

**Watauga County
Annual Retreat
February 13 & 14, 2020**



Board of Commissioners
John Welch, Chairman
Billy Kennedy, Vice-Chairman
Larry Turnbow
Charlie Wallin
Perry Yates



WATAUGA COUNTY

OFFICE OF THE
COUNTY MANAGER

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MEMORANDUM

TO: Watauga County Board of Commissioners
FROM: Deron Geouque
County Manager
SUBJECT: Annual Retreat
DATE: February 4, 2020

The economic forecast for the State of North Carolina is trending in a positive direction. The State unemployment rate ranges from 3.5% to 4%. However, the continued state budget impasse hampers the County's ability to effectively develop our budget. Many state issues are lingering with no immediate resolution in sight. These issues are Medicaid expansion, state capital infrastructure fund/bond referendum, teacher pay increases, school safety grants, and lottery funds to name a few. Staff will continue to assess the progress of the state budget and its potential impact on the County budget process.

County revenues and expenditures are trending within the levels established by the FY 2019-2020 budget. The FY 2020-2021 budget will confront the fiscal issues facing the County in the upcoming year. The County will begin preparing for the 2022 property reevaluation. The current sales ratio is 90.3%. This is a good indicator the tax base will see an increase in valuation. As is the norm, many agencies will be requesting new or increased funding from the County. The County will be completing the last phase of the funding plans for the Health Department and Library. Conversely, the Health Department has already indicated the need for a substantial increase to maintain its financial viability. Further, Watauga Medics will request an additional crew to meet the growing call volume. Just these two (2) requests alone equate to approximately one million dollars. This will be on top of the normal requests for increases from County departments and outside agencies.

FY 2020-2021 will mark the first full year of operation for the new community recreation center. County staff has already conducted one successful job fair and will hold two additional fairs for the recruitment of staff for the facility. Staff is excited for the final completion of the facility and to have the opportunity to offer an experience for our citizens that has been forty (40) years in the making.

Commissioner feedback will be necessary to develop a frame work to establish the Board's vision for the County. Information will be provided regarding the County's current fiscal status. Department and outside agency funding requests will be provided for the Board's review.

Staff is ready to meet the challenges ahead with the assistance and guidance of the Board. With this guidance the County will find a way to turn these challenges into opportunities for success.

TENTATIVE RETREAT AGENDA
WATAUGA COUNTY BOARD OF COMMISSIONERS
COMMISSIONERS' CONFERENCE ROOM
WATAUGA COUNTY ADMINISTRATION BUILDING, BOONE, NC
FEBRUARY 13 & 14, 2020

