board's revised proposal was presented for Board consideration and the decision was made to conduct another public hearing to consider the additional changes. That public hearing was held on September 19, 2017. Action has not been taken since that public hearing. With all commissioners present at this meeting, consideration was requested.

Vice-Chairman Kennedy, seconded by Commissioner Turnbow, moved to adopt the Ordinance to Govern Subdivision and Multi-Unit Structures as presented.

Prior to the vote, each Commissioner shared their thoughts regarding the proposed amendments after which the following vote was taken:

VOTE: Aye-3(Welch, Kennedy, Turnbow)  
Nay-2(Hodges, Yates)



## **PROPOSED AUDIT CONTRACT FOR FY 2017-2018**

Ms. Margaret Pierce, Finance Director, presented a proposed contract with Misty Watson, CPA, PA in the amount of \$45,000 for audit services for FY 2017-18. This is an increase of \$8,000. The increase can be attributed to the State Auditor requiring additional work pertaining to the Department of Social Services. Further, the current rate has been in effect for the past three (3) years. Ms. Watson continues to provide exceptional service along with counseling and advice outside the scope of the contract at no additional charge. The \$45,000 annual rate will be locked in for a five year timeframe as well.

Commissioner Yates, seconded by Commissioner Turnbow, moved to accept the five-year lock on rates and the contract with Misty Watson, CPA, PA in the amount of \$45,000 for audit services for FY 2017-18.

VOTE: Aye-5  
Nay-0

## **MISCELLANEOUS ADMINISTRATIVE MATTERS**

### ***A. Sheriff's Office Requested Award to Retiring Officer***

County Manager Geouque stated that G.S. 20-187.2 allows governing bodies of a law enforcement agency to award a retiring member the service side arm at a price determined by the governing body. Law enforcement personnel may retire at age 55 with 25 years of credible service with full retirement benefits.

County Manager Geouque stated that Deputy Barry Adams is retiring December 31, 2017, and that he has personally known Barry for over five (5) years and would say that he embodies the definition of a public servant. He served over 29 years with the United States Army after which he joined the North Carolina Highway Patrol. Upon retiring from the Highway Patrol with over 24 years of service and receiving the prestigious Order of the Longleaf Pine award, Barry chose the Watauga County Sheriff's Office for his next employment opportunity.

After thirty-six (36) years of service in law enforcement, Barry will once again retire. Watauga is truly grateful for Barry's years of service to our country, state, and county. The Sheriff's Office requests that Barry's respective side arm and badge be awarded to him upon his retirement and that the Board set the price of the side arm at \$1.

Commissioner Yates, seconded by Commissioner Turnbow moved to award Deputy Adams with his side arm and badge upon his retirement and to set the price of the side arm at \$1.

VOTE: Aye-5  
Nay-0

### ***B. Proposed Resolution Establishing the Sheriff's Salary***

County Manager Geouque stated that per Statute, prior to the filing period for the fall 2018 elections, the Board must establish the salary for the Sheriff in order for filing fees to be

determined as listed in the draft resolution. The entry level salary on the County's current pay plan is \$70,672.

Commissioner Yates, seconded by Commissioner Hodges, moved to adopt the resolution setting the annual salary for the office of the Sheriff at \$70,672.

VOTE: Aye-5  
Nay-0

### ***C. January's Meeting Schedule***

County Manager Geouque stated that the Board has traditionally cancelled one of the meetings in December or January depending on how the holidays have fallen. Due to where Christmas and New Year fall during the week, staff would recommend the Board cancel the first meeting in January as there would be insufficient time to prepare the Board packets. Historically, December and the first weeks in January have few issues requiring Board action.

Commissioner Turnbow, seconded by Commissioner Yates, moved to cancel the January 2, 2018, regular meeting.

VOTE: Aye-5  
Nay-0

### ***D. Boards and Commissions***

County Manager Geouque presented the following for consideration:

#### **Watauga County Board of Adjustment**

The terms of Bill Ragan, Baxter Palmer and Todd Rice expire in November. All three are willing to continue to serve if reappointed. NC Statutes require a representative (resident) of each zoned area in counties that have partial-county zoning such as Watauga. Mr. Rice represents the Valle Crucis Historic District, which is a small area with limited population, therefore small pool of potential representatives. Mr. Palmer is the alternate member and is the representative of the Foscoe-Grandfather zoned area. Mr. Ragan resides in the Howard Creek Watershed, which is not a zoned area in the traditional sense, but since the watershed ordinance was adopted under zoning authority, the County has attempted to appoint residents of those areas when possible.

The Pond Creek (Beech Mountain) Watershed Ordinance was not adopted under zoning authority as it is not large enough to qualify for partial-county zoning. Adam Rhyne resides in the South Fork New River/Winkler Creek/Middle Fork watershed (the boundaries adjoin and form one larger watershed-regulated area). David Hill and Charles Phillips are at-large members. Those 3 terms are not expiring this year. The new South Fork New River Watershed for the new Boone water intake does not have a representative.

Consideration was tabled to allow for more citizens to volunteer for serving on the Board of Adjustment. The County Attorney stated that Mr. Ragan, Mr. Palmer, and Mr. Rice could continue to serve until new members were appointed.

Watauga Medical Center Board of Trustees

The Watauga Medical Center Board of Trustees has recommended Dr. Paul Dagher and Mr. Joe Miller for reappointment and Ms. Mary Louise Roberts for appointment as Board Trustees. Each of their terms would be effective January 1, 2018, through December 31, 2020.

Vice-Chairman Kennedy, seconded by Commissioner Yates, moved to reappoint Dr. Paul Dagher and Mr. Joe Miller and to appoint Ms. Mary Louise Roberts to the Watauga Medical Center Board of Trustees with each of their terms to be effective January 1, 2018, through December 31, 2020.

VOTE: Aye-4(Welch, Kennedy, Hodges, Yates)  
Nay-1(Turnbow)

Recreation Commission

The following recommendations were received for consideration of appointment to the Recreation Commission: Mr. Jason Eldreth to represent Bethel School, Mr. Denny Norris to represent Green Valley School, Mr. Gene Swift to represent Parkway School, and Ms. Carolina Carney to represent Valle Crucis School.

Commissioner Yates, seconded by Vice-Chairman Kennedy, moved to appoint the following to the Recreation Commission: Mr. Jason Eldreth, representing Bethel School, Mr. Denny Norris, representing Green Valley School, Mr. Gene Swift, representing Parkway School, and Ms. Carolina Carney, representing Valle Crucis School.

VOTE: Aye-5  
Nay-0

Economic Development Commission

The terms of two members of the Economic Development Commission (EDC) expired in June. Mr. Ed Evans and Mr. Tommy Sofield served two consecutive terms and, therefore, were not eligible for reappointment. Mr. James Bance was appointed to fill one of these seats at the September 19, 2017, meeting leaving one seat to be filled for a three-year term. A volunteer application has been received from Mr. Erik Carsten Lanier who is interested in serving on the EDC.

Commissioner Yates, seconded by Commissioner Turnbow, moved to appoint Mr. Erik Carsten Lanier to serve as a member of the Economic Development Commission.

VOTE: Aye-5  
Nay-0

***E. Announcements***

County Manager Geouque announced the following:

- The Register of Deeds, Clerk of Court, and Tax Office invites you to join them for holiday goodies on Friday, December 8, 2017, from 12:30 – 2:30 P.M. in the hallway

between the Clerk of Court and Register of Deeds offices. There will be collection boxes for non-perishable food items to be donated to the Hunger and Health Coalition.

- The Annual County Christmas Luncheon, scheduled on Tuesday, December 12, 2017, will be held at Dan'l Boone Inn from 11:45 A.M. to 2:00 P.M.

### **PUBLIC COMMENT**

There was no public comment.

### **CLOSED SESSION**

At 9:36 A.M., Commissioner Turnbow, seconded by Commissioner Hodges, moved to enter Closed Session to discuss Attorney/Client Matters, per G. S. 143-318.11(a)(3) and Personnel Matters, per G. S. 143-318.11(a)(6).

VOTE: Aye-5  
Nay-0

Commissioner Yates, seconded by Commissioner Turnbow, moved to resume the open meeting at 10:33 A.M.

VOTE: Aye-5  
Nay-0

### **ADJOURN**

Commissioner Turnbow, seconded by Vice-Chairman Kennedy, moved to adjourn the meeting at 10:33 A.M.

VOTE: Aye-5  
Nay-0

John Welch, Chairman

ATTEST:

Anita J. Fogle, Clerk to the Board

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**AGENDA ITEM 3:**

**APPROVAL OF THE DECEMBER 19, 2017, AGENDA**

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**AGENDA ITEM 4:****PRESENTATION OF COMPREHENSIVE CLASSIFICATION AND COMPENSATION STUDY BY SPRINGSTED, INC.****MANAGER'S COMMENTS:**

Ms. Ann Antonsen, Vice President Consultant for Springsted Incorporated, will present the updated pay plan for the County. The study provides an overview of the County's current classification and compensation system. The study details the methodology used to update the County's classification and compensation plan. The last update to the County's compensation and pay plan was in 2006.

Springsted provided three options for updating the County's current compensation system. Option one recommends moving all positions to the minimum of the new pay grade. Option two recommends moving all positions to the minimum of the pay grade or a 2% increase whichever is greater. Option three recommends moving all employees to the minimum of the new pay grade and placing them within the proposed pay grade based on years of service in their current position. Under this option employees would receive a 0.50 percent increase for each year of service in their current position with the County. The cost for Option one is \$237,977.44; Option two is \$378,538.33; and Option three is \$569,722.20. Each option would also require the coverage of benefits. Funding is allocated in the current budget to accommodate any of the options chosen. If approved, the option selected would be effective January 1, 2018.

Springsted is recommending Option three. According to Springsted, this option not only recognizes employees for longevity in their current position, but also recognizes the value of length of service and the development of skills and abilities in regard to performing the tasks of the position. In addition, Option three works toward reducing compression with salaries and moves employees away from the minimum salary and closer toward midpoint which is the market rate. Springsted will be providing salary and compensation for the County Manager position at the meeting for Board review and consideration.

Staff seeks direction from the Board.





## Classification and Compensation Study

Watauga County, North Carolina

December 2017

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### *Mission Statement*

Springsted provides high quality, independent financial and management advisory services to public and non-profit organizations, and works with them in the long-term process of building their communities on a fiscally sound and well-managed basis.



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**LETTER OF TRANSMITTAL**

December 19, 2017

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

**Re: Classification and Compensation Study**

Dear Mr. Geouque:

Springsted Incorporated is pleased to provide Watauga County with the County's completed Classification and Compensation Study. The study provides an overview of the County's current classification and compensation system as it relates to all of the County's positions and our final report including the methodology used to update the classification and compensation system, options for implementing the compensation system and for addressing issues related to salary compression, and other compensation pay issues.

The study represents a thorough and comprehensive review of all aspects of the County's compensation system. The recommendations offered, we believe, will increase the market competitiveness of the County's compensation program within the regional marketplace and provide increased internal equity among County positions. Implementation of these recommendations will assist the County in attracting new employees, when necessary, and in retaining current employees needed to meet the County's service demands.

Springsted expresses its thanks to the County staff who completed Springsted's Position Analysis Questionnaires as we worked to verify their current job responsibilities. We particularly want to thank the members of the County's staff who supplied us with data and answered numerous questions throughout the study. We also express our gratitude to Monica Harrison, your Human Resources Coordinator for providing direction and feedback through all the phases of the study. Springsted appreciates the privilege of serving the County and hope that we may be of assistance to you in the future.

Respectfully submitted,

*Ann Antonsen*

Ann Antonsen, Vice President  
Consultant

## 1. Executive Summary

Springsted Incorporated completed a Classification and Compensation Study for Watauga County, North Carolina in September 2017. The study represents a comprehensive review of the components that affect an organization's compensation program – a review of class descriptions, current compensation structure, the County's compensation philosophy, regional market competitiveness of County salaries, the internal equity of salaries paid to comparable County positions, employee benefits, and ongoing maintenance and administration of the compensation system.

The County has encountered some situations that could be addressed by conducting a comprehensive classification and compensation study and implementing an up to date compensation system. Difficulty in recruiting and hiring new employees, candidate pools lacking the skill sets required for the position being recruited, and employee turnover in certain positions are all indications that the County's classification and compensation program may not be competitive within the regional market.

A classification and compensation system provides the framework for determining how employees will be paid. As a general rule, most organizations conduct comprehensive classification and compensation studies every five to seven years ensuring their ability to hire and retain qualified employees and maintain equitable internal relationships. The external market focus is important because it ensures that the compensation plan is adequate to attract new employees and retain existing employees. If compensation levels fall below those in the regional marketplace, the organization may experience difficulty hiring people and increased employee turnover as employees seek jobs with other organizations that will pay the market rates for their skills and abilities. In today's economy, it is imperative to remain competitive and, in order to do so, it is necessary to monitor the regional marketplace. An organization must ensure market adjustments are provided to the salary scale to maintain their competitive position when resources are available. When a position is recruited several times due to a lack of qualified applicant pools willing to work at an advertised salary, this leads to smaller and smaller pools and breaks in service with responsibilities for the vacant position being assigned to other full-time staff.

Organizations should expect some employee turnover, but when it becomes excessive, turnover has a serious impact on the organization's overall effectiveness. Advertising costs are a measurable component of turnover, and as the County moves through the selection process, the time spent by current employees covering the void left by the departing employee often diverts their attention from their day to day responsibilities creating overtime demands and often frustration on the part of the remaining employees as they attempt to meet deadlines and maintain acceptable levels of service. These are some of the hidden and non-quantifiable costs associated with turnover. There is also a substantial cost for turnover that comes with training of new employees.

Employees receive on-the-job training which diverts the attention of other employees away from their regular duties to assist in training. This is particularly true in the public safety area where significant State mandated

training is required before a provider can serve effectively and to ensure quality services are provided to the citizens and visitors of the community. For example, several Sheriffs and Police Chiefs that we have worked with have estimated the cost of training a new law enforcement officer to range between \$22,000 to \$42,000 per selected candidate dependent upon the jurisdiction.

Organizational effectiveness is affected as current employees train new employees and as those new employees endeavor to become proficient in their job. While these costs are not necessarily visible in expenditure reports, they will be demonstrated in performance data in the form of reduced service outcomes.

As the County continues to experience change, it will also be important to offer competitive salaries to attract the best staff possible to serve the citizens of Watauga County. Competition for a wide range of professions in the local government marketplace is becoming more intense each year as the private sector continues to attract workers to higher paying jobs, local government curriculums are decreased at the college level, benefit levels drop for local government employees, and other competing organizations increase their salaries to remain competitive and to meet demands for service in their communities and organizations.

The periodic review, which comes with completion of a comprehensive classification and compensation update, also enables an organization to account for changes in use of technology, changes in work processes, tools and equipment, and other factors that can affect job responsibilities. In today's fast paced world of technological change, this is especially important as almost every governmental process is affected by advancements in technology and, as this occurs, employee's skills, knowledge, and abilities, as well as their proficiency in the use of required tools and equipment, changes. Changes in job requirements, such as addition of new programs or assumption of duties for a vacated position, sometimes results in a new pay grade assignment. In order to properly maintain the compensation system, an ongoing process is needed to review job responsibilities and job class assignment to pay grades to ensure jobs are properly compensated.

The primary purposes of the study that were identified by the County included:

- To attract and retain qualified workers;
- To provide equitable and competitive salaries for all workers of the County;
- Develop a salary structure that provides for internal equity and ensures external competitiveness with other municipalities in the County's geographic area; and
- Review current compensation practices and policies and develop recommendations for ongoing administration and maintenance of the proposed Classification and Compensation Plan.

The following study documents the review and evaluation of the County's existing compensation system and the methodology used to develop more competitive compensation levels. The study was conducted with extensive participation from the County Manager and Human Resources Coordinator and input from department heads and employees. Department heads were interviewed concerning the nature of their operations and discussed particular

issues they were having compensation and benefits issues and with employee recruitment and retention.

A compensation and benefits survey was developed and comprehensive wage data was collected from comparable regional employers. The results of the job evaluation and the salary survey data were used to create a salary curve, which served as the foundation for creating a revised compensation program. The compensation program structure relied upon a review of compensation philosophy concepts that included:

- Providing fair and equitable compensation to employees in a more competitive and changing labor market
- Maintaining a competitive pay structure that takes into consideration the County's fiscal resources
- Ensuring that employee compensation reflects changing economic conditions
- Providing consistent administration of pay policies and procedures among all County departments

Major findings of the study can be summarized as follows:

- Salaries paid to County employees are, on average, lower than the average salary rates paid in comparable organizations. Because salaries are below average market rates, the County may experience difficulty hiring and retaining employees in certain positions. The County may also experience future turnover in positions that are paid at a higher rate by comparable organizations with which the County competes for employees. Our analysis of benchmark organizations indicated that the County's minimum salaries overall are 4.67% below the average minimum salaries, approximately 4.06% below the midpoint salaries, and 4.11% below the maximum salary levels of the responding organizations surveyed. Based on the updated salary schedule developed as part of this study, we found that 38% of the County's workforce are paid at a rate below the minimum salary rate of their newly assigned pay grade.
- Internal pay relationship inequities exist within the County. Positions that require similar minimum qualifications and have comparable responsibilities should be compensated at comparable levels. We reviewed all job classes and then evaluated each job class against standard criteria. Each job class was assigned to a pay grade that reflected its internal relationship to other County positions thereby ensuring equitable pay relationships.
- The market survey also asked for information regarding additional compensation that is provided to employees. A summary of the findings (of the 12 that provided the information) are:
  - Seven provide longevity pay
  - One provides pay for performance
  - Two provide tuition reimbursement
- The study offers a recommended compensation plan and recognizes an implementation schedule that would be effective upon Board adoption. The implementation schedule provides a strategy that ensures that all employees are paid at least at the minimum of their assigned pay grade.

## 2. Introduction

Watauga County, North Carolina retained Springsted Incorporated to conduct a Classification and Compensation study in February 2017. Completion of this study reflects a significant effort by County staff to provide polices and human resources related data, complete questionnaires and review information.

A comprehensive salary and benefits survey was conducted as part of this study with the County reviewing and approving the proposed jurisdictions to be surveyed. Survey recipients were selected based on demographics, comparable levels of services provided by the entity surveyed, and geographic proximity to Watauga County. Fifty-six (56) benchmark positions were included in the survey. Each position included as a benchmark was selected to ensure a wide range of different job types were included across all departments to provide a representative sample throughout the organization. Sixteen (16) public entities listed below, were invited to participate in the survey:

- Ashe County
- Burke County
- Caldwell County
- Carteret County
- Dare County
- Haywood County
- Jackson County
- Macon County
- Rutherford County
- Stokes County
- Transylvania County
- Wilkes County
- Appalachian State University
- City of Lenoir
- Town of Boone
- Watauga Schools

Information from some entities was difficult to obtain. Repeated requests by Springsted and County staff to some localities and organizations resulted in a strong representation of information being utilized from thirteen (13) localities. Some completed the survey, others either provided current pay plans or data was gathered from information on the community's websites. Springsted was not able to obtain information from the counties of Haywood, Rutherford or Stokes.

Survey respondents were asked to provide information on only those benchmark positions which they considered to be comparable to positions in their organizations. Therefore, survey respondents did not provide data for every position surveyed.

### 3. Methodology

Springsted Incorporated used the following methodology to develop a new and revised classification system and compensation program for Watauga County:

1. Springsted staff met with the County Manager and the Human Resources Coordinator in February 2017 to establish a working relationship, review current policies and practices relating to the County's existing pay practices, and to collect data on organizational structure, operations, and staffing in addition to identifying any specific departmental needs and concerns related to this study. This meeting also provided an opportunity to discuss the County's goals in conducting this study.
2. The County provided copies of existing class descriptions, the County's current pay scale and compensation policies, and a list of employees identified by employee name, title, current grade, and current salary for use during the study.
3. All department heads were also provided information explaining the purpose of the study and Springsted's approach to conducting the study. Individual meetings were conducted with each of the County's department heads to collect data on department structure, operations, and staffing, along with identifying any specific departmental needs and concerns related to this study.
4. Six employee orientation sessions were conducted by Springsted to explain the study process and to answer questions. These meetings also provided an opportunity for employees to voice concerns and have input into the study.
5. At these meetings Springsted provided information on completing an on-line Position Analysis Questionnaire (PAQ). Employees were encouraged to participate in the study by using the PAQ to describe their job duties and responsibilities and respond to questions on characteristics applicable to each position. Each employee's supervisor then reviewed the completed questionnaires for completeness and accuracy and provided any additional information they felt was relevant to the position.
6. The Springsted consultant team reviewed the PAQs completed by County employees upon their receipt and made preliminary classification decisions for the various positions in Watauga County. At this initial stage of the process, any apparent discrepancies, conflicts, or omissions were noted. Job audits were conducted to expand, clarify, or confirm available information provided on the PAQs.
7. Springsted developed a comprehensive wage and benefits survey that included requests for general information on compensation policies, such as whether an open range or step system was utilized, whether they use single or multiple pay plans, percentage between grades, and percentage between the minimum and the maximum. This information was requested from sixteen (16) communities identified in consultation with the County to determine the market for benchmarked positions.



8. Salary data for benchmarked positions were solicited. Information was gathered on minimum, maximum, and actual salaries for all positions surveyed, additional compensation such as longevity pay, pay for performance, bonuses, and a wide variety of fringe benefits including holidays, vacation, sick leave, insurances, deferred compensation, clothing allowance, and any other additional compensation.
9. Utilizing the salary data supplied by comparable organizations, all County positions were evaluated using Springsted's Systematic Analysis and Factor Evaluation (SAFE<sup>®</sup>) system to assist in assuring that the internal relationships of positions within the County were equitable. The evaluation ensured each position was assigned to the appropriate salary grade in the proposed compensation plan.
10. Guidelines for implementation and ongoing administration of the compensation program were developed. These guidelines provide for annual adjustments to the salary schedule ensuring that the County's pay scales stay current with changing economic and market conditions. The implementation options and the estimated costs are provided as part of this study.

## 4. Findings and Recommendations

Developing a classification system and compensation program involves the analysis of substantial quantities of data collected from employees, supervisors, comparable employers, and the County. We have evaluated the County's existing compensation program based on our analysis of the study data and the survey results. Using this information, we have developed a compensation program for Watauga County, which is described below. Options for implementing the recommended changes conclude this section.

### A. Evaluation of the Current Compensation Program

Discussions with County personnel and review of compensation data indicate that employees of the County are under-compensated in relation to other comparable regional organizations when comparing actual salaries. Other findings discussed earlier in the study indicate a wage problem demonstrated by:

- Difficulty recruiting employees in various positions
- Concerns about possible employee turnover because employees may leave to take higher paying jobs with other employers
- Job classes with comparable responsibilities requiring comparable education and experience that are assigned to different pay grades resulting in marked pay differences

### B. Compensation Philosophy

A compensation philosophy guides the design of a pay plan and answers key questions regarding pay strategy. It generally takes a comprehensive, long term focus and explains the compensation program's goals and how the program supports the employer's long-range strategic goals. Without a compensation philosophy, compensation decisions tend to be viewed from a short-term standpoint apart from the organization's overall goals.

In addition, movement of positions through the pay grades is an important topic for consideration of local governments. An organization's desired market position involves defining the market and identifying where the organization wants to be positioned within that market. Market position should balance what it takes to attract new employees and to retain skilled employees (in other words, eliminating higher pay as the reason employees leave the organization) with the organization's financial resources. Internal equity expresses an organization's desire to provide comparable pay to job classes with comparable duties and responsibilities.

Movement of positions through the assigned salary grade is also an important consideration for employees and their supervisors to understand. Employees should have an understanding of how they may obtain pay increases whether it is by merit or some other form, so that they believe that they have a future in the community that they serve.