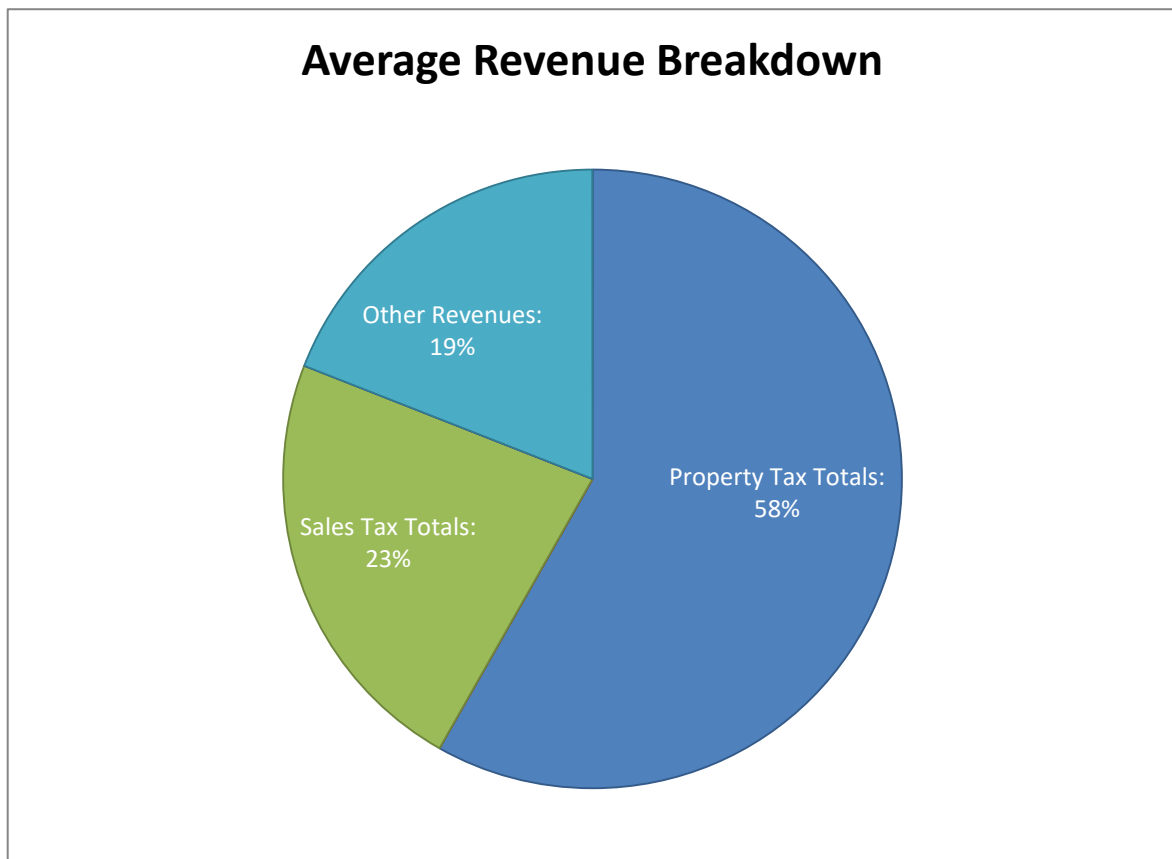
TIME	TOPIC	PRESENTER	PAGE
THURSDAY, FEBRUARY 13, 2020			
12:00 PM	OPENING REMARKS AND LUNCH	MR. DERON GEOUQUE	
1:00 PM	FY 2020 REVIEW AND DISCUSSION OF FY 2021 BUDGET	MS. MISTY WATSON	1
	A. Revenues		1
	B. Expenditures		2
	C. Debt Service Report		6
	D. Budget Calendar		7
	E. Future Appropriations		8
1:15 PM	REVIEW OF CURRENT CAPITAL IMPROVEMENT PLAN (CIP)	MR. DERON GEOUQUE & MR. ROBERT MARSH	10
	A. Current CIP Status Report		10
	B. Courtroom # 2 Renovations		11
	C. East Annex Building Program		17
	D. Courthouse and Administration Roof Replacements		19
	E. County Facilities Assessment Update		21
	F. Turner Building		26
	G. Recreation Matters		27
	1. Tennis Courts		
	2. Basketball Court		
	3. Pickleball Courts		
	4. Anne-Marie Paving		30
	H. Community Recreation Center Matters		31
	1. Update	MR. DERON GEOUQUE	31
	2. Draft Fee Schedule for New Community Recreation Ctr.	MR. STEPHEN POULOS & MS. KERON POTEAT	39
	I. Library		45
	J. School Facilities		48
2:45 PM	BREAK		
3:00 PM	SANITATION MATTERS	MR. REX BUCK	53
	A. Organics Recycling Market Study		53
	B. Facility Upgrades		61
3:30 PM	APPALACHIAN DISTRICT HEALTH	MS. JENNIFER GREENE	68
4:00 PM	TOURISM DEVELOPMENT AUTHORITY (TDA)	MR. MATT VINCENT & MR. WRIGHT TILLEY	101
4:30 PM	CALDWELL COMMUNITY COLLEGE & TECHNICAL INSTITUTE	DR. MARK POARCH	107
4:45 PM	BREAK		
5:00 PM	SCHOOL BOARD FUNDING ISSUES	DR. SCOTT ELLIOTT & SCHOOL BOARD MEMBERS	108
	A. FY 2021 Funding Needs		
	B. Schools' Capital Improvement Plan		
6:00 PM	PUBLIC SAFETY AND EMERGENCY COMMUNICATIONS SYSTEMS UPDATE	MR. WILL HOLT	115
6:15 PM	COUNTY MANAGER'S SUMMARY	MR. DERON GEOUQUE	
7:00 PM	RECESS UNTIL FRIDAY, FEBRUARY 14, 2020, AT 9:00 AM		