In consultation with the County's Management, Springsted staff developed a compensation philosophy framework guiding the compensation program development and the direction of this study. As part of this study, we recommend that the County consider these concepts in the adoption of a formal compensation philosophy:

- Providing fair and equitable rates of pay to employees
- Developing a system of pay grades that state the minimum and maximum rates that the County will pay individuals within a job class and identify the midpoint of the range as the “market” rate
- Defining the County’s market area based on the nature of the job class requirements and the availability of potential candidates locally or state-wide
- Establishing rates of pay that allow the County to compete successfully for new employees within its market area
- Establishing a market position that is fiscally responsible with public resources
- Ensuring that pay rates for employees reflect changing economic conditions
- Developing pay administration policies and procedures that ensure their consistent application between departments
- Ensuring that the compensation program is understandable to employees, the County Manager, County Board, and the public

### C. Evaluating Job Classes

County employees completed individual Position Analysis Questionnaires (PAQs). Supervisors reviewed the PAQs and provided information for each position. Employees and supervisors both responded to questions regarding working conditions and the physical requirements of each job in compliance with the Americans with Disabilities Act (ADA).

Employees also provided information regarding essential duties and responsibilities. Based on the information provided in the PAQs, new classification descriptions were developed for each job class. Class descriptions are different from position descriptions; they provide a broad description of the essential functions, examples of work performed, and minimum requirements for each job class, but they do not provide an exhaustive list of tasks performed by each position. In this way, class descriptions can cover a group of positions, some of which may be in different departments that share comparable levels of responsibility, perform comparable work, and have comparable minimum requirements. For example, an administrative assistant job class could include administrative assistant positions assigned to different departments such as asset property management, prevention, or administration. While the subject matter of each position may be different, there are many similarities in the work performed, which may include answering the phone, greeting visitors, preparing and filing documents, and entering data.

Utilizing Springsted Incorporated’s SAFE® job evaluation system, each position in the County’s workforce was evaluated, rated, and ranked to establish preliminary class assignments. Springsted staff then reviewed each position, assigned it to one (1) of six (6) skill levels, and evaluated the job based upon the nine (9) job factors listed below:

- Training and Ability
- Level of Work
- Physical Demands
- Independence of Actions
- Supervision Exercised
- Experience Required
- Human Relations Skills
- Working Conditions/Hazards
- Impact on End Results

All positions were reviewed to determine those positions that qualify as exempt from the overtime provisions of the Federal Fair Labor Standards Act (FLSA) consistent with the regulations which took effect on August 23.

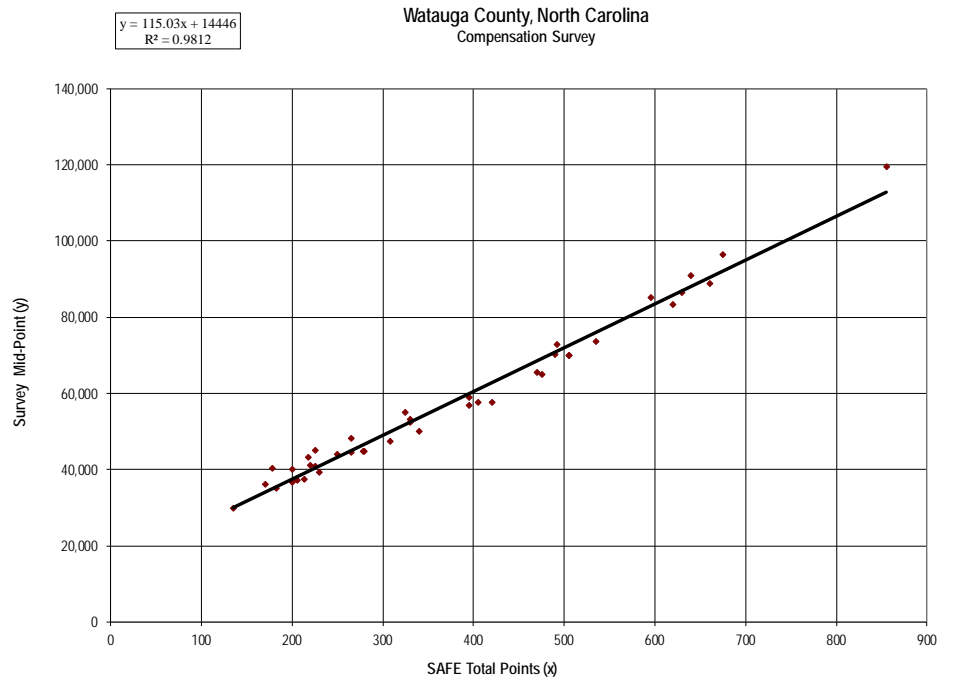
#### D. Developing A Salary Schedule

The process of developing a salary schedule draws substantially from market data obtained in a compensation and benefits survey. This data is obtained by conducting a comprehensive survey of other comparable employers within the County's defined market area; that is, who does the locality compete with for employees when vacancies occur? Respondents are asked to provide information about the structure of their pay plans and the minimum, maximum, and actual salary rates of their corresponding benchmark positions, hours worked, number of employees, and information on additional compensation.

**Survey Results.** The salary survey included a series of questions designed to obtain information on a variety of pay practices. Twelve (12) respondents provided information on their pay plans. Eight (8) respondents with a system in place reported using an open range system, which provides a minimum, midpoint, and maximum level of pay for each pay grade, while two (2) reported using a step system and two (2) use both step and open ranges systems. The distance between pay grades varied from 4% to 6%, with an average of 4.94%. On average, survey respondents indicated that the spread within their pay grades, or the difference between the minimum and the maximum of the pay grade, was 54%, with a low of 35% and a high of 66%.

The survey included benchmarked positions covering a full range of job classes from administrative support and maintenance positions to professional employees and department heads. A general summary of survey results appears in Appendix II. Job titles marked 'DNU' on the Salary Survey Summary were not used in developing the salary curve because positions did not match the position being surveyed or data received was inconsistent or inadequate.

**Designing the Salary Schedule.** The first step in designing a compensation plan is to create a salary curve using the salary survey data for the County's benchmark positions and the corresponding job evaluation point factors for each benchmark position. This data produced the salary curve shown below. Any given point on the salary curve identifies where the market salary rate and the job evaluation point factors intersect.



Watauga County’s existing pay scale contains twenty-eight (28) pay grades and is an open range system, with a 4.5% spread between grades. Using data obtained from the market survey and in order to maintain competitiveness with the regional labor market, an updated salary schedule was developed for the County. The proposed pay scale contains twenty-five (25) pay grades with a minimum to maximum spread of 50% and a 6% separation between grades. The new pay plan is also an open range system and can be found in Appendix III of this report. The recommended pay plan is the result of the analysis of the data received and reflects the market ranges of salaries as reported by competitors in the area.

We then assigned each position to the appropriate salary grade. The List of Positions and Assignment to Salary Grade is shown in Appendix IV.

## 5. Implementing the Recommended Salary Plan

To estimate implementation costs, Springsted used the most recent employee salaries supplied by the County for all departments and prepared three (3) implementation options including adjustment of those employees whose current wage falls below the required market minimum to resolving issues of concern identified such as compression of salaries within the established ranges. Each is explained in greater detail below.

Consistent with staff’s direction, we have estimated implementation costs using County personnel data as of September 2017, making the following assumptions:

- Recommended compensation program will be effective when designated by the County. Implementation options provided in this report recognize full year implementation.
- Implementation will address internal equity by making sure that no employee is paid below the minimum rate of their assigned salary grade.

All implementation options include moving employees to the minimum of the new pay scale or Option 1 as shown below. The fiscal impacts shown address base salary alone and do not include FICA or other related costs.

**Option 1 – Move to Minimum of the Recommended Pay Grade.** Under this option all employee salaries were raised to the minimum of the proposed grade for their position. Of the County’s two hundred seventy-three (273) employees, one hundred eleven (105) employees, or 38%, of the County’s workforce, are being paid below the minimum salary rate of their proposed pay grade. The annual cost of bringing each of the employees to the minimum salary rate of their pay grade is estimated to be \$237,977. This amount is equivalent to 2.19% of the County’s approximate \$10.9 million annual payroll for employees.

	# of Staff	Current Salary	Proposed Salary	Difference	% Increase
Totals	273	\$ 10,888,829.63	\$ 11,126,807.07	\$ 237,977.44	2.19%
Employee Below Min	105	\$ 3,934,306.71	\$ 4,172,284.15	\$ 237,977.44	6.05%
Employee Within Range	163	\$ 6,613,619.03	\$ 6,613,619.03	\$ -	
Employee Above Max	5	\$ 340,903.89	\$ 340,903.89	\$ -	

Implementing this option and bringing employee salaries up to the minimum salary rate of their proposed pay grade will address internal equity and increase market comparability for the County and is the minimum level of implementation required to ensure competitiveness of salaries.

**Option 2 – Move to Minimum or 2% Salary Increase Whichever is Greater.** In this option, all employee salaries are brought to the minimum of the proposed pay grade or given a 2% increase, whichever is greater. To apply this strategy, we first brought all employees with salaries below their proposed minimum salary rate up to the minimum rate of the proposed pay grade. Those employees who fell naturally within the proposed pay grade were given a 2% increase, moving them away from the minimum level of pay, unless this increase brought them above the maximum, in which case they were moved to the maximum or remained at their current salary, whichever was greater. The estimated annual cost to move

employees whose current salary falls within the range proposed for their position is \$132,272. The total cost for this option including those employees whose current wage falls below the minimum of the range is \$378,538, which is a 3.48% increase in the County's total payroll.

	# of Staff	Current Salary	Proposed Salary	Difference	% Increase
Totals	273	\$ 10,888,829.63	\$ 11,267,367.96	\$ 378,538.33	3.48%
Employee Below Min	105	\$ 3,934,306.71	\$ 4,180,572.66	\$ 246,265.95	6.26%
Employee Within Range	163	\$ 6,613,619.03	\$ 6,745,891.41	\$ 132,272.38	2.00%
Employee Above Max	5	\$ 340,903.89	\$ 340,903.89	\$ -	

Implementation of this option will increase market comparability for the County and begin to address the issue of wage compression.

**Option 3 – Years of Service in Position.** Individual employee salaries were also placed within the proposed pay grade based on the number of years of service in their current position reflecting a more accurate picture of market based increases for the employee and the experience they have gained with the County. Under this option employees would receive a 0.50 percent increase for each year of service, in their current position, with the County. For example, under this option if an employee has been employed by the County in their current position for six (6) years, the employee would receive a 3.00% increase. This option not only recognizes employees for longevity in their current position, but also recognizes the value of length of service and the development of skills and abilities in regard to performing the tasks of the position. The estimated cost of providing a 0.5% increase for each year of service in the employee's current position for those employees that fell within the new pay grade is \$270,434 and \$299,289 for those employees that fell below the minimum of the new grade for a total annual cost of \$569,722, which is equivalent to a 5.23% increase of the County's annual payroll.

	# of Staff	Current Salary	Proposed Salary	Difference	% Increase
Totals	273	\$ 10,888,829.63	\$ 11,458,551.83	\$ 569,722.20	5.23%
Employee Below Min	105	\$ 3,934,306.71	\$ 4,233,595.38	\$ 299,288.68	7.61%
Employee Within Range	163	\$ 6,613,619.03	\$ 6,884,052.55	\$ 270,433.52	4.09%
Employee Above Max	5	\$ 340,903.89	\$ 340,903.89	\$ -	

Implementation of the full plan via Option 3 would allow the County to provide salaries which meet current market conditions, based upon the market survey and recognizes the value of employees' experience and thus reducing the probability for compression of salaries.

### Ongoing Administration

After initial implementation is achieved, the County should develop administrative procedures that provide for annual market analyses and salary adjustments based on market and economic conditions and the County's ability to pay. It should be recognized that as the market shifts, employee's base salaries should shift with adjustments in the County's compensation schedule to maintain market competitiveness.

**Base adjustments.** It will be necessary for the County to adjust the salary schedule and grades based on market adjustments and other factors such as recruitment. The County can establish a guideline for determining annual base adjustments. For example, the County could base its adjustment on the Consumer

Price Index (CPI). The County could also contact comparable jurisdictions to find out what percentage adjustment they are making to their pay scales as a second level of verification of the pay range adjustment. This would also ensure that the County maintains marketability among comparable regional organizations.

If the CPI, for example, is 2.5, a 2.5% increase would be applied to the wage rates of each pay grade. In addition, all employees with performance that meets or exceeds job expectations would receive the 2.5% increase applied to their base salary. By making this base adjustment to all employee salaries, the County ensures that employees will not fall behind the market.

**Progressing through the salary ranges.** Employees typically move through their salary grade at a more rapid pace early in their career as opposed to the latter stages of their employment with an organization or community. This occurs because employees are typically hired by an organization at the minimum or near the minimum of their pay grade because they lack certain knowledge, skills, and abilities that an employee who has been with an organization for ten (10) to twelve (12) years may have gained through training and immersion in the workforce and community. Consequently, the midpoint of the salary range is recognized as the ‘market rate’ at which employees have gained the knowledge, skills, and abilities to perform at a level commensurate with those of their more experienced peers. For that reason, many communities and organizations typically experience a more rapid growth in employee salaries toward the midpoint of the salary range during the first ten (10) to twelve (12) years of employment as they recognize the employee’s growth in their job. As a result, employees often progress at a slower rate of salary growth once they have attained the midpoint and until their retirement. We would suggest that the County develop a formal policy and system that establishes a goal of having employees reach the midpoint of their salary grade during the initial ten (10) to twelve (12) year period of employment.

### Recommendations

Watauga County is a service oriented organization. The County delivers services through its employees who are a major investment in the organization’s infrastructure. The report that precedes these recommendations contains significant amounts of information, which has been gathered from a variety of sources, carefully and objectively analyzed, and structured in a way that will provide a sound and fair system of compensating employees if followed carefully. It is our independent judgment that has resulted in the following recommendations.

We urge the County to:

1. Approve the proposed “Open Range” salary schedule provided in Appendix III of this report. Adoption of the revised salary schedule, developed utilizing market data, will result in an up to date compensation schedule which will better equip the County to recruit for vacant positions, retain existing employees, and provide for flexibility in hiring, promotions and annual increases.
2. Approve the recommended position assignments provided in Appendix IV, which assigns job classes to the proposed salary grades. The schematics developed, utilizing objective analysis of data, will allow for establishment of internal equity among the various positions of the County.



3. Approve an Implementation Option which meets the goals of the County and falls within the financial resources available to the County. Adoption of one of the recommendation will establish more equitable compensation levels for all employees, address compressions issues, and bring those employees that are below the market up to market standards. Springsted recommends that the County adopt Option 3 to ensure that the County addresses compression between both current and future staff.
4. Provide support for ongoing administration of the program via a system of market adjustments.

### **Review of Fringe Benefits and Other Policies**

Fringe benefits are an important component of the total compensation package provided by employers both in the public and private sector. Watauga County recognizes that fringe benefits also are an integral part of the total compensation package and that to be competitive in the market place a well-rounded program is essential in retaining that competitiveness. Ten (10) organizations that responded to the salary survey also provided information about their fringe benefit programs. A summary of the fringe benefits survey appears in Appendix V.

## Appendix I

**Annual Salary Adjustment** – A salary increase based on changes in a price index, such as the Consumer Price Index (CPI), designed to help salaries keep pace with market changes. Other factors may be considered in annual salary adjustments, including the anticipated increases in the salary schedules of comparable employers. The adjustments are applied to the minimum, midpoint, and maximum rate of each pay grade and to employee salaries so their position within their assigned pay grades is maintained.

**Benchmark Jobs** – A group of jobs used as reference points for making pay comparisons with other organizations.

**Class Description** – A summary of the essential duties performed within a job class and examples of the specific tasks and employee knowledge, skill and abilities required to perform the job.

**Classification** – The assignment of positions to appropriate job classes and pay grades based on the results of a job evaluation.

**Internal Equity** – Fair and consistent pay relationships among jobs or skill levels within a single organization that establishes equal or comparable pay for jobs involving comparable work and utilization of comparable skills.

**Job Class** – A grouping of jobs that is considered to be substantially similar for pay purposes.

**Job Evaluation** – A systematic procedure designed to make classification decisions by applying standard criteria to a review of all job classes.

**Line of Best Fit** – In regression analysis, the line fitted to a scatter plot of coordinates measuring pay and job evaluation factors. The line is used to develop the salary structure.

**Occupational Group** – Jobs involving work of the same nature but requiring different skill and responsibility levels.

**Pay Grade** – A level within a salary schedule into which job classes with similar job evaluation factors are placed for compensation purposes. Pay grades have a minimum rate, a midpoint rate, and a maximum rate and define what an employer is willing to pay for a particular job. The midpoint of the pay grades approximates the market salary rate which would be paid for satisfactory performance.

**Compensation Philosophy** – Decisions about employee compensation that address the relative importance of internal equity, external competitiveness, employee contributions or performance, and administration of the pay system.

**Performance Evaluation** – The process of determining the extent to which a worker's assigned task outcomes meet employer performance expectations and performance standards.

**Position Analysis Questionnaire (PAQ)** – A structured job analysis technique that classifies job information based on such factors as information input, mental processes, work output, relationships with other persons, job context, and other job characteristics. The PAQ analyzes jobs in terms of worker-oriented data.

**Progression through Pay Grades** – Strategies that move employees through the pay grade.

**Salary Survey** – The systematic process of collecting information and making judgments about the compensation paid by other comparable employers. Salary data are useful in designing pay grades and salary structures.

## Appendix II

## Watauga County, North Carolina Salary Survey Comparison

Position Surveyed	Number of Respondents	Average Midpoint	Minimum Salary			Midpoint Salary		Maximum Salary		
			Lowest	Highest	Average	Lowest	Highest	Lowest	Highest	Average
Administrative Assistant I	12	38,812.51	29,451.00	32,316.00	30,972.20	36,463.50	40,395.50	43,476.00	49,117.00	46,670.20
Human Resources Manager	12	72,921.10	51,134.00	63,984.00	58,502.40	61,310.50	80,215.00	71,487.00	97,516.00	87,339.80
County Manager	14	119,552.25	85,811.00	95,872.00	92,272.67	118,919.00	127,029.50	104,227.00	239,794.00	144,454.75
Animal Control Officer	7	38,345.00	27,827.00	34,434.00	29,799.80	34,941.50	43,424.50	41,930.00	57,515.00	46,890.20
Board of Elections Director	8	56,798.79	38,041.00	52,940.00	44,096.29	47,551.00	68,256.00	57,061.00	84,976.00	69,501.29
Program Assistant - Elections	9	35,095.19	25,079.00	34,434.00	27,705.87	31,050.50	41,416.50	37,022.00	51,670.00	42,484.51
Child Services Enforcement Agent II	6	45,180.59	33,142.00	40,785.00	36,359.47	42,256.00	49,077.00	50,822.00	57,369.00	54,001.72
Social Services Director	10	96,423.20	67,082.00	99,005.00	75,380.42	83,852.50	128,707.00	100,623.00	158,409.00	117,465.98
Income Maintenance Caseworker II	8	39,994.72	27,815.46	37,476.00	31,325.37	35,464.88	45,075.50	43,114.29	54,777.00	48,664.07
Income Maintenance Supervisor I	6	48,201.17	33,809.85	45,356.00	38,433.34	42,820.50	58,962.50	51,055.00	72,569.00	57,968.99
Social Worker III	10	58,860.65	42,350.00	48,339.00	48,049.40	47,575.00	58,962.50	52,800.00	72,569.00	69,671.89
Social Worker Supervisor III	8	69,978.00	55,583.00	57,351.00	56,309.00	69,064.50	71,391.00	80,778.00	86,789.00	83,647.00
DNU - Emergency Services Director	8	70,665.00	56,532.00	56,532.00	56,532.00	70,665.00	70,665.00	84,798.00	84,798.00	84,798.00
Telecommunications Supervisor	10	52,421.28	35,131.00	47,746.00	40,978.00	44,791.50	59,682.50	54,452.00	77,076.00	63,386.43
Telecommunicator I	12	40,222.76	31,665.00	32,316.00	32,071.33	38,077.50	41,903.00	44,490.00	52,168.00	48,471.60
Finance Accounting Tech II	10	40,869.40	27,827.00	37,516.00	33,030.00	35,479.00	45,075.50	43,131.00	54,002.00	49,320.00
Finance Accounting Tech IV/Payroll	12	44,598.76	33,142.00	40,785.00	35,661.13	41,668.50	49,077.00	50,002.00	57,595.00	53,536.14
Finance Director	11	90,830.56	67,235.00	77,656.00	71,598.00	88,178.50	97,070.00	105,814.00	116,484.00	109,578.33
Information Technology Director	11	85,269.19	55,315.00	79,427.00	66,130.05	77,421.94	101,269.50	94,121.62	123,112.00	104,408.32
PC/Network Specialist	9	57,715.84	39,139.02	53,907.00	47,487.76	49,903.44	68,256.00	60,667.85	84,007.00	67,943.92
Custodian	10	31,346.00	22,908.00	27,942.00	24,236.50	28,665.00	34,024.50	34,398.00	45,065.00	38,455.50
Maintenance Mechanic II	7	41,170.97	30,698.00	33,142.00	31,523.67	38,414.00	42,256.00	46,097.00	60,603.00	51,796.75
Maintenance Director	10	73,568.06	31,904.00	74,070.00	57,300.50	56,479.50	92,587.50	68,046.00	112,578.00	89,835.63
Maintenance Technician I	11	37,211.46	24,532.00	31,600.00	28,271.07	33,544.00	39,123.50	40,287.00	53,376.00	46,291.12
Parks and Recreation Director	9	70,113.08	49,955.10	63,308.00	56,282.03	63,692.74	77,168.00	77,430.38	91,028.00	83,944.13
DNU - Athletic Director	6	43,797.24	33,809.85	35,575.00	34,775.46	42,820.50	44,791.50	51,055.00	54,452.00	52,819.02
DNU - Recreation Specialist I	6	40,198.61	29,496.00	34,434.00	32,183.14	37,607.50	41,416.50	45,719.00	48,399.00	48,214.08
Code Enforcement Officer III	9	57,722.00	35,656.00	50,418.00	44,606.67	52,783.50	60,700.00	69,911.00	71,619.00	70,837.33
Planning & Inspections/EDC Director	8	86,613.75	61,283.00	77,573.00	68,181.75	76,604.00	100,845.00	91,925.00	124,117.00	105,045.75
Planner I	8	54,974.21	37,276.64	50,418.00	42,523.61	47,527.24	60,700.00	57,777.84	77,076.00	67,424.81