FRIDAY, FEBRUARY 14, 2020

8:30 AM	BREAKFAST		
9:00 AM	PRITZKER CHILDREN’S INITIATIVE (PCI) PRESENTATION	MS. CRYSTAL KELLY	116
9:45 AM	UPDATE ON RECREATIONAL PROJECTS		169
	A. Guy Ford Paddle Access	MR. JOE FURMAN	169
	B. Middle Fork Greenway	MS. WENDY PATOPRSTY	175
10:00 AM	CENSUS 2020	MR. JOE FURMAN	183
10:10 AM	BROADBAND UPDATE	MR. JOE FURMAN	187
10:20 AM	WATAUGA MEDICS	MR. CRAIG SULLIVAN	192
	A. Annual Report		192
	B. Future Needs		208
11:00 AM	MISCELLANEOUS & COMMISSIONER MATTERS	MR. DERON GEOUQUE	
	A. State Issues		
	B. Commissioner Matters		
11:45 PM	WRAP UP, GOALS & OBJECTIVES, BOARD DIRECTIVES		
12:00 PM	ADJOURN		

Primary County Revenues

	FY 14-15	FY 15-16	FY 16-17	FY 17-18	FY 18-19
Property Tax Totals:	\$ 28,151,345	\$ 28,151,345	\$ 28,518,320	\$ 32,480,532	\$ 32,786,204
Sales Tax Totals:	10,825,944	11,166,662	11,642,604	12,162,274	12,809,697
Other Revenues:	7,156,564	8,328,510	9,458,125	12,509,824	11,617,631
Total Revenues:	<u>\$ 46,133,853</u>	<u>\$ 47,646,517</u>	<u>\$ 49,619,049</u>	<u>\$ 57,152,630</u>	<u>\$ 57,213,532</u>