## Watauga County, North Carolina Salary Survey Comparison

Position Surveyed	Number of Respondents	Average Midpoint	Minimum Salary			Midpoint Salary		Maximum Salary		
			Lowest	Highest	Average	Lowest	Highest	Lowest	Highest	Average
Cook I	3	29,927.93	20,846.00	23,332.00	24,288.14	25,040.50	29,101.00	29,235.00	34,870.00	35,567.72
DNU - In-Home Aide	1	29,780.00	22,908.00	22,908.00	22,908.00	29,780.00	29,780.00	36,652.00	36,652.00	36,652.00
DNU - Project on Aging Director	2	60,701.00	43,242.00	52,823.00	48,032.50	54,052.50	67,349.50	64,863.00	81,876.00	73,369.50
DNU - Senior Center Assistant	2	37,386.10	22,882.73	30,801.00	26,841.87	29,176.20	45,596.00	35,469.66	60,391.00	47,930.33
DNU - Senior Center Director II	1	44,791.50	35,131.00	35,131.00	35,131.00	44,791.50	44,791.50	54,452.00	54,452.00	54,452.00
Deputy Register of Deeds II	9	37,513.03	27,641.00	33,030.00	29,915.35	34,551.50	39,864.00	41,462.00	48,462.00	45,107.86
Register of Deeds	8	65,596.32	47,406.00	55,583.00	52,197.98	59,257.00	71,669.00	70,982.00	88,208.00	78,994.66
Equipment Operator I	7	36,032.05	26,252.00	31,665.00	28,704.64	33,183.50	39,907.50	39,820.00	49,117.00	43,359.47
Operations Services Director	4	70,010.33	47,623.00	60,845.00	56,102.00	61,910.00	76,056.50	76,197.00	91,268.00	83,918.67
Recycling Coordinator	5	44,809.94	32,198.97	40,785.00	36,067.49	41,055.24	49,077.00	49,911.51	57,369.00	53,552.38
Sanitation Truck Operator	5	37,463.31	25,283.00	35,943.00	30,002.60	31,603.50	43,234.50	37,924.00	50,526.00	44,924.02
Shelter Attendant	7	29,855.17	18,486.00	26,907.00	23,558.67	24,648.50	33,313.50	30,811.00	39,720.00	36,151.67
Administrative Assistant II - Sheriff	10	43,340.57	30,698.00	36,921.00	34,356.16	39,907.50	47,703.00	48,475.00	59,629.00	52,324.99
Deputy Sheriff II	10	47,430.83	34,434.00	37,410.45	36,386.15	46,763.06	48,508.50	56,115.68	59,703.00	58,270.56
Deputy Sheriff-Sergeant	9	53,224.70	37,039.00	43,307.00	42,003.76	46,299.00	56,154.50	55,559.00	69,113.00	64,445.64
DNU - Detective	8	45,188.00	31,383.00	31,383.00	31,383.00	45,188.00	45,188.00	58,993.00	58,993.00	58,993.00
Deputy Sheriff-Captain	11	64,942.64	48,339.00	52,640.00	51,154.50	61,310.50	68,256.00	71,487.00	84,007.00	78,551.25
County Sheriff	12	88,875.61	63,888.00	89,244.00	70,877.43	79,412.00	113,786.00	94,791.00	138,328.00	106,873.78
Jailer I	8	39,224.38	29,206.62	31,792.00	30,890.22	36,585.00	43,571.00	43,902.00	55,350.00	47,558.55
DNU - Jail Supervisor	6	53,336.64	42,537.00	44,352.00	43,536.25	51,192.00	54,493.50	59,847.00	64,973.00	63,227.67
Conservation Technician	5	44,851.05	32,198.97	37,476.00	34,783.39	41,055.24	50,269.50	49,911.51	66,581.00	54,918.70
Deputy Tax Collector I	6	36,719.97	27,641.00	29,268.00	29,375.87	34,551.50	36,585.00	41,462.00	43,902.00	44,064.07
GIS Technician II	10	44,665.96	30,731.00	41,139.00	35,743.83	38,414.00	53,480.50	46,097.00	65,822.00	53,588.09
Tax Administrator	9	83,459.02	58,080.00	70,958.00	63,666.04	76,056.50	90,129.50	91,268.00	113,876.00	103,054.32
Tax Appraiser I	6	44,054.25	33,845.00	37,476.00	35,083.25	42,351.50	45,075.50	50,822.00	54,452.00	53,025.25
Veteran Service Officer	9	50,076.50	33,958.00	41,139.00	38,280.00	47,479.00	53,480.50	57,369.00	66,581.00	61,873.00
<b>Averages</b>	<b>8.04</b>									
DNU - did not use survey information										

## Watauga County, North Carolina Salary Survey Comparison

Position Surveyed	Watauga County, North Carolina Information								
	Min	Diff	%	Mid	Diff	%	Max	Diff	%
Administrative Assistant I	31,527.00	554.80	1.76%	40,196.50	1,383.99	3.44%	48,866.00	2,195.80	4.49%
Human Resources Manager	39,288.00	(19,214.40)	-48.91%	50,091.50	(22,829.60)	-45.58%	60,895.00	(26,444.80)	-43.43%
County Manager							118,213.00	(26,241.75)	-22.20%
Animal Control Officer	31,527.00	1,727.20	5.48%	40,196.50	1,851.50	4.61%	48,866.00	1,975.80	4.04%
Board of Elections Director	39,288.00	(4,808.29)	-12.24%	50,091.50	(6,707.29)	-13.39%	60,895.00	(8,606.29)	-14.13%
Program Assistant - Elections	28,870.00	1,164.13	4.03%	36,809.00	1,713.81	4.66%	44,748.00	2,263.49	5.06%
Child Services Enforcement Agent II	34,429.00	(1,930.47)	-5.61%	43,896.50	(1,284.09)	-2.93%	53,364.00	(637.72)	-1.20%
Social Services Director	72,762.00	(2,618.42)	-3.60%	92,770.50	(3,652.70)	-3.94%	112,779.00	(4,686.98)	-4.16%
Income Maintenance Caseworker II	31,527.00	201.63	0.64%	40,196.50	201.78	0.50%	48,866.00	201.93	0.41%
Income Maintenance Supervisor I	34,429.00	(4,004.34)	-11.63%	43,896.50	(4,304.67)	-9.81%	53,364.00	(4,604.99)	-8.63%
Social Worker III	42,904.00	(5,145.40)	-11.99%	54,702.50	(4,158.15)	-7.60%	66,501.00	(3,170.89)	-4.77%
Social Worker Supervisor III	51,164.00	(5,145.00)	-10.06%	65,234.00	(4,744.00)	-7.27%	79,304.00	(4,343.00)	-5.48%
DNU - Emergency Services Director	51,164.00			65,234.00			79,304.00		
Telecommunications Supervisor	34,429.00	(6,549.00)	-19.02%	43,896.50	(8,524.78)	-19.42%	53,364.00	(10,022.43)	-18.78%
Telecommunicator I	31,527.00	(544.33)	-1.73%	40,196.50	(26.26)	-0.07%	48,866.00	394.40	0.81%
Finance Accounting Tech II	30,170.00	(2,860.00)	-9.48%	38,467.00	(2,402.40)	-6.25%	46,764.00	(2,556.00)	-5.47%
Finance Accounting Tech IV/Payroll	34,429.00	(1,232.13)	-3.58%	43,896.50	(702.26)	-1.60%	53,364.00	(172.14)	-0.32%
Finance Director	69,628.00	(1,970.00)	-2.83%	88,775.00	(2,055.56)	-2.32%	107,922.00	(1,656.33)	-1.53%
Information Technology Director	58,386.00	(7,744.05)	-13.26%	74,442.00	(10,827.19)	-14.54%	90,498.00	(13,910.32)	-15.37%
PC/Network Specialist	44,834.00	(2,653.76)	-5.92%	57,163.50	(552.34)	-0.97%	69,493.00	1,549.08	2.23%
Custodian	25,298.00	1,061.50	4.20%	32,254.50	908.50	2.82%	39,211.00	755.50	1.93%
Maintenance Mechanic II	32,946.00	1,422.33	4.32%	42,006.00	835.03	1.99%	51,066.00	(730.75)	-1.43%
Maintenance Director	55,871.00	(1,429.50)	-2.56%	71,235.00	(2,333.06)	-3.28%	86,599.00	(3,236.63)	-3.74%
Maintenance Technician I	30,170.00	1,898.93	6.29%	38,467.00	1,255.54	3.26%	46,764.00	472.88	1.01%
Parks and Recreation Director	51,164.00	(5,118.03)	-10.00%	65,234.00	(4,879.08)	-7.48%	79,304.00	(4,640.13)	-5.85%
DNU - Athletic Director	42,904.00			54,702.50			66,501.00		
DNU - Recreation Specialist I	34,429.00			43,896.50			53,364.00		
Code Enforcement Officer III	42,904.00	(1,702.67)	-3.97%	54,702.50	(3,019.50)	-5.52%	66,501.00	(4,336.33)	-6.52%
Planning & Inspections/EDC Director	66,629.00	(1,552.75)	-2.33%	84,952.00	(1,661.75)	-1.96%	103,275.00	(1,770.75)	-1.71%
Planner I	39,288.00	(3,235.61)	-8.24%	50,091.50	(4,882.71)	-9.75%	60,895.00	(6,529.81)	-10.72%

## Watauga County, North Carolina Salary Survey Comparison

Position Surveyed	Watauga County, North Carolina Information								
	Min	Diff	%	Mid	Diff	%	Max	Diff	%
Cook I	24,210.00	(78.14)	-0.32%	30,733.00	805.07	2.62%	37,256.00	1,688.28	4.53%
DNU - In-Home Aide	24,210.00			30,868.00			37,526.00		
DNU - Project on Aging Director	55,871.00			71,235.00			86,599.00		
DNU - Senior Center Assistant	24,210.00			30,868.00			37,526.00		
DNU - Senior Center Director II	37,598.00			47,937.00			58,276.00		
Deputy Register of Deeds II	30,170.00	254.65	0.84%	36,467.00	(1,046.03)	-2.87%	42,764.00	(2,343.86)	-5.48%
Register of Deeds	51,164.00	(1,033.98)	-2.02%	65,234.00	(362.32)	-0.56%	79,304.00	309.34	0.39%
Equipment Operator I	28,870.00	165.36	0.57%	36,809.00	776.95	2.11%	44,748.00	1,388.53	3.10%
Operations Services Director	55,871.00	(231.00)	-0.41%	71,235.00	1,224.67	1.72%	86,599.00	2,680.33	3.10%
Recycling Coordinator	31,527.00	(4,540.49)	-14.40%	40,196.50	(4,613.44)	-11.48%	48,866.00	(4,686.38)	-9.59%
Sanitation Truck Operator	27,627.00	(2,375.60)	-8.60%	35,224.00	(2,239.31)	-6.36%	42,821.00	(2,103.02)	-4.91%
Shelter Attendant	24,210.00	651.33	2.69%	30,868.00	1,012.83	3.28%	37,526.00	1,374.33	3.66%
Administrative Assistant II - Sheriff	34,429.00	72.84	0.21%	43,396.50	55.93	0.13%	52,364.00	39.01	0.07%
Deputy Sheriff II	32,946.00	(3,440.15)	-10.44%	42,006.00	(5,424.83)	-12.91%	51,066.00	(7,204.56)	-14.11%
Deputy Sheriff-Sergeant	37,598.00	(4,405.76)	-11.72%	47,937.00	(5,287.70)	-11.03%	58,276.00	(6,169.64)	-10.59%
DNU - Detective	35,979.00			45,873.00			55,767.00		
Deputy Sheriff-Captain	46,853.00	(4,301.50)	-9.18%	59,737.00	(5,205.64)	-8.71%	72,621.00	(5,930.25)	-8.17%
County Sheriff	69,628.00	(1,249.43)	-1.79%	88,775.00	(100.61)	-0.11%	107,922.00	1,048.22	0.97%
Jailer I	31,527.00	636.78	2.02%	40,196.50	972.12	2.42%	48,866.00	1,307.45	2.68%
DNU - Jail Supervisor	34,429.00			43,896.50			53,364.00		
Conservation Technician	32,946.00	(1,837.39)	-5.58%	42,006.00	(2,845.05)	-6.77%	51,066.00	(3,852.70)	-7.54%
Deputy Tax Collector I	30,170.00	794.13	2.63%	38,467.00	1,747.03	4.54%	46,764.00	2,699.93	5.77%
GIS Technician II	32,946.00	(2,797.83)	-8.49%	42,006.00	(2,659.96)	-6.33%	51,066.00	(2,522.09)	-4.94%
Tax Administrator	66,629.00	2,962.96	4.45%	84,952.00	1,492.98	1.76%	103,275.00	220.68	0.21%
Tax Appraiser I	35,949.00	865.75	2.41%	45,858.00	1,803.75	3.93%	55,767.00	2,741.75	4.92%
Veteran Service Officer	39,288.00	1,008.00	2.57%	50,091.50	15.00	0.03%	60,895.00	(978.00)	-1.61%
<b>Averages</b>		<b>(1,963.20)</b>	<b>-4.67%</b>		<b>(2,201.65)</b>	<b>-4.06%</b>		<b>(2,952.80)</b>	<b>-4.11%</b>
DNU - did not use survey information									



## Appendix III

## Watauga County, North Carolina Pay Scale

% Between Grades:	6%		
Range:	50.0%		
Starting midpoint:	31,000		
<b>Salary Range</b>			
Grade	Min	Mid	Max
1	24,800.00	31,000.00	37,200.00
2	26,288.00	32,860.00	39,432.00
3	27,865.28	34,831.60	41,797.92
4	29,537.20	36,921.50	44,305.80
5	31,309.43	39,136.79	46,964.14
6	33,187.99	41,484.99	49,781.99
7	35,179.27	43,974.09	52,768.91
8	37,290.03	46,612.54	55,935.05
9	39,527.43	49,409.29	59,291.15
10	41,899.08	52,373.85	62,848.62
11	44,413.02	55,516.28	66,619.53
12	47,077.80	58,847.26	70,616.71
13	49,902.47	62,378.09	74,853.71
14	52,896.62	66,120.78	79,344.93
15	56,070.42	70,088.02	84,105.63
16	59,434.64	74,293.30	89,151.96
17	63,000.72	78,750.90	94,501.08
18	66,780.77	83,475.96	100,171.15
19	70,787.61	88,484.51	106,181.42
20	75,034.87	93,793.58	112,552.30
21	79,536.96	99,421.20	119,305.44
22	84,309.18	105,386.47	126,463.77
23	89,367.73	111,709.66	134,051.59
24	94,729.79	118,412.24	142,094.69
25	100,413.58	125,516.97	150,620.37

## Appendix IV

## Watauga County, North Carolina Title and Grade Assignment

Department	Division	Title	Proposed Range			
			Grade	Min	Mid	Max
Sanitation	N/A	Container Site Attendant	1	24,800.00	31,000.00	37,200.00
Project on Aging	N/A	Cook I	1	24,800.00	31,000.00	37,200.00
Maintenance	N/A	Custodian I	1	24,800.00	31,000.00	37,200.00
Sanitation	N/A	Utility Worker	1	24,800.00	31,000.00	37,200.00
Maintenance	N/A	Custodian II	2	26,288.00	32,860.00	39,432.00
Social Services	N/A	Processing Assistant III	2	26,288.00	32,860.00	39,432.00
Project on Aging	N/A	Senior Center Assistant	2	26,288.00	32,860.00	39,432.00
Project on Aging	N/A	Cook II	3	27,865.28	34,831.60	41,797.92
Social Services	N/A	Data Entry Specialist	3	27,865.28	34,831.60	41,797.92
Sheriff	Enforcement	DCI/TAC Coordinator	3	27,865.28	34,831.60	41,797.92
Project on Aging	N/A	In-Home Aide	3	27,865.28	34,831.60	41,797.92
Tax	Tax	Motor Vehicle Valuation Specialist	3	27,865.28	34,831.60	41,797.92
Sanitation	N/A	Office Clerk	3	27,865.28	34,831.60	41,797.92
Sanitation	N/A	Public Works Technician	3	27,865.28	34,831.60	41,797.92
Sanitation	N/A	Recycling Truck Operator	3	27,865.28	34,831.60	41,797.92
Register of Deeds	N/A	Deputy Register of Deeds I	4	29,537.20	36,921.50	44,305.80
Sanitation	N/A	Equipment Operator I	4	29,537.20	36,921.50	44,305.80
Social Services	N/A	Income Maintenance Caseworker I	4	29,537.20	36,921.50	44,305.80
Elections	N/A	Program Assistant - Elections	4	29,537.20	36,921.50	44,305.80
Planning	N/A	Program Assistant - Planning	4	29,537.20	36,921.50	44,305.80
Parks and Recreation	Admin	Program Assistant - Recreation	4	29,537.20	36,921.50	44,305.80
Tax	Tax	Tax Mapper I	4	29,537.20	36,921.50	44,305.80
Veterans Services	N/A	Veterans Services Assistant	4	29,537.20	36,921.50	44,305.80
Maintenance	N/A	Custodian Crew Chief	5	31,309.43	39,136.79	46,964.14
Tax	Tax	Deputy Tax Collector I	5	31,309.43	39,136.79	46,964.14
Tax	License Tag	License Tag Specialist	5	31,309.43	39,136.79	46,964.14
Maintenance	N/A	Maintenance Technician I	5	31,309.43	39,136.79	46,964.14
Sanitation	N/A	Sanitation Truck Operator	5	31,309.43	39,136.79	46,964.14
Multiple Depts	N/A	Administrative Assistant I	6	33,187.99	41,484.99	49,781.99
Sanitation	Animal Con	Animal Control Officer	6	33,187.99	41,484.99	49,781.99
Register of Deeds	N/A	Deputy Register Of Deeds II	6	33,187.99	41,484.99	49,781.99
Finance	N/A	Finance Accounting Tech I	6	33,187.99	41,484.99	49,781.99
Social Services	N/A	Income Maintenance Caseworker II	6	33,187.99	41,484.99	49,781.99
Sheriff	Detention	Jailer I	6	33,187.99	41,484.99	49,781.99
Tax	Tax	Manufactured Housing Specialist	6	33,187.99	41,484.99	49,781.99
Emergency Services	Communica	Telecommunicator I	6	33,187.99	41,484.99	49,781.99
Tax	Tax	Deputy Tax Collector II	7	35,179.27	43,974.09	52,768.91
Finance	N/A	Finance Accounting Tech II	7	35,179.27	43,974.09	52,768.91
Sheriff	Detention	Jailer II	7	35,179.27	43,974.09	52,768.91
Maintenance	N/A	Maintenance Mechanic II	7	35,179.27	43,974.09	52,768.91
Maintenance	N/A	Maintenance Technician II	7	35,179.27	43,974.09	52,768.91
Sanitation	N/A	Recycling Coordinator	7	35,179.27	43,974.09	52,768.91
Social Services	N/A	Social Worker I	7	35,179.27	43,974.09	52,768.91
Emergency Services	Communica	Telecommunicator II	7	35,179.27	43,974.09	52,768.91
Multiple Depts	N/A	Administrative Assistant II	8	37,290.03	46,612.54	55,935.05
Sheriff	Admin	Administrative Assistant II - Sheriff	8	37,290.03	46,612.54	55,935.05
Parks and Recreation	Aquatics	Assistant Aquatics Director	8	37,290.03	46,612.54	55,935.05
Tax	Tax	Business Property Appraiser II	8	37,290.03	46,612.54	55,935.05
Sanitation	Animal Con	Chief Animal Control Officer	8	37,290.03	46,612.54	55,935.05
Register of Deeds	N/A	Chief Deputy Register of Deeds	8	37,290.03	46,612.54	55,935.05
Social Services	N/A	Child Services Enforcement Agent II	8	37,290.03	46,612.54	55,935.05
Soil and Water	N/A	Conservation Technician	8	37,290.03	46,612.54	55,935.05
Sheriff	N/A	Deputy Sheriff I	8	37,290.03	46,612.54	55,935.05
Emergency Services	N/A	Emergency Management Technician II	8	37,290.03	46,612.54	55,935.05
Tax	Tax	GIS Technician II	8	37,290.03	46,612.54	55,935.05
Social Services	N/A	Income Maintenance Supervisor I	8	37,290.03	46,612.54	55,935.05
Parks and Recreation	Athletics	Recreation Specialist I	8	37,290.03	46,612.54	55,935.05
Tax	Tax	Tax Appraiser I	8	37,290.03	46,612.54	55,935.05

## Watauga County, North Carolina Title and Grade Assignment

Department	Division	Title	Proposed Range			
			Grade	Min	Mid	Max
Finance	N/A	Chief Finance Accounting Tech	9	39,527.43	49,409.29	59,291.15
Sheriff	Enforcemen	Deputy Sheriff II	9	39,527.43	49,409.29	59,291.15
Emergency Services	Emergency	E911 Addressing Technician	9	39,527.43	49,409.29	59,291.15
Sheriff	Detention	Jail Supervisor	9	39,527.43	49,409.29	59,291.15
Project on Aging	N/A	Senior Center Director I	9	39,527.43	49,409.29	59,291.15
Parks and Recreation	Aquatics	Aquatics Director	10	41,899.08	52,373.85	62,848.62
Parks and Recreation	Athletics	Assistant Athletic Director	10	41,899.08	52,373.85	62,848.62
Social Services	N/A	Child Services Enforcement Supervisor I	10	41,899.08	52,373.85	62,848.62
Sheriff	Investigatio	Detective	10	41,899.08	52,373.85	62,848.62
Sheriff	Enforcemen	Domestic Violence Officer	10	41,899.08	52,373.85	62,848.62
Tax	License Tag	License Tag Director	10	41,899.08	52,373.85	62,848.62
Maintenance	N/A	Maintenance Tech Crew Chief	10	41,899.08	52,373.85	62,848.62
Project on Aging	N/A	POA Case Manager	10	41,899.08	52,373.85	62,848.62
Parks and Recreation	Special	Recreation Specialist II	10	41,899.08	52,373.85	62,848.62
Social Services	N/A	Social Worker II	10	41,899.08	52,373.85	62,848.62
Tax	Tax	Tax Appraiser II	10	41,899.08	52,373.85	62,848.62
Emergency Services	Communica	Telecommunications Supervisor	10	41,899.08	52,373.85	62,848.62
Veterans Services	N/A	Veteran Service Officer	10	41,899.08	52,373.85	62,848.62
Sheriff	Detention	Assistant Chief Jailer	11	44,413.02	55,516.28	66,619.53
Administration	N/A	Clerk to the Board	11	44,413.02	55,516.28	66,619.53
Planning	N/A	Code Enforcement Officer I	11	44,413.02	55,516.28	66,619.53
Sheriff	Enforcemen	Deputy Sheriff-Sergeant	11	44,413.02	55,516.28	66,619.53
Sheriff	Enforcemen	Deputy Sheriff-Sergeant-Civil	11	44,413.02	55,516.28	66,619.53
Emergency Services	Emergency	Emergency Mgmt Coord/Fire Marshal	11	44,413.02	55,516.28	66,619.53
Administration	N/A	Human Resources Coordinator	11	44,413.02	55,516.28	66,619.53
Maintenance	N/A	Maintenance Mechanic Crew Chief	11	44,413.02	55,516.28	66,619.53
Planning	N/A	Planner I	11	44,413.02	55,516.28	66,619.53
Planning	N/A	Planner/Development Coordinator	11	44,413.02	55,516.28	66,619.53
Project on Aging	N/A	Senior Center Director II	11	44,413.02	55,516.28	66,619.53
Sheriff	Investigatio	Sergeant Detective	11	44,413.02	55,516.28	66,619.53
Parks and Recreation	Athletics	Athletic Director	12	47,077.80	58,847.26	70,616.71
Elections	N/A	Board of Elections Director	12	47,077.80	58,847.26	70,616.71
Project on Aging	N/A	Cap Case Manager	12	47,077.80	58,847.26	70,616.71
Planning	N/A	Code Enforcement Officer II	12	47,077.80	58,847.26	70,616.71
Information Technology	N/A	Programmer/Analyst	12	47,077.80	58,847.26	70,616.71
Social Services	N/A	Social Worker III	12	47,077.80	58,847.26	70,616.71
Tax	Tax	Appraisal Director/Re-evaluation Coordinator	13	49,902.47	62,378.09	74,853.71
Planning	N/A	Code Enforcement Officer III	13	49,902.47	62,378.09	74,853.71
Sheriff	Enforcemen	Deputy Sheriff-Lieutenant	13	49,902.47	62,378.09	74,853.71
Project on Aging	N/A	In-Home Services Supervisor	13	49,902.47	62,378.09	74,853.71
Sheriff	Enforcemen	Lieutenant-Civil	13	49,902.47	62,378.09	74,853.71
Social Services	N/A	Social Worker I/A/T	13	49,902.47	62,378.09	74,853.71
Tax	Tax	Tax Collections Director	13	49,902.47	62,378.09	74,853.71

## Watauga County, North Carolina Title and Grade Assignment

Department	Division	Title	Proposed Range			
			Grade	Min	Mid	Max
Sheriff	Detention	Chief Detention Officer	14	52,896.62	66,120.78	79,344.93
Information Technology	N/A	PC/Network Specialist	14	52,896.62	66,120.78	79,344.93
Sheriff	Enforcement	Chief Detective Captain	15	56,070.42	70,088.02	84,105.63
Sheriff	Enforcement	Deputy Sheriff-Captain	15	56,070.42	70,088.02	84,105.63
Emergency Services	N/A	Emergency Services Director	15	56,070.42	70,088.02	84,105.63
Administration	N/A	Human Resources Manager	15	56,070.42	70,088.02	84,105.63
Sanitation	N/A	Operations Services Director	16	59,434.64	74,293.30	89,151.96
Parks and Recreation	Admin	Parks and Recreation Director	16	59,434.64	74,293.30	89,151.96
Project on Aging	N/A	Project on Aging Director	16	59,434.64	74,293.30	89,151.96
Register of Deeds	N/A	Register Of Deeds	16	59,434.64	74,293.30	89,151.96
Social Services	N/A	Social Worker Supervisor III	16	59,434.64	74,293.30	89,151.96
Maintenance	N/A	Maintenance Director	17	63,000.72	78,750.90	94,501.08
Planning	N/A	Planning & Inspections/EDC Director	19	70,787.61	88,484.51	106,181.42
Tax	Tax	Tax Administrator	19	70,787.61	88,484.51	106,181.42
Sheriff	Admin	County Sheriff	20	75,034.87	93,793.58	112,552.30
Finance	N/A	Finance Director	20	75,034.87	93,793.58	112,552.30
Information Technology	N/A	Information Technology Director	20	75,034.87	93,793.58	112,552.30
Social Services	N/A	Social Services Director	21	79,536.96	99,421.20	119,305.44

## Appendix V

## Watauga County, North Carolina Comparison of Major Fringe Benefits

	<u>Least Reported</u>	<u>Most Reported</u>	<u>Average Reported</u>	<u>Watauga County, North Carolina</u>
<b>Holidays (Days/Year)</b>	10	13	12	12
Floating Holidays	Yes (1)	No (8)	No	No
If yes, how many?	1.00	1.00	1	
Holiday on Regular Days Off	Other (1)	Fri-Mon (7)	Fri-Mon	Fri-Mon
Comp on Holidays Worked		T&½ (4) - Other (4)		
Time and a ½	T&½ (4)	4	T&½ (4)	
Double Time	Dbl (0)	0		
Double Time and a ½	DT&½ (0)	0		
Other	Other (4)	4	Other (4)	Other
<b>Annual Leave (Days/Year)</b>				
Vacation/Sick or PTO	PTO (0)	Vac-Sick (10)	Vac-Sick	Vac-Sick
<i>Vacation - days or hours?</i>				
6 months	-	12.00	8	12.00
1 year	9.30	12.00	10	12.00
2 years	9.30	15.00	12	12.00
3 years	9.30	15.00	12	12.00
4 years	9.30	15.00	12	12.00
5 years	11.30	18.00	14	15.00
6 years	11.30	18.00	15	15.00
7 years	11.30	18.00	15	15.00
8 years	11.30	18.00	15	15.00
9 years	11.30	18.00	15	15.00
10 years	13.30	21.00	17	18.00
11 years	13.30	21.00	18	18.00
12 years	13.30	21.00	18	18.00
13 years	13.30	21.00	18	18.00
14 years	13.30	21.00	18	18.00
15 years	15.30	25.00	20	21.00
16 years	15.30	25.00	21	21.00
17 years	15.30	25.00	21	21.00
18 years	15.30	25.00	21	21.00
19 years	15.30	25.00	21	21.00
20 years	17.30	30.00	23	24.00
20+ years	17.30	30.00	23	24.00
Carried into Next Year	-	30.00	27	30.00
Max Accumulation	-	240.00	68	-
Comp after Max Accumulation	No (3)	Yes (6)	Yes	No
<b>Sick Leave (Days/Year)</b>	12.00	12.00	12	12.00
Carried into Next Year	12.00	Unltd (8)	12	Unltd
Max. Accumulation	-	Unltd. (7)	0	Unltd
Paid at Termination/Retirement	Yes (0)	No (9)	No	No
Use for Medical Appointments	No (0)	Yes (9)	Yes	Yes
Use for Dental Appointments	No (0)	Yes (9)	Yes	Yes
Use for Family Illness	No (0)	Yes (9)	Yes	Yes
Sick Leave Bank	Yes (2)	No (7)	No	No
<b>Pension and Retirement</b>				
Other Than Social Security	No (0)	Yes (9)	Yes	Yes
State Sponsored	No (0)	Yes (9)	Yes	Yes
Employer Paid	5%	7%	0	7%
Employee Paid	6%	6%	0	6%
Death Benefit	No (0)	Yes (8)	Yes	Yes



## Watauga County, North Carolina Comparison of Major Fringe Benefits

	Least Reported	Most Reported	Average Reported	Watauga County, North Carolina
<b>Life &amp; Disability Insurance</b>				
Life Insurance	No (0)	Yes (9)	Yes	Yes
Employer Paid	0%	100%	88%	100%
AD&D	No (0)	Yes (8)	Yes	Yes
AD&D Double Indemnity	No (0)	Yes (7)	Yes	Yes
Employer Paid	0%	100%	50%	100%
Short Term Disability	No (1)	Yes (7)	Yes	No
Employer Paid	0%	0%	0%	
Long Term Disability	No (2)	Yes (5)	Yes	No
Employer Paid	0%	100%	25%	
<b>Health Insurance</b>				
Different Types of Coverage?	No (0)	Yes (8)	Yes	Yes
100% FTE participation required	Yes/No (4/4)	Yes/No (4/4)		No
Not participating	Yes (2)	No (6)	No	No
Employee Only	Yes (0)	No (7)	No	No
Employer Paid	\$ 479.48	\$ 828.66	\$ 606.67	\$ 630.09
Employee Paid	100%	100%	100%	100%
Max out of pocket	0%	0%	0%	0%
Standard Office Visit Co-pay	\$ -	\$ 6,850.00	\$ 3,319.71	\$ 2,500.00
Employee/Spouse	\$ 562.10	\$ 1,974.78	\$ 1,128.42	\$ 1,338.29
Employer Paid	0%	85%	53%	50%
Employee Paid	15%	100%	47%	50%
Max out of pocket	\$ -	\$ 14,300.00	\$ 4,656.33	\$ 5,000.00
Standard Office Visit Co-pay	\$ 10.00	\$ 40.00	\$ 32.00	\$ -
Employee/Child	\$ 290.14	\$ 1,228.41	\$ 832.20	\$ 907.37
Employer Paid	0%	85%	56%	72%
Employee Paid	15%	100%	44%	28%
Max out of pocket	\$ -	\$ 14,300.00	\$ 4,737.60	\$ 5,000.00
Standard Office Visit Co-pay	\$ 10.00	\$ 40.00	\$ 32.50	\$ -
Employee/Family	\$ 598.70	\$ 1,974.78	\$ 1,271.82	\$ 1,904.53
Employer Paid	0%	85%	48%	35%
Employee Paid	15%	100%	52%	65%
Max out of pocket	\$ -	\$ 14,300.00	\$ 6,073.00	\$ 5,000.00
Standard Office Visit Co-pay	\$ 10.00	\$ 40.00	\$ 32.00	\$ -
<b>HEALTH INSURANCE TYPE 2 -</b>				
Employee Only	\$ 223.36	\$ 662.17	\$ 464.89	
Employer Paid	57%	100%	89%	
Employee Paid	0%	43%	12%	
Annual Deductible	\$ 1,250.00	\$ 5,000.00	\$ 2,437.50	
Standard Office Visit Co-pay	\$ 40.00	\$ 50.00	\$ 45.00	
Annual Maximum Out-of-Pocket	\$ -	\$ 6,450.00	\$ 3,950.00	
Employee/Spouse	\$ 496.42	\$ 1,163.02	\$ 899.49	
Employer Paid	25%	70%	46%	
Employee Paid	30%	75%	54%	
Annual Deductible	\$ -	\$ 5,000.00	\$ 3,375.00	
Standard Office Visit Co-pay	\$ 40.00	\$ 50.00	\$ 45.00	
Annual Maximum Out-of-Pocket	\$ -	\$ 13,000.00	\$ 7,437.50	
Employee/Child	\$ 276.46	\$ 953.12	\$ 672.52	
Employer Paid	46%	70%	62%	
Employee Paid	30%	54%	38%	
Annual Deductible	\$ -	\$ 5,000.00	\$ 3,375.00	
Standard Office Visit Co-pay	\$ 40.00	\$ 50.00	\$ 45.00	
Annual Maximum Out-of-Pocket	\$ -	\$ 13,000.00	\$ 7,437.50	
Employee/Family	\$ 596.38	\$ 1,262.08	\$ 1,020.01	
Employer Paid	21%	53%	40%	
Employee Paid	47%	79%	60%	
Annual Deductible	\$ -	\$ 5,000.00	\$ 3,375.00	
Standard Office Visit Co-pay	\$ 40.00	\$ 50.00	\$ 45.00	
Annual Maximum Out-of-Pocket	\$ -	\$ 13,000.00	\$ 7,437.50	
Supplemental program for HDP?	Yes (2)	No (5)	No	
Type of Program				
Employer Paid	0%	0%	# DIV/0!	
Retirees	No (0)	Yes (8)	Yes	
Years of Service Required	No (0)	Yes (8)	Yes	
If yes, how many?	5.00	30.00	21	48
Employer Paid	0%	100%	69%	

## Watauga County, North Carolina Comparison of Major Fringe Benefits

	<u>Least Reported</u>	<u>Most Reported</u>	<u>Average Reported</u>	<u>Watauga County, North Carolina</u>
Dental Insurance	No (0)	Yes (9)	Yes	
Part of Health Plan	Yes (1)	No (7)	No	
Employee Only	\$ 21.22	\$ 43.82	\$ 31.01	
Employer Paid	0%	100%	65%	
Employee/Family	\$ 73.22	\$ 176.51	\$ 103.56	
Employer Paid	0%	73%	22%	
Vision Insurance	No (2)	Yes (6)	Yes	
Part of Health Plan	Yes (1)	No (5)	No	
Employee Only	\$ 5.56	\$ 10.09		
Employer Paid	0%	0%	0%	
Employee/Family	\$ 15.46	\$ 28.70	\$ 24.30	
Employer Paid	0%	0%	0%	
<b>Deferred Compensation</b>	No (0)	Yes (8)	Yes	Yes
Available to all Employees	Yes (3)	No (4)	No	Yes
Type of Plan				457
Employer Contribution	Yes (2)	No (5)	No	Yes
<b>Other Benefits Program</b>				
Other Benefits	Yes/No (4/4)	Yes/No (4/4)		Yes
Post Retirement Hlth Care Svcs	Yes (0)	No (8)	No	No
Call Back Pay	Yes (2)	No (6)	No	No
On Call/Stand By Pay	Yes/No (4/4)	Yes/No (4/4)		Yes
Clothing Allowance	Yes (3)	No (5)	No	Yes
<b>Mgr/Administrator Compensation</b>				
Included in Pay Plan	Yes (1)	No (10)	No	No
Car or Vehicle Allowance	No (2)	Yes (8)	Yes	Yes
Personal Allowance	Yes (0)	No (3)	No	
Accrues Leave Differently	Yes (1)	No (4)	No	No
Retirement Plan Differ	Yes (0)	No (5)	No	No
Additional Benefits	Yes (0)	No (4)	No	Yes

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**AGENDA ITEM 5:**

**SHERIFF'S OFFICE REQUEST TO PURCHASE AND INSTALL ADDITIONAL CAMERAS  
AT THE LAW ENFORCEMENT CENTER**

**MANAGER'S COMMENTS:**

Captain Kelly Redmon will request the Board approve the purchase of four (4) additional cameras and a DVR at the law enforcement center. To ensure compatibility with the existing system the cameras and DVR would be purchased from South Western Communications who is the facility's current provider. Adequate funds have been appropriated in the current fiscal year budget to cover the related expense.

Board action is required to purchase four (4) cameras and an additional DVR from South Western Communications in the amount of \$24,453.



## WATAUGA COUNTY SHERIFF'S OFFICE

184 HODGES GAP ROAD  
BOONE, NORTH CAROLINA 28607  
(828) 264-3761 • FAX (828) 263-5345

LEN D. HAGAMAN, JR.  
SHERIFF



To: Deron Geoque- Watauga County Manager

From: Captain Kelly Redmon

Ref: Purchase and installation of additional cameras at Law Enforcement Center

---

The Watauga County Sheriff's Office requests board approval to purchase 4 additional security cameras at the law enforcement center. The cameras would be utilized in areas that aren't monitored currently.

The current vendor is South Western Communications and we would like to use them based on system compatibility and a good service record. Also, South Western Communications would provide installation of the equipment as well.

These items were approved in the FY17-18 budget.



1608 Church Street SE  
Decatur, AL 35601  
P 256.351.2445  
F 256.351.1648

March 22, 2017

**Watauga Co Detention Center**  
**184 Hodges Gap Road**  
**Boone, NC 28607**  
**Attn: Kelly Redmon**

Re: Watauga Co Detention Center  
Boone, NC  
Sub: Camera Add Budget

Kelly:

We are pleased to provide this budget pricing for the addition of two (4) fixed cameras for viewing parking lots around your facility.

**Furnished and Installed by SWC:**

- 04 each Clinton Vandal X CE-VX45 (Fixed Surface Mount Indoor/Outdoor Vandal-Resistant Dome: Includes high resolution (1000) TVL day/night camera and 2.8-12 mm vari-focal lens, heater and clear dome.
- 01 lot Wire and cable for the install of the cameras

[www.swc.net](http://www.swc.net)



Corporate Headquarters – Evansville, IN  
Major Branch Locations – Decatur, AL \* Evansville, IN  
Indianapolis, IN \* Nashville, TN \* Suwanee, GA



Watauga Co Detention Center – Boone, North Carolina

SWC

March 22, 2017

Page 2 of 2

**Terms and Conditions:**

- This quotation is based on a purchase order from the county having this scope letter attached.
- Final payment will be remitted upon substantial completion of our scope of work. No retainage is to be withheld.
- Taxes are included, but may be taken out if proper tax exempt information is provided.
- Price is contingent on 8 hour workdays onsite with unimpeded access.
- All local permits, license, inspections and all related cost will be furnished by others.
- Bond Available if required at 1.0% of total contract value to SWC.
- Price is contingent on the existing Analog Matrix Switcher, DVR's and power supplies having ports available and in good working condition for the addition of the (4) cameras. If Matrix, DVR's or power supplies are found to be not operational or without available ports then an additional fees will be added.
- Price is contingent on space and 120VAC power being available to mount new DVR if additional DVR is needed.
- Price is good for sixty (60) days.

**BID SUMMARY**

We are pleased to perform all of the work in accordance with the contents of the previous pages  
Containing SWC's scope of work for the sum(s) as follows:

**Add 4 New Cameras to existing head-end Equipment:     \$ 10,768.00**

**Additional DVR if Needed:                                     \$ 3,910.00**

**For the camera surveillance of the secluded parking lot to the west of the facility it may be required to  
mount the camera on a light pole. If that is required then add this amount to subcontract trenching and  
conduit required for this installation.                                     \$ 9,775.00**

*Pricing DOES include applicable taxes on material...*

*Pricing DOES NOT include conduit for low voltage wiring..*

*SWC is a licensed contractor in the State of North Carolina...*

*27752-U – Electrical Contractor*

*BPN 005191P11 – Burglar Alarm Business Services*

*297759 – Sec of State Registrars*

Sincerely,

*Tag Glenn*

**Tag Glenn**

SWC – Sales and Estimating

cc: Master 1B

Emailed to: [kelly.redmon@watgov.org](mailto:kelly.redmon@watgov.org)

**AGENDA ITEM 6:**

**DISCUSSION REGARDING A PROPOSED SITE PLAN AND DEVELOPMENT COSTS FOR  
A WATAUGA COMMUNITY HOUSING TRUST PROJECT**

**MANAGER'S COMMENTS:**

Mr. Scott Eggers, Chairman of the Watauga Community Housing Trust, will discuss the proposed development plan for the County owned property on Brookshire Road. A site plan along with development cost estimates is attached. The County Manager recently received a phone call from a potential developer in acquiring the property.

Upon completion of the presentation by Mr. Eggers, the Board may wish to consult with the County Attorney prior to any decision regarding the property.

Staff seeks direction from the Board.



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.

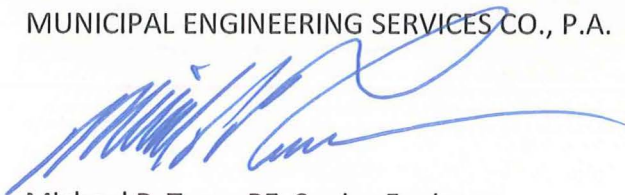
**Trails \$8,700**

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.



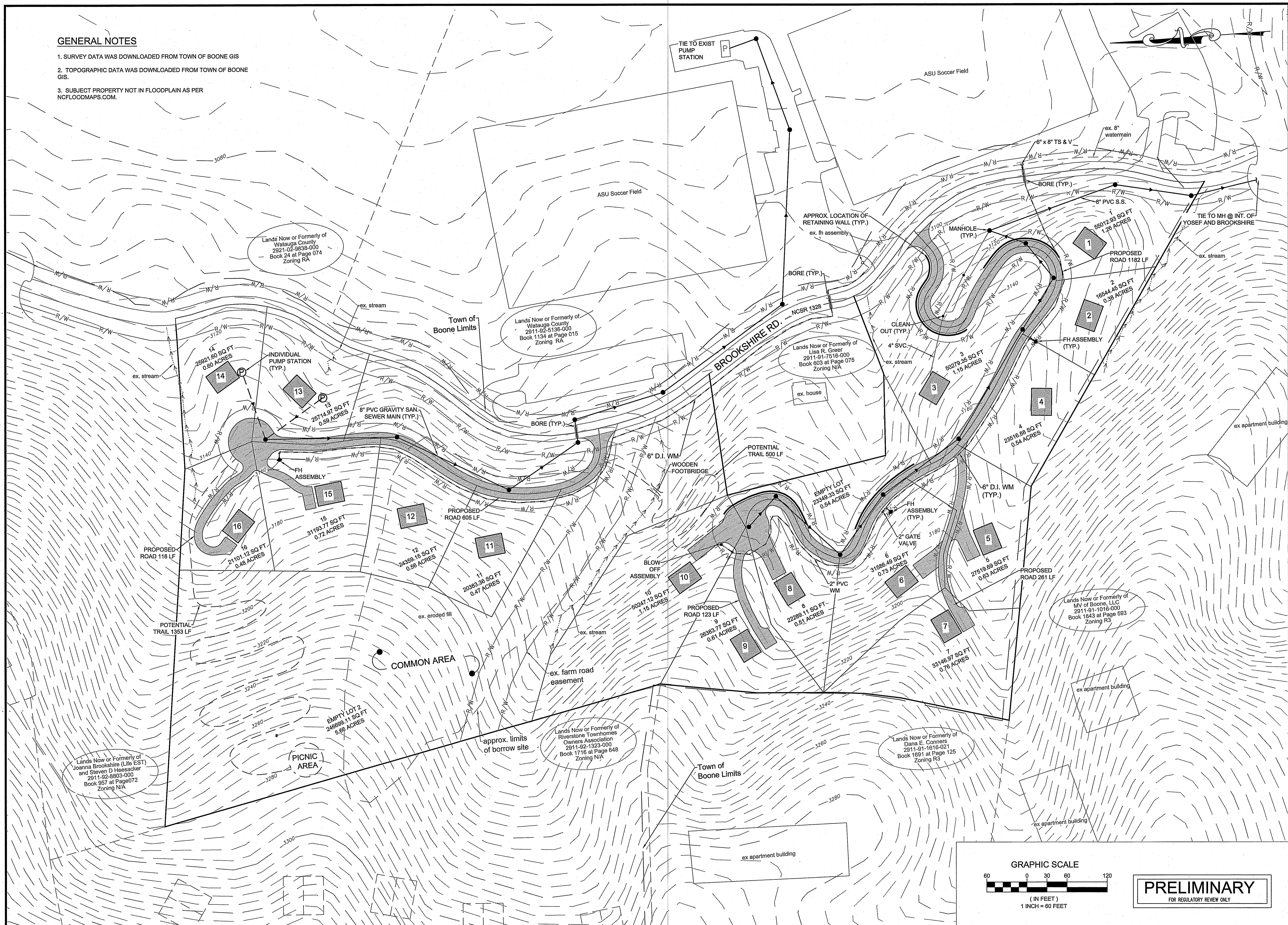
Michael P. Trew, PE, Senior Engineer

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**

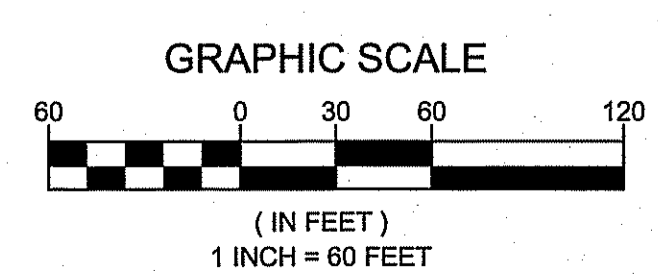
P.O. BOX 87 CARRIER, N.C. 27625  
 (819) 775-5983  
 LICENSE NUMBER: C-0281

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

DATE	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

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## **AGENDA ITEM 7:**

### **PLANNING & INSPECTIONS AND ECONOMIC DEVELOPMENT MATTERS**

#### ***A. Request to Re-Apply for A Clean Water Management Trust Fund Grant for Wetlands Creation at the County's Brookshire Road Property***

### **MANAGER'S COMMENTS:**

An application was submitted by the County, as prepared by Blue Ridge Environmental Consultants (BREC), for Clean Water Management Trust Funds (CWMTF) to construct wetlands on the County's property on Brookshire Road. Since the submission of the application, Mr. Furman learned that the New River Conservancy had submitted a successful application for the previous funding cycle to do stream bank restoration of the South Fork New River adjacent to the County's land.

The two projects are entirely different, but there is some overlap in the area to be under either conservation easement or restrictive covenants which affect the grant match. Specifically, both projects show the same 50' buffer along the river which encompasses the existing greenway, and which is included as match (value of property under easement/covenants) in the BREC application. Due to the fact that the New River Conservancy's project was approved, it was necessary to revise the BREC project, which is pending. This was discussed with CWMTF staff during a site visit. Also discussed was the value of the greenway construction, which was shown as a match in the BREC project, but is not eligible to be used. The same is true for the soccer fields, which were shown to be placed under conservation easement or covenants and used as a match in the BREC application.

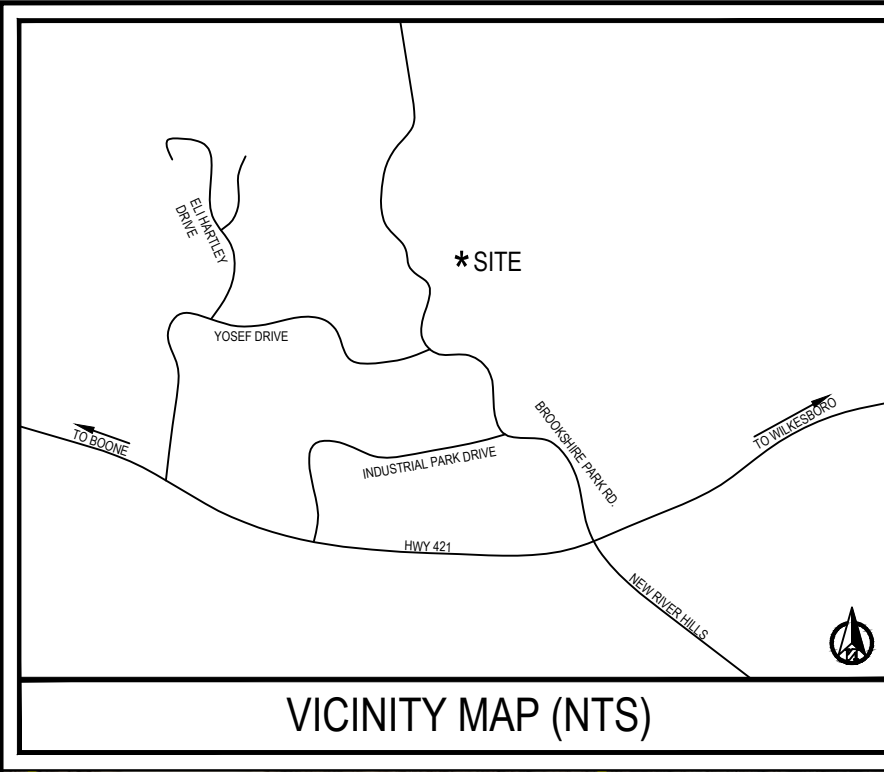
The Board approved Mr. Furman's request to revise the application. The easement or covenants require formal approval only if the application is approved. The revised application removed the overlapping easement and the easement of the soccer fields, and added a conservation easement adjacent to the South Fork New River and small tributary on the original Brookshire Park. The budget changes to reflect the higher value for the area to be under easement/covenant, removal of credit (match) of the constructed greenway on the soccer field property, and an increased in-kind match to be provided by BREC.