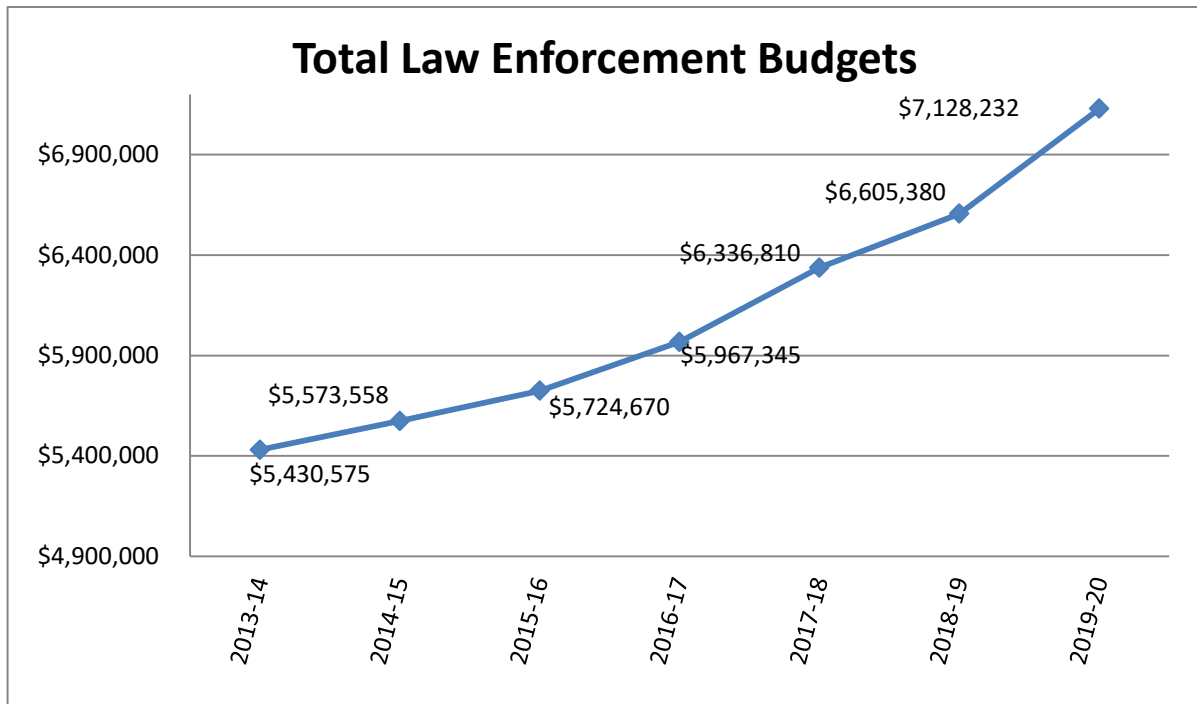


Budget Summary Report

2020 Annual Pre-Budget Retreat

	Actuals Thru 6-30 of Each Year			FY 2019-20		
General Fund	FY 16-17	FY 17-18	FY 18-19	Annual Budget	Actual at 12/31/2019	Percent to Date
Revenues						
Property Taxes	\$ 28,518,320	\$ 32,480,532	\$ 32,786,204	\$ 36,473,161	\$ 27,558,849	75.6%
Sales Taxes	11,642,604	12,162,274	12,809,697	12,430,000	3,674,982	29.6%
Other Taxes	997,222	904,135	952,758	835,000	471,978	56.5%
Intergovernmental	5,074,708	5,146,174	5,778,526	5,088,072	1,101,670	21.7%
Permits and Fees	728,684	766,847	787,275	710,200	382,646	53.9%
Sales and Services	1,184,957	1,168,094	1,194,343	1,242,558	617,360	49.7%
Miscellaneous	645,804	3,659,574	1,344,481	761,856	499,452	65.6%
Transfer from Other Funds	826,750	865,000	1,560,248	2,877,737	2,877,737	100.0%
Fund Balance	-	-	-	2,117,117	-	0.0%
Revenue Subtotal:	\$ 49,619,049	\$ 57,152,630	\$ 57,213,532	\$ 62,535,701	\$ 37,184,674	59.5%
Expenditures						
General Administration	\$ 1,391,381	\$ 3,849,908	\$ 2,107,172	\$ 2,433,662	\$ 1,577,966	64.8%
Finance	389,202	408,116	386,855	401,738	183,808	45.8%
Tax	1,274,335	1,225,890	1,254,749	1,445,979	603,216	41.7%
Legal	71,428	75,850	57,749	81,000	20,695	25.5%
Court Facilities	7,072	1,087	1,361	3,539	1,661	46.9%
Elections	324,849	321,766	335,633	476,416	161,155	33.8%
Register of Deeds	499,756	515,322	520,726	551,934	264,806	48.0%
Information Technology	833,175	809,373	844,644	1,104,875	609,372	55.2%
Maintenance/Buildings	3,144,459	2,648,984	2,823,688	5,957,689	1,323,727	22.2%
Sheriff/Jail	5,978,815	5,903,310	6,186,586	7,128,232	3,058,010	42.9%
Emergency Services	2,539,191	2,540,879	2,520,656	2,700,264	1,081,396	40.0%
Planning & Inspections	588,852	642,566	651,345	679,626	275,682	40.6%
Ambulance & Rescue	1,246,541	1,340,393	1,457,499	1,543,071	687,613	44.6%
Animal Control	121,401	154,442	131,034	143,254	60,699	42.4%
Transportation	225,389	225,389	224,792	251,954	116,321	46.2%
Economic Development	77,713	73,795	205,436	151,565	33,901	22.4%
Cooperative Extension	236,585	242,313	255,004	285,581	112,420	39.4%
Soil Conservation	133,911	113,518	118,435	152,607	67,977	44.5%
Public Health	585,228	614,490	680,705	746,920	373,460	50.0%
Mental Health	171,194	171,195	171,195	171,194	85,597	50.0%
Project on Aging	1,185,061	1,252,113	1,281,296	1,451,988	581,324	40.0%
Veteran's Service	109,605	114,020	118,550	128,419	56,266	43.8%
Special Appropriations	454,219	524,357	468,469	493,922	293,819	59.5%
WCS, Board of Education	13,955,025	14,572,326	14,992,995	14,644,674	7,057,050	48.2%
CCC&TI, Watauga Campus	916,960	924,895	1,252,325	1,000,279	500,140	50.0%
Library	540,308	557,160	604,760	652,360	326,180	50.0%
Parks & Recreation	1,004,192	995,017	1,010,962	1,181,653	392,217	33.2%
Transfers to Other Funds	5,655,742	12,107,580	9,703,918	\$ 16,571,306	8,637,736	52.1%
Expenditures Subtotal:	\$ 43,661,589	\$ 52,926,054	\$ 50,368,539	\$ 62,535,701	\$ 28,544,214	45.6%
Social Services Fund						
Revenues						
Federal/State Programs	\$ 3,660,891	\$ 3,055,249	\$ 3,392,855	\$ 3,626,227	\$ 1,058,406	29.2%
Miscellaneous	16,764	19,897	27,145	14,600	10,560	72.3%
Transfer from General Fund	1,720,372	1,473,285	1,396,655	2,260,569	1,116,003	49.4%
Fund Balance	-	-	-	-	-	0.0%
Revenues Subtotal:	\$ 5,398,027	\$ 4,548,431	\$ 4,816,655	\$ 5,901,396	\$ 2,184,969	37.0%
Expenditures						
Administration	\$ 2,932,158	\$ 3,010,758	\$ 3,177,801	\$ 3,424,812	\$ 1,443,518	42.1%
Child Support Enforcement Programs	194,720	200,538	215,705	226,481	92,210	40.7%
	1,976,865	1,305,936	1,777,923	2,250,103	756,716	33.6%
Expenditures Subtotal:	\$ 5,103,743	\$ 4,517,232	\$ 5,171,429	\$ 5,901,396	\$ 2,292,444	38.8%
Solid Waste Fund						
Revenues						
Intergovernmental	\$ 150,829	\$ 156,093	\$ 150,629	\$ 123,550	\$ 37,340	30.2%
Charges for Services	5,095,113	4,970,636	5,092,325	5,357,679	3,802,686	71.0%
Miscellaneous	96,096	205,443	126,841	8,250	30,553	370.3%
Fund Balance Appropriated	-	-	-	1,265,056	-	0.0%
Revenues Subtotal:	\$ 5,342,038	\$ 5,332,172	\$ 5,369,795	\$ 6,754,535	\$ 3,870,579	57.3%
Expenditures						
Solid Waste Operations	\$ 4,324,867	\$ 4,411,990	\$ 4,969,102	\$ 6,609,392	\$ 2,273,135	34.4%
Recycling Operations	190,318	250,928	108,761	145,143	37,723	26.0%
Expenditures Subtotal:	\$ 4,515,185	\$ 4,662,918	\$ 5,077,863	\$ 6,754,535	\$ 2,310,858	34.2%