The County recently learned the grant was not funded but scored high during the ranking process. CWMTF staff indicated the project ranking could be improved by increasing the match. BREC has agreed to provide an additional \$60,000 in matching funds.

A revised budget has been included in your packet. Staff requests Board approval to reapply to the CWMTF early next year.

**CLEAN WATER MANAGEMENT TRUST FUND PROJECT BUDGET  
BROOKSHIRE PARK**

	ITEM	PREVIOUS REQUESTED CWMTF FUNDS	REVISED REQUESTED CWMTF FUNDS	PREVIOUS MATCHING FUNDS	REVISED MATCHING FUNDS	PREVIOUS TOTAL COST	REVISED TOTAL COST
D041	D041 - DESIGN	\$ 100,000.00	\$ 85,000.00	\$ 35,000.00	\$ 50,000.00	\$ 135,000.00	\$ 135,000.00
D042	D042 - PERMITTING	\$ 25,000.00	\$ 15,000.00	\$ 500.00	\$ 10,500.00	\$ 25,500.00	\$ 25,500.00
D043	D043 - VALUE OF EASEMENT TO BE DONATED	\$ -	\$ -	\$ 289,023.19	\$ 289,023.19	\$ 289,023.19	\$ 289,023.19
D044	D044 - PROPERTY OR EASEMENT ACQUISITION	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
D045	D045 - EASEMENT PREP & RECORDATION	\$ -	\$ -	\$ 5,000.00	\$ 5,000.00	\$ 5,000.00	\$ 5,000.00
D046	D046 - CONSTRUCTION	\$ 300,000.00	\$ 265,000.00	\$ -	\$ 35,000.00	\$ 300,000.00	\$ 300,000.00
D047	D047 - CONSTRUCTION ADMIN/OBSERVATION	\$ -	\$ -	\$ 5,000.00	\$ 5,000.00	\$ 5,000.00	\$ 5,000.00
D048	D048 - CONSTRUCTION CONTINGENCY	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
D049	D049 - PROJECT ADMINISTRATION	\$ -	\$ -	\$ 5,000.00	\$ 5,000.00	\$ 5,000.00	\$ 5,000.00
D014	D014 - ADDNL. EXPENSE	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
D015	D015 - ADDNL. EXPENSE	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
D016	D016 - ADDNL. EXPENSE	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	<b>TOTAL</b>	<b>\$ 425,000.00</b>	<b>\$ 365,000.00</b>	<b>\$ 339,523.19</b>	<b>\$ 399,523.19</b>	<b>\$ 764,523.19</b>	<b>\$ 764,523.19</b>



12/15/17 B06 Meeting

**PROJECT MAP**

REVISIONS:	DATE:	DESCRIPTION:

**PRELIMINARY**

BLUE RIDGE ENVIRONMENTAL CONSULTANTS, P.A.  
ENGINEERING / PLANNING / ENVIRONMENTAL

NOBELS ENGINEERING FIRM #C-3448  
1306 SOUTH COLLEGGATE DRIVE  
WILKESBORO, NC 28687  
336.844.4008  
http://brcec.biz

**BREC**

BROOKSHIRE PARK STREAM & WETLAND RESTORATION PROJECT

PREPARED FOR:  
WATAUGA COUNTY  
814 WEST KING STREET  
BOONE, NC 28607

DATE:	06/20/2017
PROJECT NUMBER:	0980032017
DRAWN BY:	V. WILKS
APPROVED BY:	J. CHURCH
SCALE:	1" = 150' (H) (2)
SHEET:	C100

THIS IS FOR ILLUSTRATION PURPOSE ONLY - NOT A LEGAL SURVEY

PRELIMINARY - NOT RELEASED FOR CONSTRUCTION

DO NOT SCALE - PLANS MUST BE RECEIVED AS A COMPLETE SET



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## **AGENDA ITEM 7:**

### **PLANNING & INSPECTIONS AND ECONOMIC DEVELOPMENT MATTERS**

- B. Request to Schedule A Public Hearing to Allow Citizen Comment on A Proposed Grant Application to the Parks and Recreation Trust Fund (PARTF) for the Middle Fork Greenway Project*

#### **MANAGER'S COMMENTS:**

In November, the County was notified the grant application submitted to the Parks and Recreation Trust Fund (PARTF) was not awarded. The Board approved staff to reapply for the grant. As a requirement of the re-submittal, a separate public hearing outside of normal County business must be conducted. Therefore, Mr. Furman is requesting the Board schedule a public hearing for February 20, 2018 prior to the regularly scheduled Board meeting.

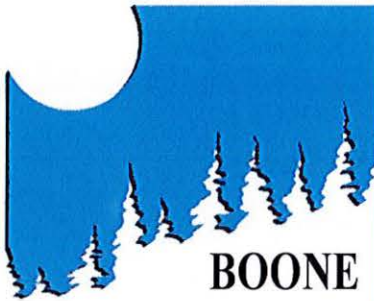
Board action is required to schedule the public hearing for February 20, 2018 at 5:00 PM in the Commissioner's Board room prior to the regularly scheduled Board meeting.

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**AGENDA ITEM 7:****PLANNING & INSPECTIONS AND ECONOMIC DEVELOPMENT MATTERS*****C. Out-of-State Travel Request*****MANAGER'S COMMENTS:**

Mr. Furman has been selected by the Economic Development Partnership of North Carolina as part of their Cooperative Marketing Program to accompany staff to Denver, Colorado July 23 through the 26<sup>th</sup>, 2018 for the Outdoor Retailer Summer Market. Mr. Furman believes this would be an opportunity to make contact with manufactures that could be beneficial to the County. Two such manufactures already in Watauga County are Misty Mountain Threadworks and Tsuga Canopies. Manufactures such as these were identified as recruiting targets from the study conducted by the County's consultant.

Mr. Furman estimates the cost for him to participate would be approximately \$2,000 including travel, lodging, and meals. Board action is required to approve the out-of-state travel.



## BOONE BLOWING ROCK

Watauga County Office of  
Economic Development

phone (828) 264-3082

fax (828) 265-8080

ty use 711

P.O. Box 404  
Boone, North Carolina 28607

[www.WataugaEDC.org](http://www.WataugaEDC.org)




Take Your Business  
To Higher Ground.

### Memorandum

**Date:** December 12, 2017

**To:** Board of Commissioners and County Manager

**From:** Joe Furman 

**RE:** Out of state travel request

I have been selected by the Economic Development Partnership of NC (EDPNC), as part of their Cooperative Marketing Program, to accompany EDPNC staff to the Outdoor Retailer Summer Market (trade show) in Denver, Colorado July 23-26, 2018. I would be one of four “partners”. I have never attended a trade show before; this seems like a good opportunity to make contact with manufacturers. While it is a retailer show, vendors will most certainly be attending. Being with the EDPNC staff will enable me to make contacts that could be beneficial to the County. We have at least two such manufacturers in Watauga County – Misty Mountain Threadworks and Tsuga Canopies. That type of business was identified as one of our recruiting targets in the Target Marketing Analysis completed for us by InSite Consulting in 2012. It seems to be a good fit for us, especially small companies like the two that are here, which we can accommodate. In addition, the NC Department of Commerce is creating an Outdoor Recreation Office and hiring a Director. I expect that person will attend the show; I will be able to establish a relationship which should be beneficial to Watauga County.

The partner participation fee is \$900 and includes meetings, group meals with consultants, et al, on-site ground transportation, and event participation. I would be responsible for travel, lodging and meals, which I estimate to be about \$1100, though that amount could be reduced depending on airfares at the time, departure and arrival times, and reduction in meals allowance due to the aforementioned provided group meals. Based upon the above, I estimate \$2000 total cost at this time.

I would like to request Commissioners’ approval for this trip at the December 19, 2017 meeting. Explanatory materials are attached. Thanks.

ECONOMIC DEVELOPMENT  
PARTNERSHIP OF NORTH CAROLINA

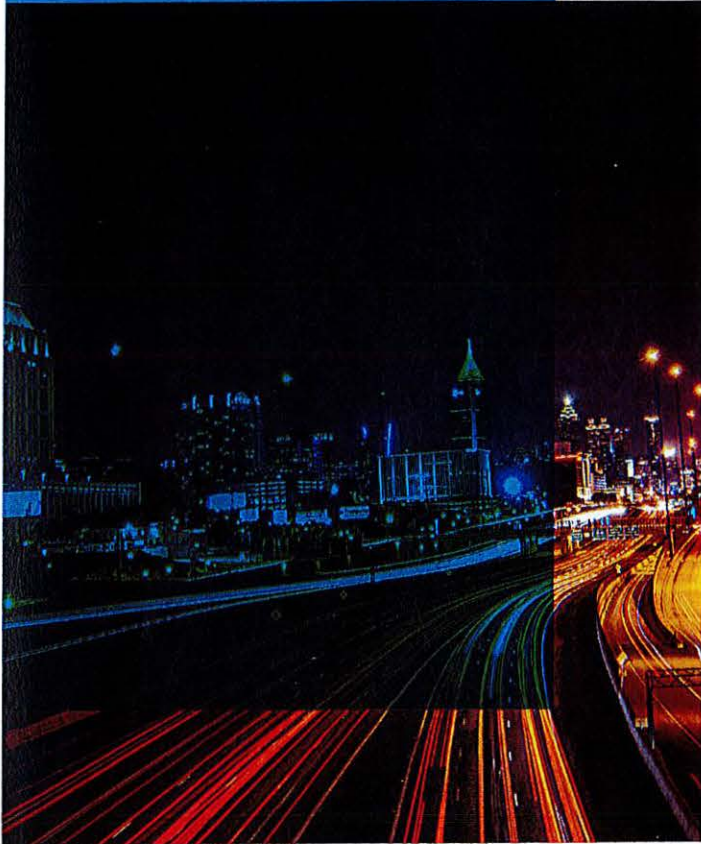
2018

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# 2018 EDPNC COOPERATIVE MARKETING PROGRAM

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## Outreach to Advisory Community



\*Participation fee includes access for one person per organization to meetings, group meals with consultants, on-site ground transportation and event participation (when applicable). \*

### 1A. DALLAS - FEBRUARY 20TH - 22ND

- PARTNER SPACES: 4
- LOCAL/ COUNTY PARTNERS: \$750
- REGIONAL PARTNERSHIPS/SERVICE PROVIDERS: \$1,000

### 1B. NEW YORK - APRIL 10TH - 12TH

- PARTNER SPACES: 8
- LOCAL/ COUNTY PARTNERS: \$750
- REGIONAL PARTNERSHIPS/SERVICE PROVIDERS: \$1,000

### 1C. NEW JERSEY - MAY 15TH -17TH

- PARTNER SPACES: 4
- LOCAL/ COUNTY PARTNERS: \$750
- REGIONAL PARTNERSHIPS/SERVICE PROVIDERS: \$1,000

### 1D. \*ATLANTA (EVENT INCLUDED) - JUNE 19TH - 21ST

- PARTNER SPACES: 8
- LOCAL/ COUNTY PARTNERS: \$1250
- REGIONAL PARTNERSHIPS/SERVICE PROVIDERS: \$1500

### 1E. COLUMBUS/CLEVELAND/INDIANAPOLIS - AUGUST 14TH- 16TH

- PARTNER SPACES: 4
- LOCAL/ COUNTY PARTNERS: \$750
- REGIONAL PARTNERSHIPS/SERVICE PROVIDERS: \$1,000

### 1F.\* CHICAGO (EVENT INCLUDED) - SEPTEMBER 25TH 27TH

- PARTNER SPACES: 8
- LOCAL/ COUNTY PARTNERS: \$1250
- REGIONAL PARTNERSHIPS/SERVICE PROVIDERS: \$1500



## Targeted Industry Gatherings

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# \* Targeted Industry Gatherings

Partnering with the EDPNC at a variety of industry events will enable you to increase your community's, regions, or firm's visibility among key industry audiences.

\*Prices listed are per representative, per organization and are often significantly lower than standard registration rates for these events. \*

### 2A. Natural Products Expo West - March 7th - 11th - Anaheim, CA

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*\*Participation in this event includes access to the exhibit hall and EDPNC Booth.\**

Natural Products Expo West & Engredea continues to be the leading trade show in the natural, organic and healthy products industry, attracting over 80,000 industry professionals and 3,100 exhibits to the Anaheim Convention Center. Rated as one of the top 200 trade shows in the US by Tradeshow Week, Natural Products Expo West & Engredea continues to help attendees reach their business goals.

- Partner Spaces: 5
- Local/County Partners: \$1,000
- Regional Partnership/Service Provider: \$1,250

### 2B. AERODEF Manufacturing - March 26th - 29th - Long Beach, CA

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*\*Participation in this event includes access to the exhibit hall and EDPNC Booth.\**

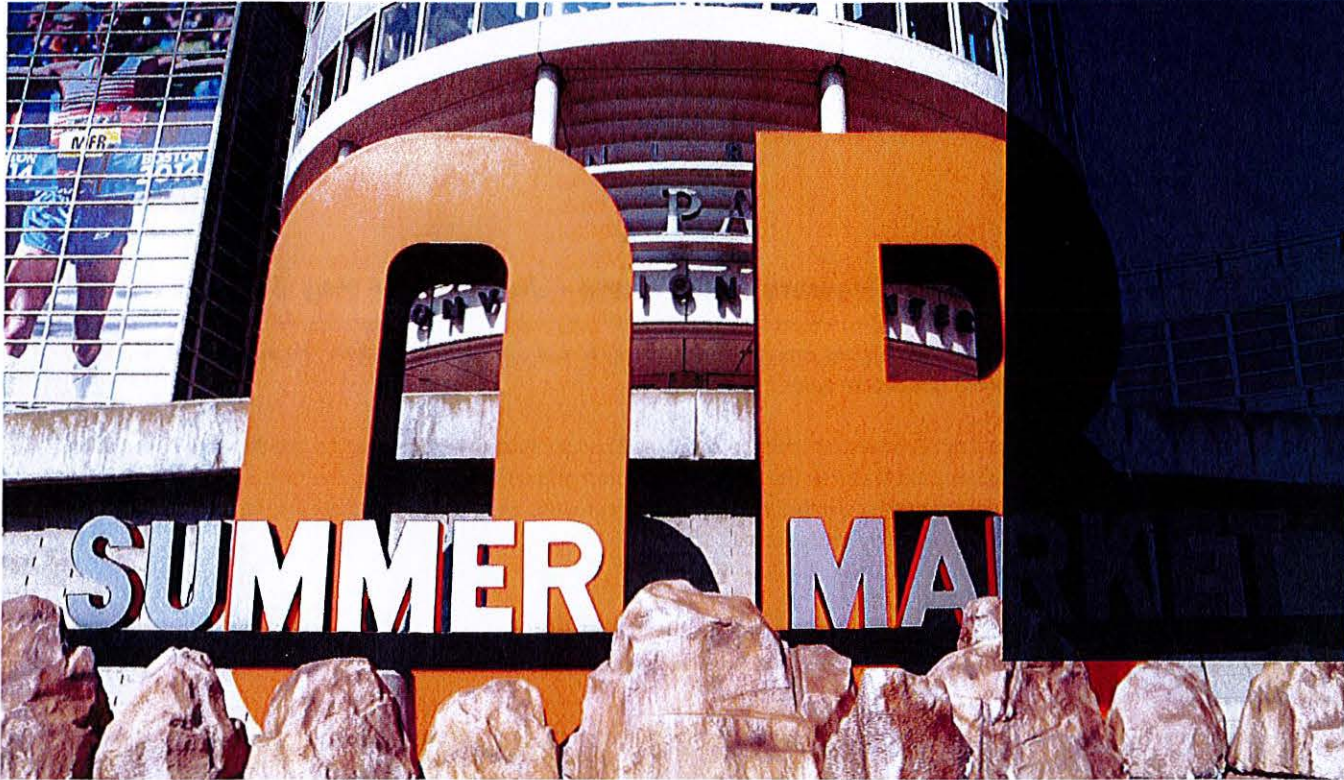
AeroDef Manufacturing® is the leading exposition and technical conference for the aerospace and defense manufacturing industry. Produced by the SME, in partnership with industry OEMs, the mission is to foster innovation across the extended enterprise to reduce costs, expedite production times and maintain manufacturing competitiveness in the global economy.

- Partner Spaces: 4
- Local/County Partners: \$1,000
- Regional Partnership/Service Provider: \$1,250



## Targeted Industry Gatherings

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### 2D. Select USA Investment Summit – June 20th – 22nd

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*\*Participation in this event includes full conference badge, access to the EDPNC Booth and participation in a NC evening reception.\**

Select USA is a showcase for the United States as the world's premier business location, and to provide easy access to federal-level programs and services related to business investment. In 2015, more than 2,600 people from more than 70 international markets participated in Select USA; including companies and business associations as well as economic development representatives from all 50 states, the District of Columbia, Puerto Rico, and Guam.

- Partner Spaces: 10
- Local/County Partners: \$1,750
- Regional Partnership/Service Provider: \$2,000



### 2E. Outdoor Summer Retailer – July 23rd – 26th – Denver, CO

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*\*Participation in this event includes access to the exhibit hall and EDPNC Booth.\**

Outdoor Retailer is the leading B2B outdoor tradeshow. It's the place to write orders, find new accounts, make connections and launch outdoor brands. From small shops to regional chains to the largest national and international retailers, Outdoor Retailer attracts thousands of retail buyers and decision makers looking for outdoor products, services, brands, fresh ideas, apparel launches and innovation. This is where the worldwide outdoor community gathers.

- Partner Spaces: 4
- Local/County Partners: \$900
- Regional Partnership/Service Provider: \$1,100

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**SUSTAINABILITY**

**O.R. DAILIES**

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# ABOUT

## **This is Where NEW Happens in the Outdoor Industry**

Outdoor Retailer is the world's leading business-to-business outdoor sports show where industry brands, retailers, reps, suppliers and leaders gather.

Each year, Outdoor Retailer is a must-attend for those serious about the outdoor sports industry. From writing new orders to finding new accounts, launching new brands to making new connections, Outdoor Retailer is where the *new* happens. And with its conferences, training sessions, leadership seminars and educational opportunities, the show is a must-attend event.

## **Outdoor Categories You Can Find at the Show**

This is the outdoor sports show of choice showcasing the largest collection of innovative and unique gear, apparel, hard goods, footwear and accessories including:

- Adventure Travel
  - Backpacking
  - Camping
  - Hiking
  - Climbing
  - Skiing
  - Snowboarding
  - Snowsports
  - Mountaineering
  - Mountain Biking
  - Fishing/Fly Fishing
  - Health and Fitness
  - Nutrition and Natural Products
  - Paddlesports/Watersports/SUP
  - Pet Products
  - Running/Trail Running/Triathlon
  - Surf
  - Skate
  - Lifestyle
  - Multisport Endurance
  - Yoga/Pilates
- 

## Show Dates

### **Outdoor Retailer + Snow Show 2018**

SIA Industry + Intelligence Day: January 24

Tradeshows: January 25 – 28

On-Snow Demo / Ski-Ride Fest: January 29 – 30

### **Outdoor Retailer Summer Market 2018**

Demo Experience: July 22

Tradeshows: July 23 – 26

### **Outdoor Retailer Winter Market 2018**

Tradeshows: November 8 – 11

---

## Location

# New Outdoor Recreation Office to lure business to WNC

Karen Chávez, [kchavez@citizen-times.com](mailto:kchavez@citizen-times.com) Published 7:20 a.m. ET Sept. 5, 2017



(Photo: Capturing WNC Photography, <http://www.capturingwncphoto.com/>)

ASHEVILLE - Move over beer.

Western North Carolina's mountain biking, hiking, paddle boarding, and even bellykaking are now an economic force to be reckoned with, and with a new state level Outdoor Recreation Recruitment Office, a potentially rich source for the labor market.

Outdoor recreation pursuits from fly-fishing to hiking, snowboarding to paddle boarding and bird-watching to bellykaking, are now part of business big enough to catch and reel in the attention of state and federal governments, and produce money that splashes to the tune of \$28 billion a year in economic impact a year in North Carolina.

The outdoor sunshine seems to just keep smiling down on North Carolina.

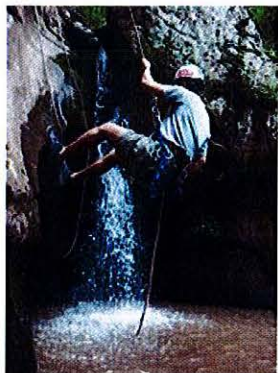
The Outdoor Industry Association Outdoor Recreation Economy Report, issued every five years by the nonprofit and released this summer, shows that outdoor recreation in North Carolina generates 260,000 direct jobs, \$8.3 billion in wages and salaries and \$1.3 billion in state and local tax revenue.

These figures are up sharply from the 2012 report, which showed the outdoor recreation industry had a \$19.2 billion economic impact and supported 192,000 jobs.

Pisgah Forest outdoor outfitter owner Joe Moerschbaeher isn't surprised, considering what he can see from the front of his shop.

When Moerschbaeher, a rock climber and world traveler, started his outdoor adventure guiding business, Pura Vida, 11 years ago, he was pretty much a lone wolf in Pisgah Forest.

His brick and mortar store on New Hendersonville Highway now sits among the many outdoor outfitter, guiding service or bike shops dotting the town in Transylvania County, which includes Brevard, Rosman and large swaths of public lands including Pisgah National Forest, Gorges State Park and DuPont State Recreational Forest.



A climber goes canyoneering at Big Bradley Falls with Pura Vida guiding service, based in Pisgah Forest. (Photo: Courtesy of Ansley Alyse Chappell)

Pura Vida has "easily tripled" in size from its modest beginnings.

"We've grown a lot in that when we first started, we were only open April-October and now we operate year-round. When I started Pura Vida I had to work other jobs. Now I work full time," Moerschbaeher said.

He custom tailors outdoor adventures for locals as well as tourists from across the Southeast, has a steady customer base from New Jersey and New England, and recently had a customer from Denmark.

Outings include rock climbing, canyoneering, or rappelling off waterfalls (in legally permitted areas), mountain biking, rafting and hiking and backpacking around Western North Carolina. The business also provides logistical support backpacking shuttles and other adventures.

Moerschbaeher graduated from Brevard College, spent time in Costa Rica and Patagonia, but ultimately decided the mountains and natural resources of WNC would provide the best backdrop for his business.

"It was a great choice to put my roots here. With that growth of Brevard and Transylvania County, we've had that ability to grow with it. We're a small part of this large train. Growth in one industry affects growth in other areas, provides more attention to the area," he said.

"What's really exciting for North Carolina is the position that the governor has created. It's a good step forward. WNC has a real opportunity to brand itself as the East Coast mecca for outdoor recreation."

## Outdoor recreation has governor's, state's seal of approval

The position to which Moerschbaeher refers is the new office of Outdoor Recreation Recruitment, which received \$250,000 in funding in the state budget passed in June. 75

The office was established to promote and grow the local outdoor recreation economy and to recruit outdoor-related and unrelated business such as software and manufacturing companies that are seeking out a beautiful, healthy, outdoor area for their employees and their families.

A search is now on for the position of outdoor recreation director, who would start work Jan. 1, and would report directly to the Secretary of Commerce.

North Carolina is only the fourth state to have such a position, after Utah, Washington state and Colorado. It is the first state on the East Coast to give such a high profile to the outdoor recreation industry.



Hikers walk in Pisgah National Forest this summer. Hiking is one of the most popular forms of outdoor recreation in the mountains. (Photo: Karen Chávez/KChavez@CITIZEN-TIMES.com)

Leading the effort to highlight North Carolina's outdoor wonders were Ross Saldarini, president of Mountain Khakis; Tom Dempsey, president of Brevard-based Sylvan Sport; Will Morgan and John Hardin of Manning Fulton & Skinner; Noah Wilson, director of Outdoor Gear Builders of Western North Carolina; and Bruce Nofsinger, owner of Topics Education.

Dempsey said he traveled to the West last fall to meet with outdoor leaders and shot a video demonstrating the importance of outdoor recreation to the economy. He thinks that the visual was the clincher.

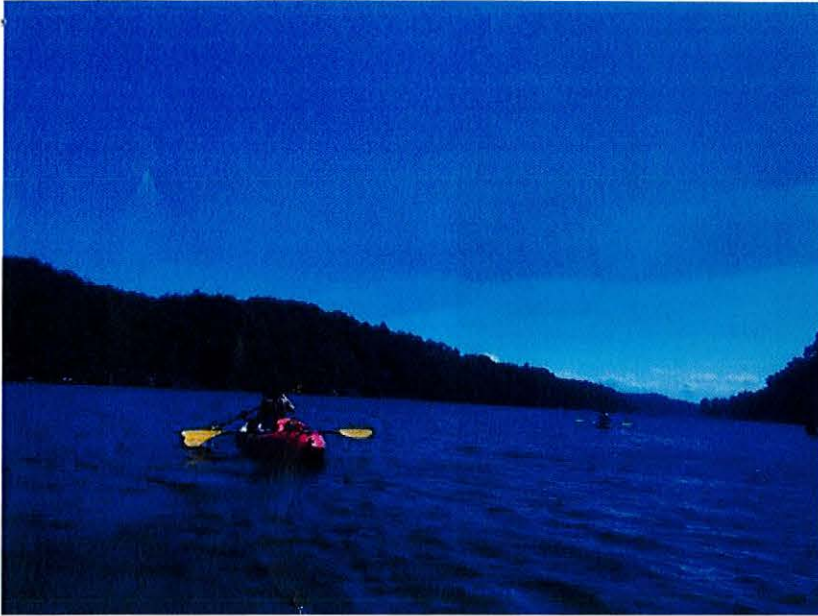
Sen. Rick Gunn, R-Alamance, championed the effort in the North Carolina legislature with support from Rep. Chuck McGrady, R-Hendersonville.

"We funded a position for outdoor recreation recruitment because outdoor recreation is a large and growing part of our economy in North Carolina, particularly Western North Carolina," McGrady said.

"It brings people to vacation in our area. It sustains the summer camp industry. We also have a growing outdoor recreation industry – manufacturers and retailers of outdoor recreation equipment and retailers of outdoor recreation equipment."

"This was truly a team effort," said Saldarini. "We are thrilled to see the hard work pay off, and now we start on the next phase of the campaign, to get more outdoor businesses here in North Carolina and to grow the massive outdoor recreation economy."

Luis Benitez, director of outdoor recreation for Colorado, assumed the position two years ago and said he has "been on a journey to get other states that have outdoor recreation economies to pick up the torch and join us."



A kayaker skims across scenic Lake Lure in the Hickory Nut Gorge east of Asheville. (Photo: Karen Chávez/KChavez@CITIZEN-TIMES.com)

"Outdoor economy truly is bipartisan. There are no political stripes with fishing, hunting, boating, skiing. There is an immense potential for a deep dialogue."

Benitez, who worked for North Carolina Outward Bound and has strong ties to the state, was particularly passionate about bringing North Carolina on board.

He said all the state outdoor recreation directors work closely together to share ideas and resources, what works and what doesn't work.

Benitez said the Colorado office has been successful so far in attracting businesses to set up shop in the state, including a bike company, an outdoor apparel company and manufacturers. The real coup, he said, is becoming the new home for the Outdoor Retailer's show. The largest show for the outdoor industry had been based in Salt Lake City for many years.

The new North Carolina Outdoor Recreation Recruitment director will also work closely with land conservation and environmental organizations, highlighting the essential link between protecting forests, open spaces and clean water and outdoor recreation.

## Mountain-sized reach

According to the national Outdoor Economy Report released in April, outdoor recreation across the country has a bigger economic impact than the gasoline and fuels industry (\$304 billion), the auto industry (\$465 billion) and pharmaceuticals (\$466 billion).

Outdoor recreation also employs more people than food and beverage services (4.7 million), construction (6.4 million) and computer technology (6.7 million).



Turk's cap lily brightens a sweeping views from on top of Waterrock Knob off the Blue Ridge Parkway. Hiking to these spots is big business. (Photo: Karen Chávez/KChavez@CITIZEN-TIMES.com)

The report's numbers, which have been compiled for many years, recently drew attention from Congress.

The bipartisan Outdoor Recreation Jobs and Economic Impact Act easily passed the House and Senate last November and was signed into law. The legislation provides, for the first time, that the outdoor recreation economy be counted as part of the national gross domestic product, treating it like every other industry, such as oil and gas.

## Natural medicine?

A large part of outdoor recreation in the mountains rests on the shoulders of the two largest national forests in the state – the Pisgah and the Nantahala – which cover more than 1 million acres and draw some 6 million visitors a year.

The Blue Ridge Parkway draws more than 15 million visitors annually, nearly the most for a national park in the country, and the Great Smoky Mountains National Park last year received 11 million visitors. A Park Service report released in 2015 showed parkway and Smokies visitors each had a \$1.3 billion cumulative economic impact to surrounding communities.

The OIA economic impact report found more Americans participate in outdoor recreation each year – 145 million – than the 134 million who attend NFL, NBA, MLB and NHL games combined.



Champion freestyle whitewater kayaker Anna Levesque, seen here on the Green River, makes her living in the outdoors industry by instructing women in kayaking, yoga and other healthy practices. (Photo: Courtesy of scottmartinimages.com)

According to the OIA's latest Topline Outdoor Participation report released in 2012, the five most popular outdoor activities in the country among 6-24-year-olds in order are running and trail running, road and mountain biking, camping, fishing and hiking.

Among adults, the most popular outdoors sports are fishing, running, camping, bicycling and hiking. Trending upward are whitewater kayaking, up 24.5 percent from 2010-12, as is bow hunting, and hiking is up 6.1 percent.

Opposed to watching a ball game, these pursuits require being active and are often done with family and friends, promote health and wellness, both physically and mentally. Connecting with nature is often a way to reset, leave behind the hectic pace of life, even meditate without knowing it, outdoor experts say.

Anna Levesque has woven that philosophy into her outdoors business. The former freestyle kayak champion in Canada and the U.S., and graduate of UNC Chapel Hill, and her husband, also an accomplished whitewater kayaker, chose to settle in Asheville in 2004.

"When we were deciding to find a place to set roots, we could have gone anywhere. We chose WNC, especially for the Green River, the French Broad River and all of the class 4 rivers like Big Laurel and Wilson Creek that run off of rainwater," she said.

"We loved the organic food markets, access to high quality and sustainable food, the progressive community, and the mountain biking and hiking and the mountains. Everything is so close by," Levesque said.



Anna Levesque, of Asheville, demonstrates standup paddle board yoga, one of the ways she has found to make a living in the outdoor recreation field. (Photo: Courtesy of scottmartinimages.com)

She offers a "niche within a niche," with her Girls at Play and Mind, Body, Soul businesses, only teaching women, and only teaching whitewater kayaking. However, she follows her passions, including yoga, and does yoga instruction on stand up paddle boards and has just written a book, "Yoga for Paddlers." She also produced DVDs on kayaking instruction.

"I think the (new Outdoor Recreation Recruitment position) is great because it would bring jobs and help people in Asheville piece together their livings," she said.

"I find that outdoor industry companies in general tend to have good company philosophies and environmental values and they provide a good quality of life. Beer tourism is taking over. It would be great to balance that out with other things, like the outdoors."

**Outdoor recreation by the numbers:**

\$887 billion: National annual consumer spending

47.6 million: Direct national jobs



\$65.3 billion: Federal tax revenue

\$59.2 billion: State and local tax revenue

\$28 billion: Economic impact in North Carolina

\$8.3 billion: Wages and salaries in North Carolina

\$1.3 billion: State and local tax revenue in North Carolina

260,000: Direct jobs in North Carolina

6 million: Annual visitors to Pisgah and Nantahala national forests

15.2 million: Annual visitors to the Blue Ridge Parkway

11.3 million: Annual visitors to Great Smoky Mountains National Park

18.8 million: Visitors to North Carolina State Parks in 2016 (all time record)

545,000: Visitors to Lake James State Park

650,000: Visitors to DuPont State Recreational Forest

Source: Outdoor Industry Association, National Park Service, U.S. Forest Service

Read or Share this story: <http://www.citizen-times.com/story/news/local/2017/09/05/new-outdoor-recreation-office-lure-business-wnc/618280001/>

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**Combine Home & Auto**

\*Average annual per household savings based on a 2016 national survey of new policyholders who reported savings by switching to State Farm.



**Contact Me** ▶

**Cat Darnell, Agent**  
 869 Highway 105 Ext Suite 9  
 Boone, NC 28607



**AGENDA ITEM 8:**

**TAX MATTERS**

*A. Monthly Collections Report*

**MANAGER'S COMMENTS:**

Mr. Larry Warren, Tax Administrator, will present the Monthly Collections Report and be available for questions and discussion.

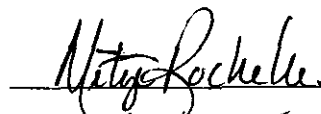
The report is for information only; therefore, no action is required.

**Monthly Collections Report****Watauga County**

Bank deposits of the following amounts have been made and credited to the account of Watauga County. The reported totals do not include small shortages and overages reported to the Watauga County Finance Officer

Monthly Report November 2017

	<u>Current Month</u> <u>Collections</u>	<u>Current Month</u> <u>Percentage</u>	<u>Current FY</u> <u>Collections</u>	<u>Current FY</u> <u>Percentage</u>	<u>Previous FY</u> <u>Percentage</u>
<b>General County</b>					
Taxes 2017	6,572,965.25	29.37%	14,999,553.17	48.68%	48.71%
Prior Year Taxes	17,958.51		188,159.76		
Solid Waste User Fees	564,394.82	30.13%	1,245,238.68	48.30%	47.26%
Green Box Fees	224.83	NA	3,599.12	NA	NA
<b>Total County Funds</b>	<b>\$7,155,543.41</b>		<b>\$16,436,550.73</b>		
<b>Fire Districts</b>					
Foscoe Fire	98,564.25	31.71%	245,053.42	53.42%	53.98%
Boone Fire	221,197.46	33.65%	447,367.75	50.32%	50.11%
Fall Creek Service Dist.	2,623.70	33.44%	4,116.16	44.08%	46.73%
Beaver Dam Fire	22,144.73	29.81%	50,539.47	48.66%	47.57%
Stewart Simmons Fire	38,812.37	23.75%	93,453.50	42.59%	40.52%
Zionville Fire	27,816.76	33.79%	57,782.64	50.91%	52.46%
Cove Creek Fire	62,237.59	35.81%	123,354.32	52.11%	50.71%
Shawneehaw Fire	22,572.16	33.70%	50,322.48	52.65%	53.07%
Meat Camp Fire	56,015.34	36.48%	109,212.91	51.87%	50.09%
Deep Gap Fire	49,946.30	35.35%	92,929.40	50.12%	51.08%
Todd Fire	14,422.98	33.33%	32,699.67	52.77%	56.19%
Blowing Rock Fire	91,751.07	29.32%	249,960.40	52.89%	54.01%
M.C. Creston Fire	1,554.52	34.65%	3,371.66	52.23%	39.62%
Foscoe Service District	20,889.62	38.81%	38,548.59	53.62%	52.18%
Beech Mtn. Service Dist.	16.60	1.40%	424.53	26.64%	27.24%
Cove Creek Service Dist.	0.00	0.00%	91.20	28.14%	28.14%
Shawneehaw Service Dist	1,221.94	25.32%	3,046.51	45.86%	44.05%
	<b>\$729,163.69</b>		<b>\$1,598,158.45</b>		
<b>Towns</b>					
Boone	869,267.55	19.18%	2,267,046.05	38.12%	37.26%
Municipal Services	8,988.75	8.59%	40,990.93	30.16%	27.96%
Boone MV Fee	NA	NA	NA	NA	NA
Blowing Rock	NA	NA	NA	NA	NA
Seven Devils	NA	NA	NA	NA	NA
Beech Mountain	NA	NA	NA	NA	NA
<b>Total Town Taxes</b>	<b>\$878,256.30</b>		<b>\$2,308,036.98</b>		
<b>Total Amount Collected</b>	<b>\$8,762,963.40</b>		<b>\$20,342,746.16</b>		

 Tax Collections Director

 Tax Administrator

**AGENDA ITEM 8:**

**TAX MATTERS**

*B. Refunds and Releases*

**MANAGER'S COMMENTS:**

Mr. Warren will present the Refunds and Releases Reports.

Board action is required to accept the Refunds and Releases Reports.

11/30/2017 17:23  
Larry.Warren

WATAUGA COUNTY  
RELEASES - 11/01/2017 TO 11/30/2017

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OWNER NAME AND ADDRESS	CAT YEAR PROPERTY REASON	BILL	EFF DATE	JUR	REF NO	VALUE CHARGE	AMOUNT
1729251 BARKLEY, BENJAMIN HUNTER 256 RUSHING CREEK DR UNIT F BOONE, NC 28607-5837	RE 2017 2911-22-6620-000 TAX RELEASES HOUSE WAS NOT 100% COMPLETE	40334	11/30/2017	C02	6324	56,400 C02 G01 SWF	231.24 199.09 80.00 <hr/> 510.33
1754320 CARROLL, LARRY G 200 DELL COFFEY RD BOONE, NC 28607	RE 2017 2932-00-3664-000 TAX RELEASES SHOULD HAVE RECEIVED OA EXEMPTION	46099	11/30/2017	F09	6326	32,550 F09 G01	16.28 114.90 <hr/> 131.18
1766999 GREENE, MILTON STEPHEN, JR, ADMIN 148 TARHEEL LN BOONE, NC 28607	RE 2017 2911-60-4136-000 TAX RELEASES ADJUSTMENT CODE MISSED	40875	11/30/2017	C02	6309	227,200 C02 G01	931.52 802.02 <hr/> 1,733.54
1081694 HONEYCUTT, ROBERT EUGENE AND LUCILLE 135 GENE HONEYCUTT DR TODD, NC 28684-9612	RE 2017 2904-76-3186-000 TAX RELEASES FAILED TO RECEIVE OA EXEMPTION	37425	11/30/2017	F09	6310	53,850 F09 G01	26.93 190.09 <hr/> 217.02
1103795 MATHESON, RALPH J 125 PINE TUNNEL DR SUGAR GROVE, NC 28679	RE 2017 1971-61-3539-000 TAX RELEASES FAILED TO RECEIVE OA EXEMPTION	16044	11/30/2017	F07	6321	51,850 F07 G01	25.93 183.03 <hr/> 208.96
1106319 MCGLAMERY, ARLENE C/O KATHY EGGERS 8040 OLD US HWY 421 ZIONVILLE, NC 28698	RE 2017 1995-22-4446-000 TAX RELEASES FAILED TO RECEIVE OA EXEMPTION	22867	11/30/2017	F06	6325	37,830 F06 G01	18.92 133.54 <hr/> 152.46
1570722 MILLENNIUM MFG STRUCTURES LLC 355 INDUSTRIAL PARK DR BOONE, NC 28607	PP 2017 2012 TAX RELEASES NO LONGER IN WATAUGA COUNTY	1062	11/30/2017	C02	6315	0 C02 G01	24.11 20.76 <hr/> 44.87
1111210 MILLER, LUCILLE HEIRS 423 STEWART SIMMONS ROAD DEEP GAP, NC 28618	RE 2017 2940-44-4294-000 TAX RELEASES TO SEPARATE OUT THE DOUBLEWIDE FROM THE LAND (RE-BILLED)	46809	11/30/2017	F05	6323	0 F05 G01 SWF	65.62 272.52 80.00 <hr/> 418.14
1632936 PARK, A JOE III PARK, GAY S 204 LYMAN HALL SAVANNAH, GA 31410-1045	RE 2017 2817-47-1897-000 TAX RELEASES SHOULD HAVE BEEN TAXED INSIDE CITY LIMIT BLOWING ROCK NOT F12	25887	11/30/2017	F12	6311	0 F12	212.75

11/30/2017 17:23  
Larry.Warren

WATAUGA COUNTY  
RELEASES - 11/01/2017 TO 11/30/2017

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OWNER NAME AND ADDRESS	CAT YEAR PROPERTY REASON	BILL	EFF DATE	JUR	REF NO	VALUE CHARGE	AMOUNT
1766718 PARLIER, HELEN S & PARLIER, DANNY E 4541 NC HWY 18 S  MORAVIAN FALLS, NC 28654	RE 2017 2904-71-4533-000 TAX RELEASES PARCEL WAS SPLIT AND BILLED UNDER NEW PARCEL NUMBER	37390	11/30/2017	F09	6327	0 F09 G01 SWF	77.55 547.50 80.00 <hr/> 705.05
1521383 US BANK NATIONAL ASSOCIATION 1310 MADRID ST STE 100 MARSHALL, MN 56258	PP 2017 521383999 TAX RELEASES WRONG SITUS	2472	11/30/2017	C02	6316	0 C02 F10	21.94 1.24 <hr/> 23.18
1457290 VECCHIONE, FRANK JOHN 722 HILLSFARM ST NE  LENOIR, NC 28645-4619	RE 2017 2931-20-8535-000 TAX RELEASES UNLIVABLE UNITS DUE TO FIRE	45675	11/30/2017	F10	6320	0 SWF	480.00
1500709 WARD, JAMES R AND LINDA S 365 BIG BRANCH RD  SUGAR GROVE, NC 28679-9635	RE 2017 1952-71-7512-000 TAX RELEASES FAILED TO RECEIVE OA EXEMPTION	13678	11/30/2017	F07	6313	32,600 F07 G01	16.30 115.08 <hr/> 131.38
1391556 WELLBORN, DEBORAH P O BOX 32  DEEP GAP, NC 28618-0032	RE 2017 2961-05-0389-000 TAX RELEASES TRANSFERRED OWNERSHIP TO DOT IN 2016	48646	11/30/2017	F10	6317	0 F10 G01	12.50 88.25 <hr/> 100.75
1391556 WELLBORN, DEBORAH P O BOX 32  DEEP GAP, NC 28618-0032	RE 2017 2961-05-1592-000 TAX RELEASES TRANSFERRED OWNERSHIP TO DOT IN 2016	48647	11/30/2017	F10	6318	0 F10 G01	13.35 94.25 <hr/> 107.60
1391556 WELLBORN, DEBORAH P O BOX 32  DEEP GAP, NC 28618-0032	RE 2017 2961-05-2824-000 TAX RELEASES TRANSFERRED OWNERSHIP TO DOT IN 2016	48649	11/30/2017	F10	6319	0 F10 G01	21.55 152.14 <hr/> 173.69
1753236 WFG SWEETGRASS, LLC 19421 LIVERPOOL PKWY  CORNELIUS, NC 28031	RE 2017 1897-06-1152-000 TAX RELEASES PARCEL DEACTIVATED	5271	11/30/2017	F12	6312	0 F12 G01	1,361.45 9,611.84 <hr/> 10,973.29
1753236 WFG SWEETGRASS, LLC 19421 LIVERPOOL PKWY  CORNELIUS, NC 28031	RE 2017 1897-06-1155-000 TAX RELEASES RELEASED AND DISCOVERED WITH BLDG VALUE	5273	11/30/2017	F12	6314	0 F12 G01	1,102.40 7,782.94 <hr/> 8,885.34

11/30/2017 17:23  
 Larry.Warren

WATAUGA COUNTY  
 RELEASES - 11/01/2017 TO 11/30/2017

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 tncrapt

OWNER NAME AND ADDRESS	CAT YEAR PROPERTY REASON	BILL	EFF DATE	JUR	REF NO	VALUE	CHARGE	AMOUNT
1519598 WOODARD, CHARLES L WOODARD, JANICE A 454 HARLEY PERRY RD  ZIONVILLE, NC 28698-9794	RE 2017	22518	11/30/2017			57,800	F06	28.90
	1994-30-5371-000			F06			G01	204.03
	TAX RELEASES				6322			
	SHOULD HAVE RECEIVED OA EXEMPTION							232.93
DETAIL SUMMARY	COUNT: 19	RELEASES - TOTAL				550,080		25,442.46

11/30/2017 17:23  
 Larry.Warren

WATAUGA COUNTY  
 RELEASES - 11/01/2017 TO 11/30/2017

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 tncrapt

RELEASES - CHARGE SUMMARY FOR ALL CLERKS

YEAR	CAT	CHARGE	AMOUNT	
2017	RE	C02	BOONE RE	1,162.76
2017	RE	F05	STEWART SIMMONS FIRE RE	65.62
2017	RE	F06	ZIONVILLE FIRE RE	47.82
2017	RE	F07	COVE CREEK FIRE RE	42.23
2017	RE	F09	MEAT CAMP FIRE RE	120.76
2017	RE	F10	DEEP GAP FIRE RE	47.40
2017	RE	F12	BLOWING ROCK FIRE RE	2,676.60
2017	RE	G01	WATAUGA COUNTY RE	20,491.22
2017	RE	SWF	SANITATION USER FEE	720.00
2017	PP	C02	BOONE PP	46.05
2017	PP	F10	DEEP GAP FIRE PP	1.24
2017	PP	G01	WATAUGA COUNTY PP	20.76
2017 TOTAL			25,442.46	
SUMMARY TOTAL			25,442.46	



11/30/2017 17:23  
Larry.Warren

WATAUGA COUNTY  
RELEASES - 11/01/2017 TO 11/30/2017

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RELEASES - JURISDICTION SUMMARY FOR ALL CLERKS

JUR	YEAR	CHARGE	AMOUNT
C02	2017	C02 BOONE RE	1,208.81
C02	2017	F10 DEEP GAP FIRE PP	1.24
C02	2017	G01 WATAUGA COUNTY RE	1,021.87
C02	2017	SWF SANITATION USER FEE	80.00
C02 TOTAL			2,311.92
F05	2017	F05 STEWART SIMMONS FIRE RE	65.62
F05	2017	G01 WATAUGA COUNTY RE	272.52
F05	2017	SWF SANITATION USER FEE	80.00
F05 TOTAL			418.14
F06	2017	F06 ZIONVILLE FIRE RE	47.82
F06	2017	G01 WATAUGA COUNTY RE	337.57
F06 TOTAL			385.39
F07	2017	F07 COVE CREEK FIRE RE	42.23
F07	2017	G01 WATAUGA COUNTY RE	298.11
F07 TOTAL			340.34
F09	2017	F09 MEAT CAMP FIRE RE	120.76
F09	2017	G01 WATAUGA COUNTY RE	852.49
F09	2017	SWF SANITATION USER FEE	80.00
F09 TOTAL			1,053.25
F10	2017	F10 DEEP GAP FIRE RE	47.40
F10	2017	G01 WATAUGA COUNTY RE	334.64
F10	2017	SWF SANITATION USER FEE	480.00
F10 TOTAL			862.04
F12	2017	F12 BLOWING ROCK FIRE RE	2,676.60
F12	2017	G01 WATAUGA COUNTY RE	17,394.78
F12 TOTAL			20,071.38
SUMMARY TOTAL			25,442.46

## **AGENDA ITEM 9:**

### **MISCELLANEOUS ADMINISTRATIVE MATTERS**

- A. Proposed Resolution Encouraging Congress to Create A Reliable and Predictable Stream of Resources to Address Deferred Maintenance Needs In America's National Park System*

### **MANAGER'S COMMENTS:**

The PEW Charitable Trusts is requesting the County adopt the enclosed resolution encouraging congress to create a reliable and predictable stream of resources to address deferred maintenance needs in America's National Park System. Staff understands through conversations with PEW staff that this request would not require any tax increase but would utilize proceeds generated from off-shore drilling that are currently accumulating.