Law Enforcement Budget History



Fiscal Years	Sheriff	Jail	Total for Law Enforcement	Percent of Change	Percent of County Budget
2019-20	\$ 4,771,736	\$ 2,356,496	\$ 7,128,232	7.92%	11.40%
2018-19	\$ 4,314,320	\$ 2,291,060	\$ 6,605,380	4.24%	11.25%
2017-18	\$ 4,106,758	\$ 2,230,052	\$ 6,336,810	6.19%	10.78%
2016-17*	\$ 3,793,710	\$ 2,173,635	\$ 5,967,345	4.24%	11.63%
2015-16	\$ 3,626,820	\$ 2,097,850	\$ 5,724,670	2.71%	11.69%
2014-15	\$ 3,464,017	\$ 2,109,541	\$ 5,573,558	2.63%	11.51%
2013-14	\$ 3,412,160	\$ 2,018,415	\$ 5,430,575	6.40%	11.65%

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

Capital Funding Plan

Watauga County School System

	Current Capital	Capital Project Set Aside		Total Annual County Funding	Lottery Funds	Long Term Needs	Total Capital Funding
2013-14	\$0	\$340,400					
		300,000	*	\$640,400	\$301,994		\$942,394
2014-15	175,000	300,000		475,000	296,693		771,693
2015-16	275,000	375,000		650,000	300,000		950,000
2016-17	300,000	400,000					
		300,000	*	1,000,000	300,000		1,300,000
2017-18	450,000	500,000		950,000	300,000	1,500,000	2,750,000
2018-19	450,000	500,000		950,000	300,000	1,500,000	2,750,000
2019-20	450,000	500,000		950,000	300,000	4,200,000	5,450,000
2020-21	450,000	500,000		950,000	300,000	4,200,000	5,450,000
2021-22	450,000	500,000		950,000	300,000	4,200,000	5,450,000
2022-23	450,000	500,000		950,000	300,000	4,200,000	5,450,000

Lottery Funds: Balance is \$30,000 with additional revenues expected in FY 19-20 of approximately \$297,398. (Utilized the unallocated balance as the 2019/20 as the estimated lottery distribution has not been released.)

ADM Funds: Balance is \$3,468.

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

Ten Year Funding Summary for Watauga County Schools

Budgeted

Current Expense

Fiscal Year	10/11	11/12	12/13	13/14	14/15	15/16	16/17	17/18	18/19	19/20
Current Operating	10,984,774	11,839,645	11,839,645	12,062,834	12,062,834	12,558,345	12,713,712	13,157,455	13,556,880	13,864,099
Annual Inc/(Dec)	(80,905)	854,871	-	223,189	-	495,511	155,367	443,743	399,425	307,219
	-0.73%	7.78%	0.00%	1.89%	0.00%	4.11%	1.24%	3.49%	3.04%	2.27%
WCS Fund Balance	2,400,214	4,499,249	4,687,534	4,077,715	3,333,909	3,235,107	3,256,372	3,256,238	3,662,377	
Fund Bal Inc/(Dec)	441,768	2,099,035	188,285	(609,819)	(743,806)	(98,802)	21,265	(134)	406,139	

Capital Expense

Fiscal Year	10/11	11/12	12/13	13/14	14/15	15/16	16/17	17/18	18/19	19/20
Additional Projects	50,000	-	-	-	-	-	-	-	-	-
Capital Projects Fund	-	-	-	640,400	300,000	375,000	928,688	500,000	500,000	500,000
Long Term Capital Needs	-	-	-	-	-	-	-	1,500,000	1,500,000	4,200,000
QSCB Projects	-	-	-	-	-	-	-	-	-	-
Lottery/ADM Projects	650,493	966,108	268,964	216,249	820,740	210,132	566,931	167,500	456,200	300,000
Current Capital	407,814	321,574	340,400	-	175,000	275,000	300,000	450,000	450,000	450,000
Subtotal of Capital:	1,108,307	1,287,682	609,364	856,649	1,295,740	860,132	1,795,619	2,617,500	2,906,200	5,450,000
Annual Inc/(Dec)	(4,017,706)	179,375	(678,318)	247,285	439,091	(435,608)	935,487	821,881	288,700	2,543,800
Debt Service	6,370,571	7,528,099	6,999,071	7,020,392	6,452,109	5,458,896	5,348,988	5,202,104	5,060,420	4,863,331
WCS Fund Balance	261,068	321,344	173,108	39,504	315,497	303,378	325,991	405,963	334,564	
Capital Bal Inc/(Dec)	(19,707)	60,276	(148,236)	(133,604)	275,993	(12,119)	22,613	79,972	(71,399)	

Total County Funding Excluding Debt Service	11,442,588	12,161,219	12,180,045	12,703,234	12,537,834	13,208,345	13,942,400	14,107,455	14,506,880	14,814,099
Annual Inc/(Dec)	(3,446,624)	718,631	18,826	523,189	(165,400)	670,511	734,055	165,055	399,425	307,219

Total Funding	18,463,652	20,655,426	19,448,080	19,939,875	19,810,683	18,877,373	19,858,319	20,977,059	21,523,500	24,177,430
Annual Inc/(Dec)	(4,242,218)	2,191,774	(1,207,346)	491,795	(129,192)	(933,310)	980,946	1,118,740	546,441	2,653,930

Change in Operating Fund Balance, last year versus 9 years ago: \$ 1,703,931 increase

Change in Capital Fund Balance, last year versus 9 years ago: \$ 53,789 increase

Lottery Funds: Balance is \$30,000 with additional revenues expected in FY 19-20 of approximately \$297,398. (Utilized the unallocated balance as the 2019/20 as the estimated lottery distribution has not been released.)