Information regarding the National Park System including the economic impact of the Blue Ridge Parkway has been included for your review. Additional stats detailing deferred maintenance of the National Park System have been provided.

Board action is required to adopt the resolution as presented.

STATE OF NORTH CAROLINA

D R A F T

COUNTY OF WATAUGA

**RESOLUTION ENCOURAGING CONGRESS TO CREATE A RELIABLE AND PREDICTABLE STREAM OF RESOURCES TO ADDRESS DEFERRED MAINTENANCE NEEDS IN AMERICA'S NATIONAL PARK SYSTEM**

**WHEREAS**, America's National Park System is a living testament to our citizens valor, our nation's hardships, our victories, and our traditions as Americans, and has been called "America's Best Idea;" and

**WHEREAS**, the National Park System preserves the diversity, culture, and heritage of all Americans, and serves as a living classroom for future generations; and

**WHEREAS**, in 2016, the National Park Service celebrated its centennial, and currently manages more than 400 nationally significant sites and an invaluable collection of more than 75,000 natural and cultural assets that span 84 million acres across all 50 states, the District of Columbia, and several U.S. territories and insular areas; and

**WHEREAS**, North Carolina is home to ten national park units, including Cape Hatteras National Seashore, Moores Creek National Battlefield, Great Smoky Mountains National Park, and the Blue Ridge Parkway; and

**WHEREAS**, Watauga County is a gateway to the Blue Ridge Parkway, and benefits from the tourism associated with visitors to the park and the improved quality of place for residents; and

**WHEREAS**, the National Park Service's mission is "to conserve the scenery and the natural and historic objects and the wild life therein and to provide for the enjoyment of the same in such manner and by such means as will leave them unimpaired for the enjoyment of future generations;" and

**WHEREAS**, in 2016, the National Park System had more than 331 million visits, including 15.2 million along the length of the Blue Ridge Parkway; and

**WHEREAS**, in 2016, National Park Service estimates indicate that park visitors spent more than \$980 million in the communities along the Blue Ridge Parkway, supporting an estimated 15,600 jobs; and

**WHEREAS**, the National Park Service has the obligation to preserve our nation's history; promote access to national parks for all citizens; stimulate revenue to sustain itself and nearby communities; educate the public about America's natural, cultural and historical resources, and provide safe facilities and environs to enjoy these resources; and

**WHEREAS**, in 2016, the National Park Service estimated a deferred maintenance backlog of \$11.3 billion, including \$261 million along the North Carolina section of the Blue Ridge Parkway, which consists of repairs to aging historical structures, trails, sewers, thousands of miles of roads, bridges, tunnels, and other vital infrastructure; and

**WHEREAS**, it is the responsibility of Congress to maintain America's national parks to ensure our natural places and our history is preserved and documented for future generations, and for the adjacent communities that rely on the direct and indirect economic benefits generated by visits to national park sites.

**NOW THEREFORE BE IT RESOLVED**, that the County of Watauga urges Congress to create a reliable and predictable stream of resources to address deferred maintenance needs in America's National Park System, and to ensure that federal infrastructure initiatives include provisions to address park maintenance.

**ADOPTED** this the 19th day of December, 2017.

---

John Welch, Chairman  
Watauga County Board of Commissioners

ATTEST:

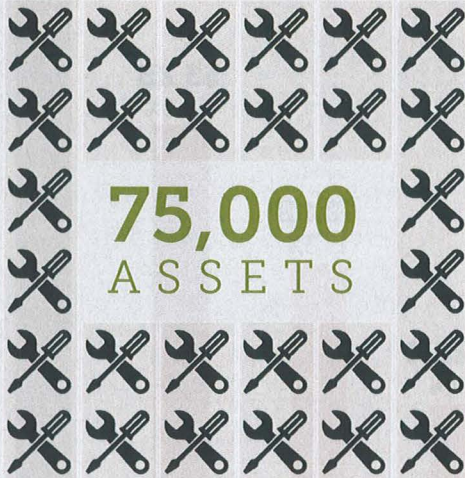
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Anita J. Fogle, Clerk to the Board

# NPS DEFERRED MAINTENANCE



## By the Numbers - FY16



Deferred maintenance is defined as a repair need that has not been addressed for a year or more. **There are over 41,000 assets in need of repair.** They include crumbling roads, rotting historic buildings, eroding trails, outdated visitor amenities, and deteriorating memorials.

### NPS Deferred Maintenance by Asset Type

**Paved Roads**  
\$5,711.5M (50.4%)

**Buildings**  
\$2,243.0M (19.8%)

**Marina & Waterfront Systems**  
\$750.6M (6.6%)

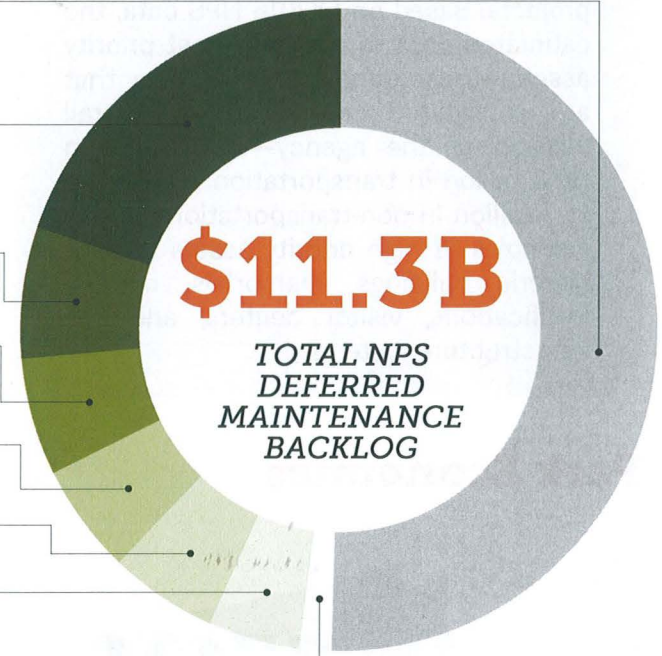
**Water Systems**  
\$668.6M (5.9%)

**Maintained Landscapes**  
\$626.8M (5.5%)

**All Other**  
\$621.2M (5.5%)

**Trails**  
\$527.0M (4.7%)

**Military Fortifications**  
\$182.9M (1.6%)



**\$11.3B**

TOTAL NPS DEFERRED MAINTENANCE BACKLOG

**\$5.7B**

### Transportation Projects

Over 10,000 miles of roads provide critical access to national parks for millions of visitors every year. NPS transportation assets include paved roads, bridges, tunnels, and parking lots, as well as major commuter thoroughfares, such as the George Washington Memorial Parkway. Collectively, these transportation assets account for roughly half (**\$5.7B**) of the NPS maintenance backlog.

**\$5.6B**

### Non-Transportation Projects

Non-transportation maintenance needs include eroding trails, unsafe water and electrical systems, waterfronts, and thousands of buildings in disrepair - including visitor facilities, historic buildings, employee housing, and military structures. Collectively, non-transportation assets account for roughly half (**\$5.6B**) of the NPS maintenance backlog.

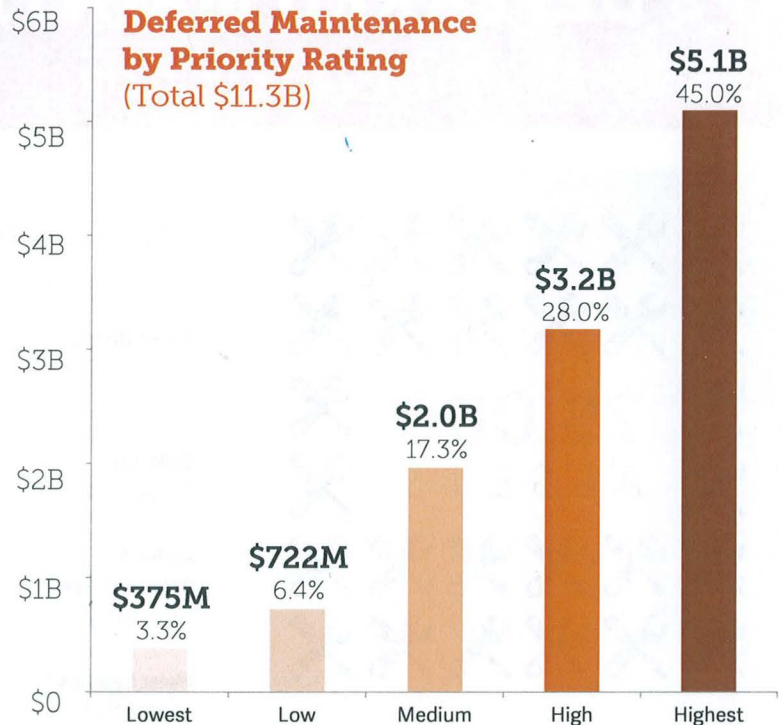
**45%**

### Historic Assets

NPS is responsible for the preservation of some of our nation's most historically significant places. These assets include thousands of archaeological sites, nearly 27,000 historic and pre-historic structures, and more than 167 million museum items that document our country's heritage. Historic assets account for **45%** of the NPS maintenance backlog.

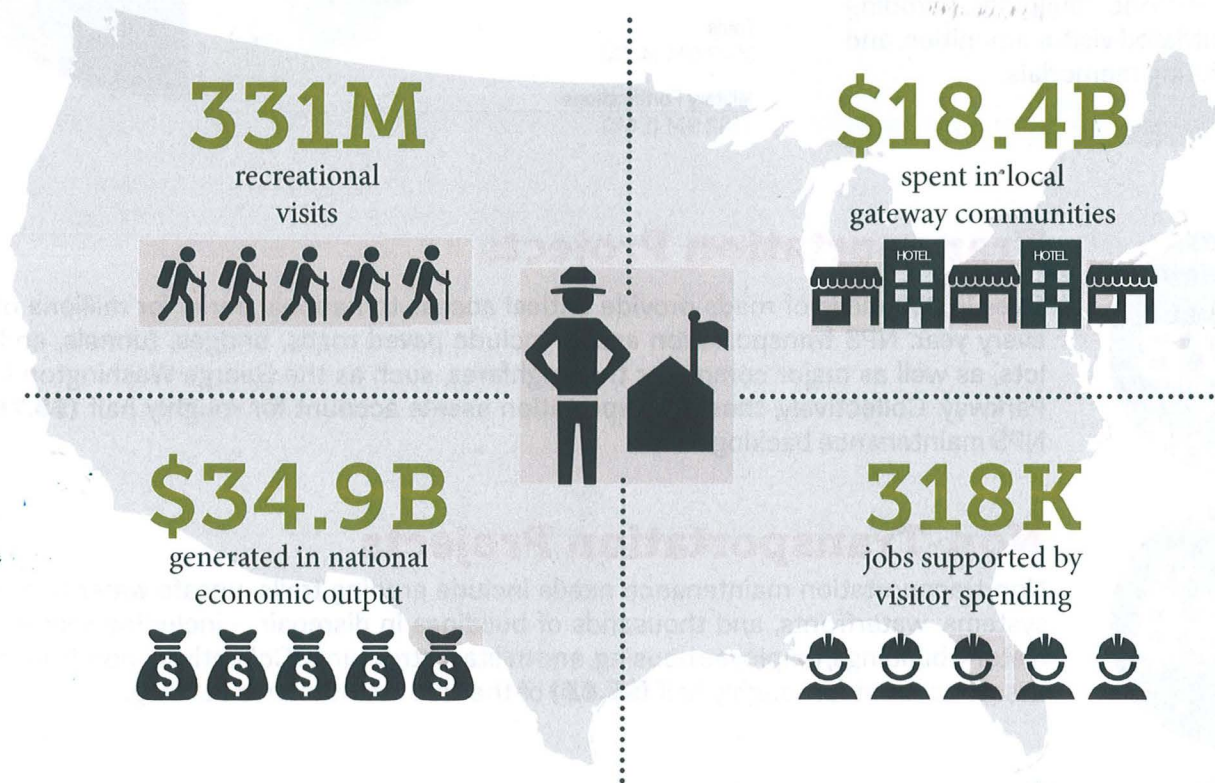
## NPS Priorities

The National Park Service is required by Congress to preserve national parks for future generations to enjoy. With more than 75,000 park assets to maintain, the agency has developed a rating system to help direct limited funding to the highest priority maintenance projects. Based on FY2016 NPS data, the estimated cost to repair highest priority assets—those properties or items that are considered critical to the overall mission of the agency—is \$5.1 billion (\$2.8 billion in transportation needs and \$2.3 billion in non-transportation needs). Examples of high priority assets include historic buildings, memorials, military fortifications, visitor centers, and key infrastructure systems.



Source: FY16 National Park Service data

## Park Economics



Source: 2016 National Park Visitor Spending Effects: Economic Contributions to Local Communities, States, and the Nation. Natural Resource Report NPS/NRSS/EQD/NRR—2017/1421

Contact: Marcia Argust, Director  
Restore America's Parks  
Email: [margust@pewtrusts.org](mailto:margust@pewtrusts.org)  
Website: [pewtrusts.org/NationalParks](http://pewtrusts.org/NationalParks)

Contact: Geoffrey Brown, Director  
Government Relations  
Email: [gbrown@pewtrusts.org](mailto:gbrown@pewtrusts.org)  
Website: [pewtrusts.org/NationalParks](http://pewtrusts.org/NationalParks)

The Pew Charitable Trusts is driven by the power of knowledge to solve today's most challenging problems. Pew applies a rigorous, analytical approach to improve public policy, inform the public, and invigorate civic life.

The below cities and counties in North Carolina have adopted resolutions urging Congress to create a reliable, dedicated stream of resources to address maintenance needs in the National Park System:

1. City of Kings Mountain
2. Gaston County
3. Town of Grover
4. City of Asheville
5. City of Gastonia
6. Village of Flat Rock
7. City of Webster
8. City of Marion
9. City of Hendersonville
10. Town of Summerfield
11. Town of Franklin
12. Town of Maggie Valley
13. Town of Dillsboro

North Carolina | SER | Blue Ridge Parkway

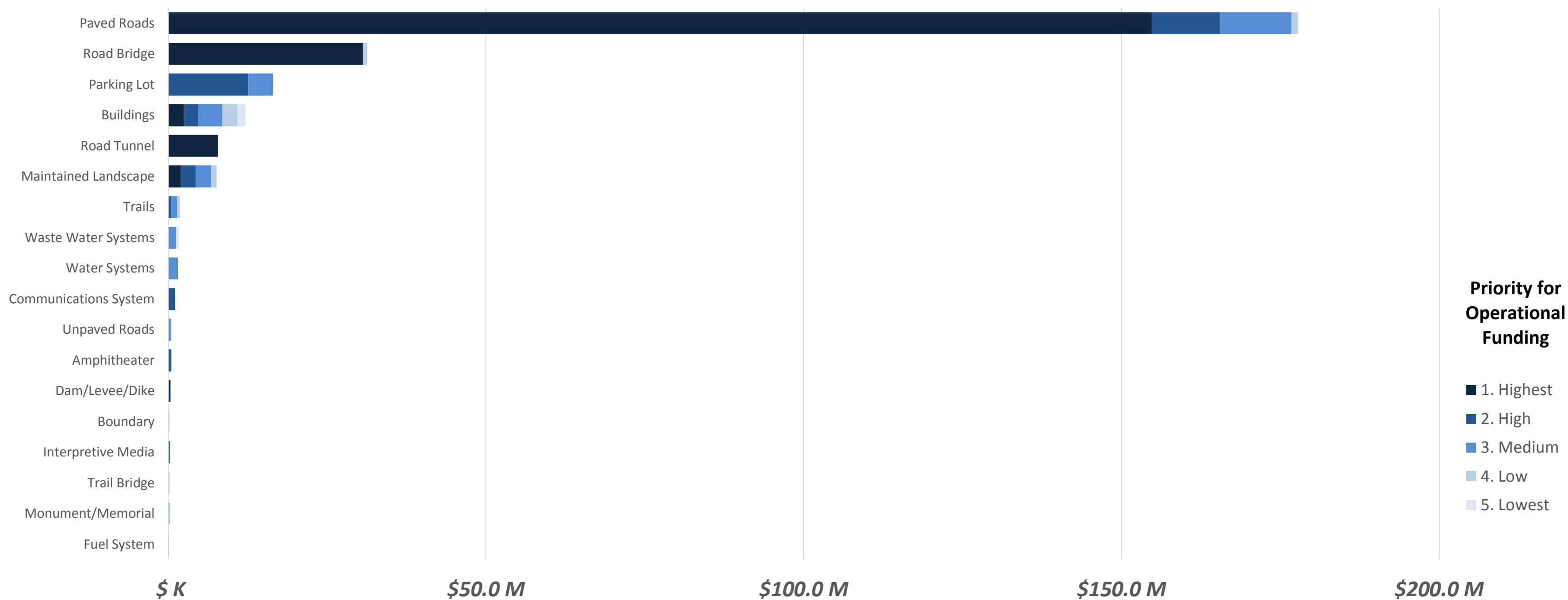
Multiple Asset Types

Foxx - NC 5, McHenry - NC 10, Meadows - NC 11

# Total Deferred Maintenance

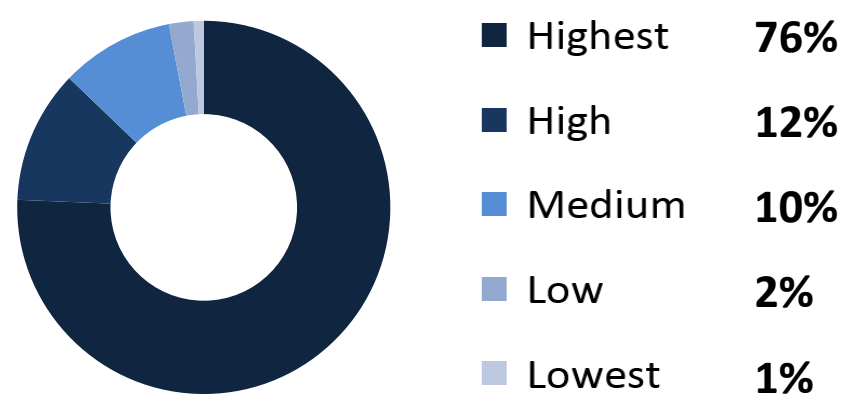
## \$261,650,062

### Deferred Maintenance by Asset Category



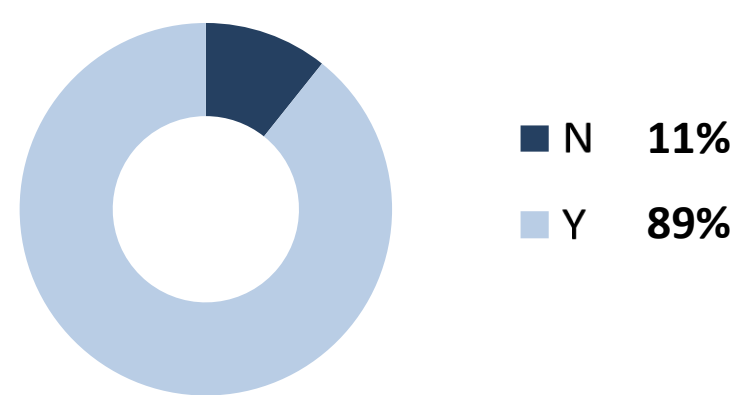
### Priority for Operational Funding

by \$ Value



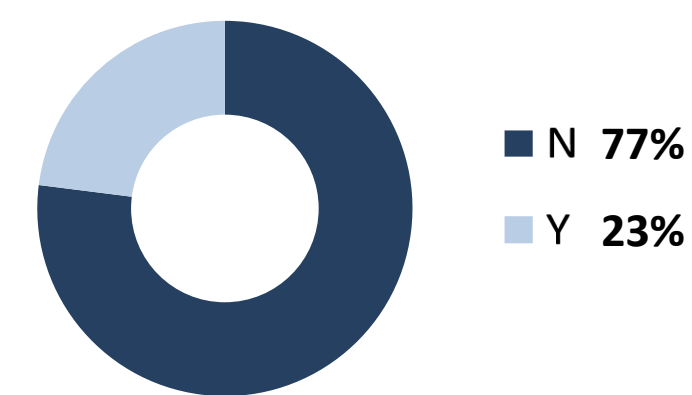
### Transportation Asset Breakdown

by \$ Value



### Historic Asset Breakdown

by \$ Value





## North Carolina | SER | Blue Ridge Parkway

### Multiple Asset Types

Foxx - NC 5, McHenry - NC 10, Meadows - NC 11

# Summary of Deferred Maintenance

*Compared to Replacement Value*

	<i>Deferred Maintenance</i>	<i>Current Replacement Value</i>
<b>NC</b>	<b>\$261.7M</b>	<b>\$2578.6M</b>
<b>Blue Ridge Parkway</b>	<b>\$261.7M</b>	<b>\$2578.6M</b>
<i>Amphitheater</i>	\$462K	\$4.9M
<i>Boundary</i>	\$267K	\$7.5M
<i>Buildings</i>	\$12.2M	\$86.3M
<i>Communications System</i>	\$1.1M	\$8.5M
<i>Dam/Levee/Dike</i>	\$360K	\$102.6M
<i>Fortification</i>	\$0	\$6K
<i>Fuel System</i>	\$163K	\$320K
<i>Interpretive Media</i>	\$209K	\$831K
<i>Maintained Landscape</i>	\$7.6M	\$811.1M
<i>Marina/Waterfront System</i>	\$0	\$4K
<i>Monument/Memorial</i>	\$186K	\$729K
<i>Parking Lot</i>	\$16.6M	\$59.8M
<i>Paved Roads</i>	\$177.9M	\$931.5M
<i>Road Bridge</i>	\$31.3M	\$241.0M
<i>Road Tunnel</i>	\$7.8M	\$220.7M
<i>Trail Bridge</i>	\$196K	\$4.3M
<i>Trails</i>	\$1.8M	\$31.6M
<i>Unpaved Roads</i>	\$469K	\$1.3M
<i>Waste Water Systems</i>	\$1.6M	\$39.8M
<i>Water Systems</i>	\$1.5M	\$25.5M
<b>Grand Total</b>	<b>\$261.7M</b>	<b>\$2578.6M</b>

(\*) - Costs lumped into another unit.

(\*\*) - Costs not documented.