Debt Service Summary

2020 Annual Pre-Budget Retreat

Fiscal Year	2012 School Debt (Unrefunded)	2012 School Debt (Refunded)	QSCB SCHOOL BB&T	2018 Recreation Center	Total General Fund Debt Service
	LOBs	LOBs	5.8%	LOBs	
2019-20 (P)	3,350,000	465,000	129,027	1,320,000	5,264,027
(I)	592,175	319,645	7,484	860,400	1,779,704
Total	3,942,175	784,645	136,511	2,180,400	7,043,731
2020-21 (P)	3,370,000	290,000		1,320,000	4,980,000
(I)	434,325	467,906		794,400	1,696,631
Total	3,804,325	757,906		2,114,400	6,676,631
2021-22 (P)	3,385,000	295,000		1,320,000	5,000,000
(I)	282,675	461,323		728,400	1,472,398
Total	3,667,675	756,323		2,048,400	6,472,398
2022-23 (P)	-	3,720,000		1,320,000	5,040,000
(I)	113,425	454,508		662,400	1,230,333
Total	113,425	4,174,508		1,982,400	6,270,333
2023-24 (P)	-	3,670,000		1,320,000	4,990,000
(I)	113,425	367,832		596,400	1,077,657
Total	113,425	4,037,832		1,916,400	6,067,657
2024-25 (P)	3,490,000	130,000		1,325,000	4,945,000
(I)	113,425	281,587		530,400	925,412
Total	3,603,425	411,587		1,855,400	5,870,412
2025-26 (P)	-	3,600,000		1,320,000	4,920,000
(I)	-	278,415		464,150	742,565
Total	-	3,878,415		1,784,150	5,662,565
2026-27 (P)	-	3,555,000		1,320,000	4,875,000
(I)	-	187,335		398,150	585,485
Total	-	3,742,335		1,718,150	5,460,485
2027-28 (P)	-	3,515,000		1,325,000	4,840,000
(I)	-	94,905		332,150	427,055
Total	-	3,609,905		1,657,150	5,267,055
2028-29 (P)				1,320,000	1,320,000
(I)				292,400	292,400
Total				1,612,400	1,612,400
2029-30 (P)				1,320,000	1,320,000
(I)				226,400	226,400
Total				1,546,400	1,546,400
2030-31 (P)				1,320,000	1,320,000
(I)				160,400	160,400
Total				1,480,400	1,480,400
2031-32 (P)				1,320,000	1,320,000
(I)				94,400	94,400
Total				1,414,400	1,414,400
2032-33 (P)				1,320,000	1,320,000
(I)				48,200	48,200
Total				1,368,200	1,368,200
Principal	\$13,595,000	\$19,240,000	\$129,027	\$18,490,000	\$51,454,027
Interest	\$1,649,450	\$2,913,456	\$7,484	\$6,188,650	\$10,759,040

Fiscal Year 2020-21 BUDGET SCHEDULE

January 2020

Capital Improvement Plan packets to departments.

January 31, 2020

Capital Improvement Program requests due back.

February/March 2020

Requests for funding sent to outside agencies.

February 13 and 14, 2020

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

February 17, 2020

Department head staff meeting - budget information packets emailed out. Worksheets and all supporting documents are due by email to Misty by March 20. Early submission is encouraged.

April 2020

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

May 5, 2020

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

May 2020 (Dates to be determined)

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

May 19, 2020

Public hearing held on County Manager's proposed budget.

June 2, 2020

Budget adoption.



Future appropriations

	Phase I 2018-19	Phase II 2019-20	Phase III 2020-21
Appalachian District Health Department	\$ 680,705	\$ 746,920	\$ 813,135 *
Library	\$ 604,760	\$ 652,360	\$ 699,960 **

* Phase I of a three year recovery plan with an annual increase of \$66,215 beginning in fiscal year 2019.