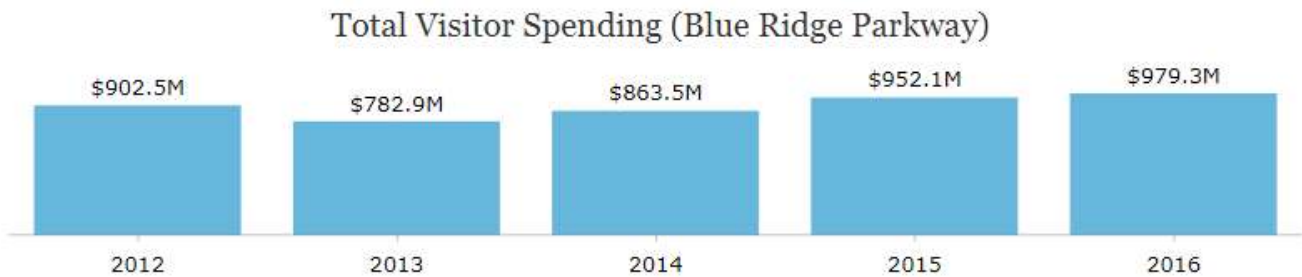
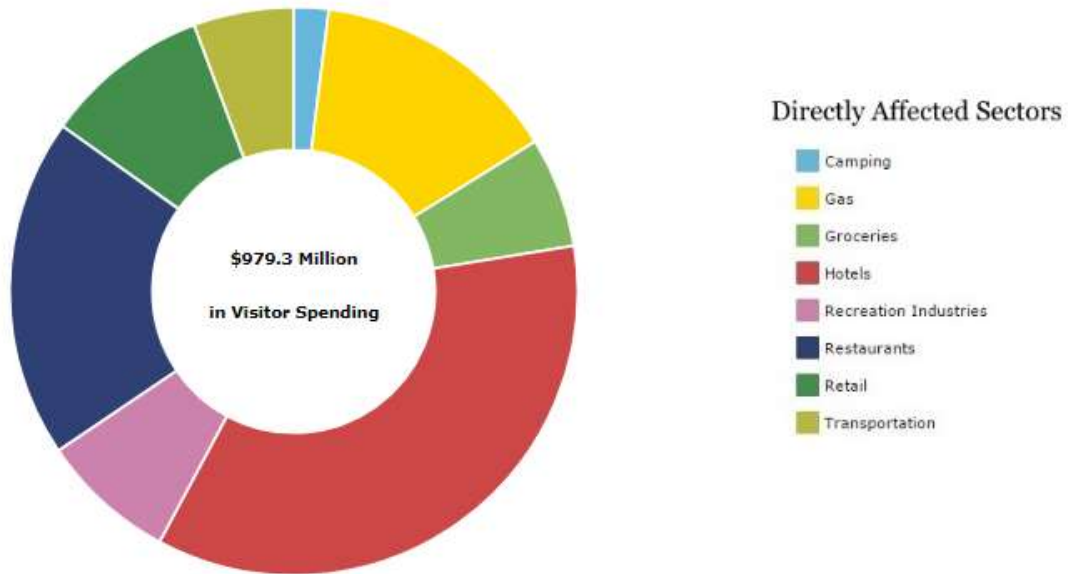
(\*\*\*) - Costs for park included in another state.

# Blue Ridge Parkway

In 2016, 15.2 Million park visitors spent an estimated \$979.3 Million in local gateway regions while visiting Blue Ridge Parkway. These expenditures supported a total of 15.6 Thousand jobs, \$462.9 Million in labor income, \$767.9 Million in value added, and \$1.3 Billion in economic output in local gateway economies surrounding Blue Ridge Parkway.

- Visitor Spending
- Jobs
- Labor Income
- Value Added
- Economic Output

Click on a Park for more information or select a Park: Blue Ridge Parkway ▼



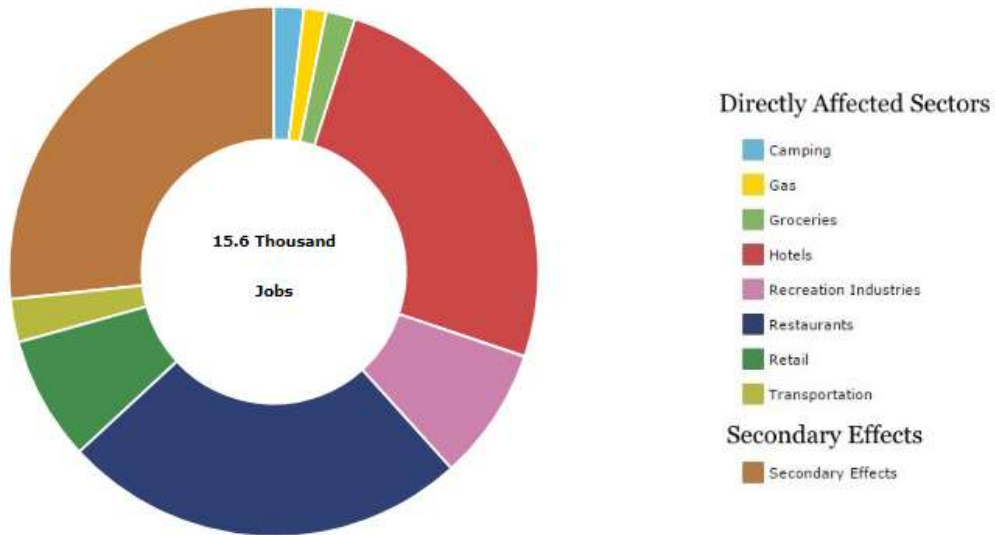
<b>Visitor Spending</b>	<b>\$979 million</b>
Camping	\$19.4 million
Gas	\$139 million
Groceries	\$61.4 million
Hotels	\$346.5 million
Recreation Industries	\$75.7 million
Restaurants	\$189.3 million
Retail	\$92.3 million
Transportation	\$56 million

# Blue Ridge Parkway

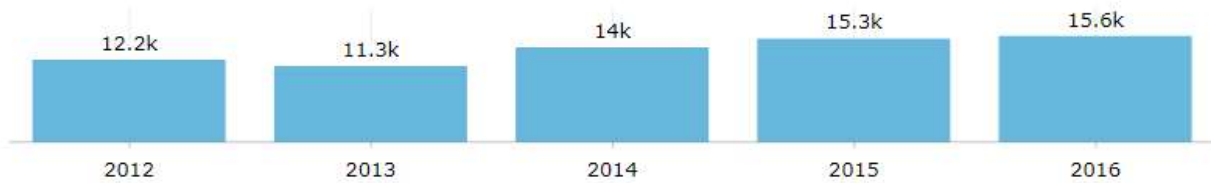
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- Visitor Spending
- Jobs
- Labor Income
- Value Added
- Economic Output

Click on a Park for more information or select a Park



Total Jobs Contributed to Blue Ridge Parkway Gateway Economies



<b>Jobs supported</b>	<b>15,600</b>
Camping	286
Gas	212
Groceries	280
Hotels	3,900
Recreation Industries	1,300
Restaurants	3,900
Retail	1,200
Transportation	411
Secondary Effects	4,200

Source: <https://www.nps.gov/subjects/socialscience/vse.htm>

# CADMUS

## EMBARGOED - FINAL DRAFT

## RESTORING PARKS, CREATING JOBS

How Infrastructure  
Restoration in the National  
Park System Can Create  
or Support Jobs

*FY2016 Data Analysis*

COMMISSIONED BY:  
THE PEW CHARITABLE TRUSTS

**October 2017**



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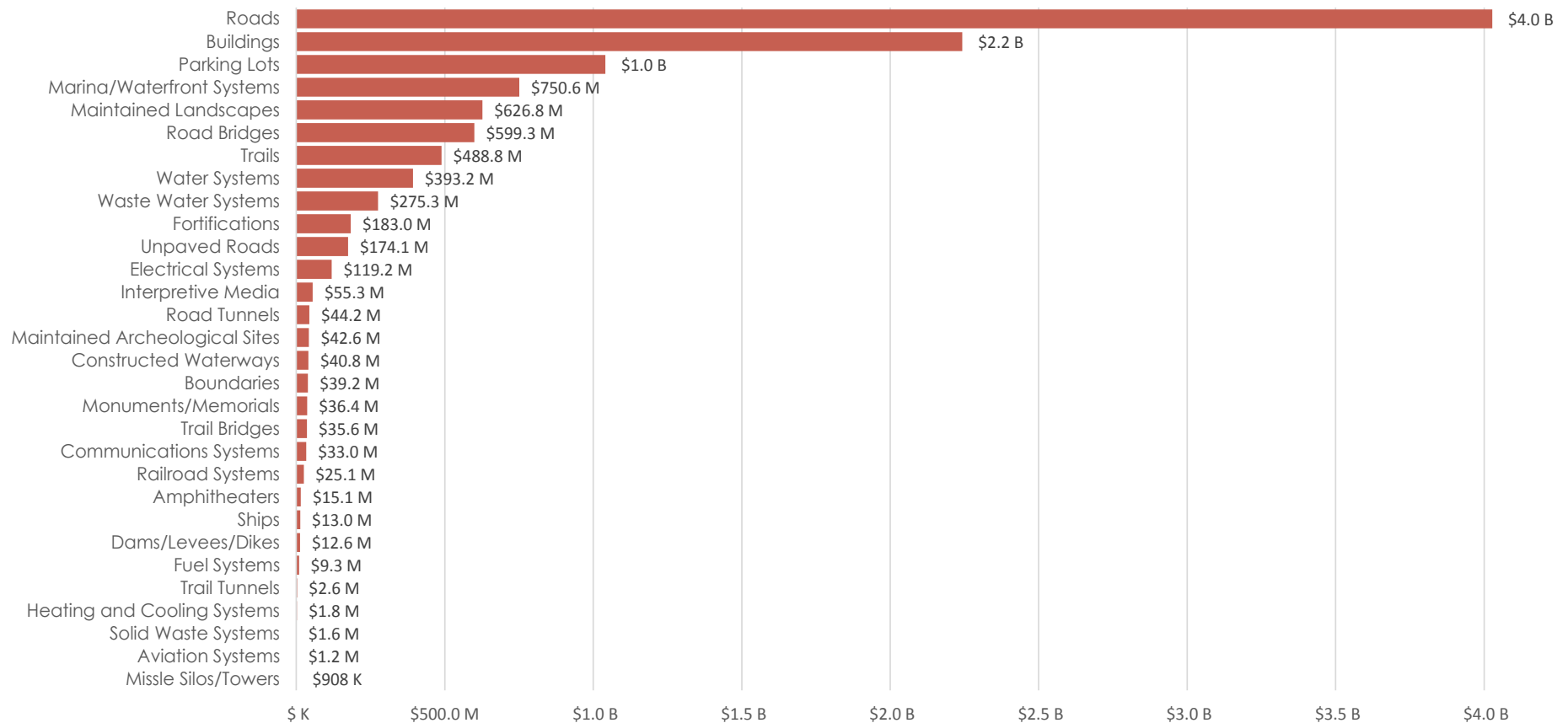
# NATIONAL PARK SERVICE OVERVIEW

- The National Park Service (NPS) manages and protects over 400 units nationwide including: wild landscapes, cultural and historical sites, urban areas, waterfronts, battlefields, cemeteries, trail systems, and parkways that preserve and interpret significant pieces of America's history.
- NPS maintains over 75,000 built assets.
- NPS assets include:
  - 10,000 miles of roads
  - 18,000 miles of trails
  - 28,000 buildings
  - 1,800 sewage systems
- NPS is 101 years old.



# NATIONAL PARK SERVICE DEFERRED MAINTENANCE: THE NUMBERS

National Park Service Deferred Maintenance Categories  
(FY2016 data)



According to NPS, “Deferred Maintenance is maintenance and repairs of assets that was not performed when it should have been and is delayed for a future period.”

# INFRASTRUCTURE RESTORATION CREATES AND SUPPORTS JOBS

**42,000**

NPS ASSETS  
WITH DEFERRED  
MAINTENANCE  
NEEDS

**\$11.3B**

FEDERAL  
INVESTMENT  
NEEDED FOR NPS  
REPAIRS

**110,169**

JOBS CREATED  
OR SUPPORTED BY  
\$11.3B FEDERAL  
INVESTMENT IN NPS  
INFRASTRUCTURE

- Of the 75,000 NPS assets, 42,000 require repairs.
- The NPS Deferred Maintenance backlog for FY 2016 is estimated at \$11.3 billion.
- 110,169 jobs could be created or supported by investing in infrastructure and preservation projects that are on NPS' complete deferred maintenance list.

*This report measures jobs in terms of job-years. A job-year is the equivalent of one full-time job that lasts for one full year. For example, one person working full-time for two years is equivalent to two job-years. Two people working half-time for one year is equivalent to one job-year.*

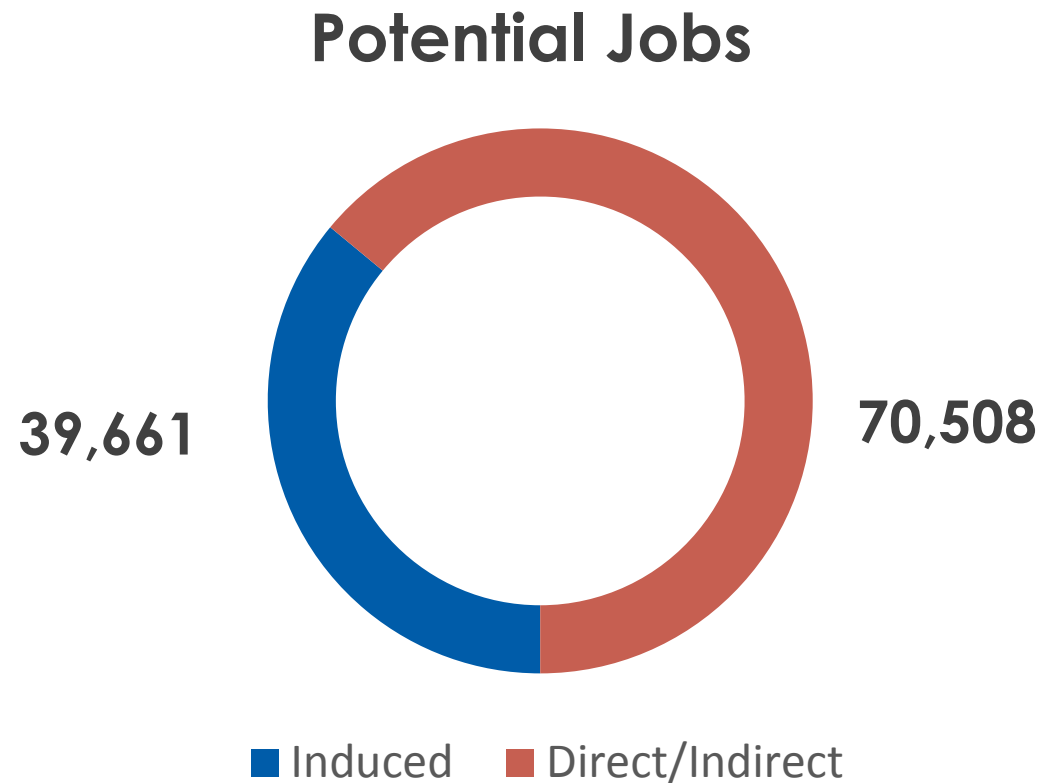


## JOB NUMBERS

Total potential jobs are split across direct, indirect, and induced jobs.

Of the 110,169 potential infrastructure-related NPS jobs, 64 percent would be direct and indirect jobs. Direct jobs are actual restoration and construction-related jobs while indirect jobs refer to supplying materials to the construction site and other off-site support activities.

The remaining 36 percent of potential jobs are induced due to money circulating within the local economy as a result of income generated from NPS infrastructure-related projects.

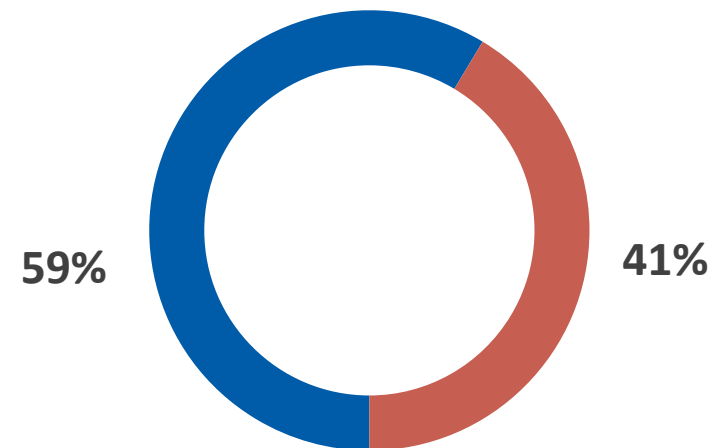


## STATES WITH HIGHER UNEMPLOYMENT RATES MAY BENEFIT MOST

Of the NPS infrastructure-related jobs that would be created or supported by addressing the maintenance backlog, 59 percent would be in states with unemployment rates that exceed the National Average Unemployment Rate.\*

*\*Based on June 2017 BLS data; 4.4% National Average Unemployment*

### Potential Jobs in States with High Unemployment Rates



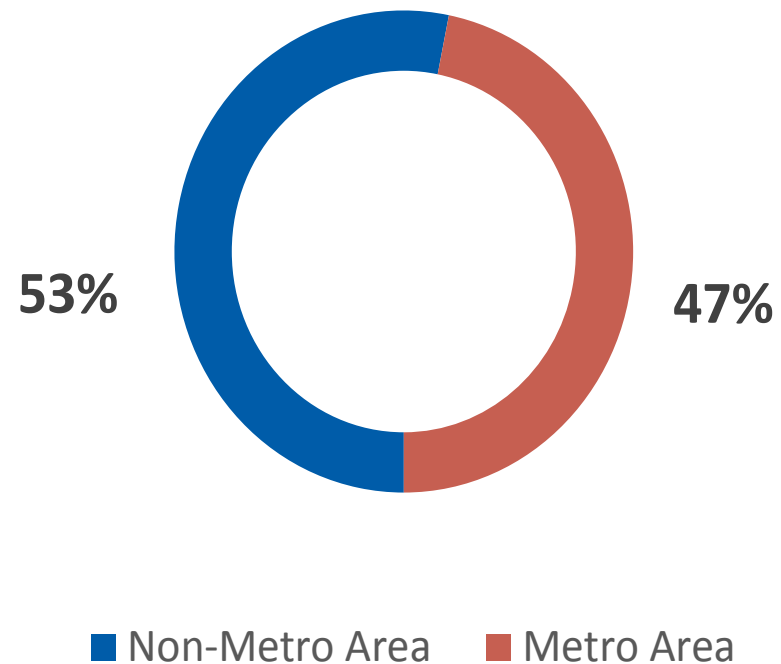
- Jobs in Parks > State Unemployment Average
- Jobs in Parks < State Unemployment Average

## POTENTIAL JOBS WOULD BE LOCATED IN METRO & NON-METRO AREAS

Of the potential NPS infrastructure related jobs, 53 percent would be in non-metro areas (areas with less than 100,000 residents).\*

*\*Based on U.S. Census Bureau Data.*

### Potential NPS Jobs Metro and Non-Metro Areas



## TOP 20 STATES WITH THE MOST JOB POTENTIAL

- 1 California
- 2 District of Columbia
- 3 New York
- 4 Wyoming
- 5 Virginia
- 6 Arizona
- 7 North Carolina
- 8 Washington
- 9 Mississippi
- 10 Pennsylvania
- 11 Utah
- 12 Maryland
- 13 Tennessee
- 14 Florida
- 15 Montana
- 16 Massachusetts
- 17 Colorado
- 18 New Jersey
- 19 Texas
- 20 Nevada

## POTENTIAL JOBS BY STATE

State	Jobs	Job Rank	State	Jobs	Job Rank	State	Jobs	Job Rank
AK	1,060	24	KY	1,154	22	OH	774	28
AL	252	37	LA	110	44	OK	194	40
AR	400	34	MA	2,261	16	OR	1,026	26
AS	8	55	MD	2,649	12	PA	2,808	10
AZ	6,246	6	ME	700	29	PR	180	41
CA	16,543	1	MI	452	32	RI	14	54
CO	2,209	17	MN	205	39	SC	279	36
CT	30	53	MO	799	27	SD	618	30
DC	11,652	2	MP	87	47	TN	2,572	13
DE	0	56	MS	3,028	9	TX	1,526	19
FL	2,467	14	MT	2,451	15	UT	2,758	11
GA	1,052	25	NC	4,187	7	VA	7,298	5
GU	62	49	ND	527	31	VI	239	38
HI	1,348	21	NE	72	48	VT	31	52
IA	62	50	NH	51	51	WA	3,826	8
ID	142	43	NJ	2,075	18	WI	91	46
IL	170	42	NM	1,132	23	WV	426	33
IN	317	35	NV	1,370	20	WY	8,054	4
KS	95	45	NY	9,847	3	Other*	186	-

*\*Other represents potential jobs created or supported from repairing the Appalachian National Scenic Trail, which crosses several state boundaries.*

# METHODOLOGY

## REPORT PREPARED BY THE CADMUS GROUP

This analysis used Fiscal Year 2016 NPS deferred maintenance data from the National Park Service's Facility Management Software System (FMSS). The NPS FMSS system tracks all of the known deferred maintenance by project and includes several project fields, such as asset type, condition, and estimated repair cost. To transform the cost data into jobs, this report used the Council of Economic Advisors' (CEA) job creation formula (2009). This formula estimates that each \$92,000 of infrastructure investment creates one job-year (1 full-time employee for 1 year). The total government spending required to generate one job-year was adjusted from \$2009 to \$2016 using U.S. Bureau of Labor Statistics CPI inflation data to \$103,000 per job-year. While the CPI index tracks increases in the costs of goods as well as labor, inflation remained low over the period 2009-2016 and adjusted job estimates are substantially similar to those created by adjusting using the Employment Cost Index 2009-2016.

The total job creation is split across direct/indirect and induced job creation. The formula predicts that 64 percent of jobs would be direct and indirect jobs; these are jobs that are either involved at the construction site or in supplying materials and labor to the construction site. The remaining 36 percent of jobs are induced jobs; these jobs are created by spending effects from money circulating within the local economy. While more detailed job estimation models are available, they work best at a local level when supplied with community-specific materials and labor market variables. While the CEA formula is not as accurate on a local level, it should provide a reasonably accurate job-creation estimate at a state and national level across the NPS system.

In addition to data provided by the NPS in their "FY 2016 NPS Asset Inventory Summary Location Report 2016.09.30" this report also uses publicly available information from the U.S. Census Bureau on metropolitan area boundaries and the U.S. Bureau of Labor Statistics on unemployment (as of August 2017). Data analysis is based on the "State" field supplied by the NPS; the state information for some entries was modified to better reflect the on-the-ground physical location of some assets in multi-state parks.

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**AGENDA ITEM 9:****MISCELLANEOUS ADMINISTRATIVE MATTERS*****B. Boards and Commissions*****MANAGER'S COMMENTS:****Watauga County Board of Adjustment**

The terms of Bill Ragan, Baxter Palmer and Todd Rice expire in November. All three are willing to continue to serve if reappointed. NC Statutes require a representative (resident) of each zoned area in counties that have partial-county zoning such as Watauga. Mr. Rice represents the Valle Crucis Historic District, which is a small area with limited population, therefore small pool of potential representatives. Mr. Palmer is the alternate member and is the representative of the Foscoe-Grandfather zoned area. Mr. Ragan resides in the Howard Creek Watershed, which is not a zoned area in the traditional sense, but since the watershed ordinance was adopted under zoning authority, the County has attempted to appoint residents of those areas when possible.

The Pond Creek (Beech Mountain) Watershed Ordinance was not adopted under zoning authority as it is not large enough to qualify for partial-county zoning. Adam Rhyne resides in the South Fork New River/Winkler Creek/Middle Fork watershed (the boundaries adjoin and form one larger watershed-regulated area). David Hill and Charles Phillips are at-large members. Those 3 terms are not expiring this year. The new South Fork New River Watershed for the new Boone water intake does not have a representative.

**Watauga County Planning Board**

Mr. Ric Mattar's term on the Planning Board expires in December 2017. The term is a 4 year at-large term. Mr. Mattar currently serves as Chairman and would like to be reappointed.



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**AGENDA ITEM 9:**

**MISCELLANEOUS ADMINISTRATIVE MATTERS**

*C. Announcements*

**MANAGER'S COMMENTS:**

The January 2, 2018, Board meeting has been cancelled and, therefore, the next regular meeting of the Board will be Tuesday, January 16, 2018, at 5:30 P.M.

**AGENDA ITEM 10:**

**PUBLIC COMMENT**

**AGENDA ITEM 11:**

**BREAK**

**AGENDA ITEM 12:**

**CLOSED SESSION**

Attorney/Client Matters – G. S. 143-318.11(a)(3)  
Personnel Matters – G. S. 143-318.11(a)(6)