** Three year plan implementation with an annual increase of \$47,600 beginning in fiscal year 2019.

SPECIAL APPROPRIATIONS

	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20
APPALACHIAN THEATER OF THE HC	\$ -	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000
BEECH MTN PARKS & REC	-	-	-	-	-	-
BLOWING ROCK PARKS & REC	12,000	12,000	12,000	12,000	12,000	12,000
BLUE RIDGE MEDIATION/DRUG COURT	40,000	21,000	21,000	22,500	23,000	22,000
CHILDREN'S COUNCIL	-	1,500	1,500	2,500	25,000	50,000
CHILDREN'S PLAYHOUSE	-	-	1,223	2,500	2,500	2,500
COMMUNITY CARE CLINIC	17,000	17,000	17,000	25,000	25,000	25,000
FOSCOE GRANDFATHER COMM. CENTER	5,000	5,000	5,000	5,000	5,000	5,000
FOSTER GRANDPARENT PROGRAM	-	-	-	-	-	-
GREEN VALLEY COMMUNITY PARK	8,000	8,000	8,000	8,000	8,000	8,000
HOSPITALITY HOUSE - WECAN	2,500	2,500	2,500	2,500	2,500	2,500
HOSPITALITY HOUSE	-	10,000	10,000	10,000	10,000	10,000
HUNGER COALITION	8,500	8,500	8,500	8,500	9,315	9,315
MOUNTAIN ALLIANCE	10,000	10,000	10,000	10,000	10,000	10,000
OASIS	10,000	10,000	10,000	10,000	10,000	10,000
SOUTHERN APPALACHIAN HISTORICAL ASSN	12,000	22,000	22,000	22,000	22,000	22,000
VALLE CRUCIS COMMUNITY PARK	15,000	15,000	15,000	15,000	15,000	15,000
WAMY	10,714	13,214	2,500	2,500	2,500	2,500
WATAUGA COUNTY ARTS COUNCIL	8,800	8,800	8,800	8,800	8,800	8,800
WATAUGA HUMANE SOCIETY	80,356	81,401	81,482	82,460	83,865	85,036
WATAUGA OPPORTUNITIES	33,000	33,000	33,000	33,000	33,000	33,000
WESTERN YOUTH NETWORK	1,500	1,500	1,500	1,500	-	-
BLUE RIDGE RC&D COUNCIL INC.	-	-	-	-	3,000	3,000
TOTALS:	\$ 274,370	\$ 290,415	\$ 281,005	\$ 293,760	\$ 320,480	\$ 345,651

CAPITAL PROJECTS SUMMARY

Project Description	6/30/2019 Balance	2019-20 Budget	Budget Amendments		6/30/2020 Balance
			In	Out	
Caldwell Community College	\$ 2,209	\$ 50,000	\$ -	\$ -	\$ 52,209
Information Technology Needs	444,880	-	-	-	444,880
East Annex Renovations	333,153	-	-	(200,000)	133,153
Eastern Community Center	53,394	-	-	-	53,394
Emergency Communications	1,618,648	500,000	-	(100,000)	2,018,648
Facilities Maintenance	686,608	1,000,000	-	(1,007,737)	678,871
Future County Buildings	567,481	-	-	(400,000)	167,481
EDC	187,884	50,000	-	(20,000)	217,884
Recreation Complex/Pool Repair	35,705	250,000	-	-	285,705
Recreation-Future Park Development	2,080,691	-	-	(1,150,000)	930,691
Watauga Co. Schools-Long Term Needs	3,057,575	4,200,000	-	-	7,257,575
Watauga Co. Schools-CIP	909,063	500,000	204,165	-	1,613,228
Totals:	\$ 9,977,291	\$ 6,550,000	\$ 204,165	\$ (2,877,737)	\$ 13,853,719

Project Description	Actual Additions				
	FY 2014-15	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19
Caldwell Community College	\$ -	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000
EDC	-	-	-	-	50,000
Emergency Communications	-	-	250,000	250,000	250,000
Facilities Maintenance	-	-	315,500	146,400	208,990
Future County Buildings	-	-	-	-	-
Recreation Complex/Pool Repair	2,094,595	1,843,552	2,384,500	2,477,075	1,881,140
Watauga Co. Schools-CIP	300,000	375,000	935,370	2,214,205	2,267,133
Totals:	\$2,394,595	\$2,268,552	\$3,935,370	\$5,137,680	\$4,707,263

Watauga County

Capital Improvement Plan FY 2021

Project Title: Courtroom #2 Renovation

Requesting Department or Agency: Maintenance

Fund: _____

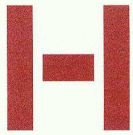
Project Description: Replace judge's bench, lighting, sound system, carpet, wallpaper and ramp to judge's bench and witness lift. Total \$75,000. Design fees were paid in FY19-20.

Project Justification: Requested by Clerk.

Manager's Priority Ranking: _____

Adjusted Ranking: _____

	Budget Year 2020-21	Planning Year 2021-22	Planning Year 2022-23	Planning Year 2023-24	Planning Year 2024-25	Planning Year 2025-26	Total
Project Cost Elements: (list expenditure categories)							
	\$75,000						\$75,000
Totals:							
Revenue Sources: (list expenditure categories)							
General Fund				\$			\$
Totals:							
Annual Operating Budgetary Impact: (list expected annual operating costs and effects)							
	Net Annual Operating Effect: None						



November 21, 2017

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

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

Dear Robert:

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

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

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

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

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

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

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

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

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

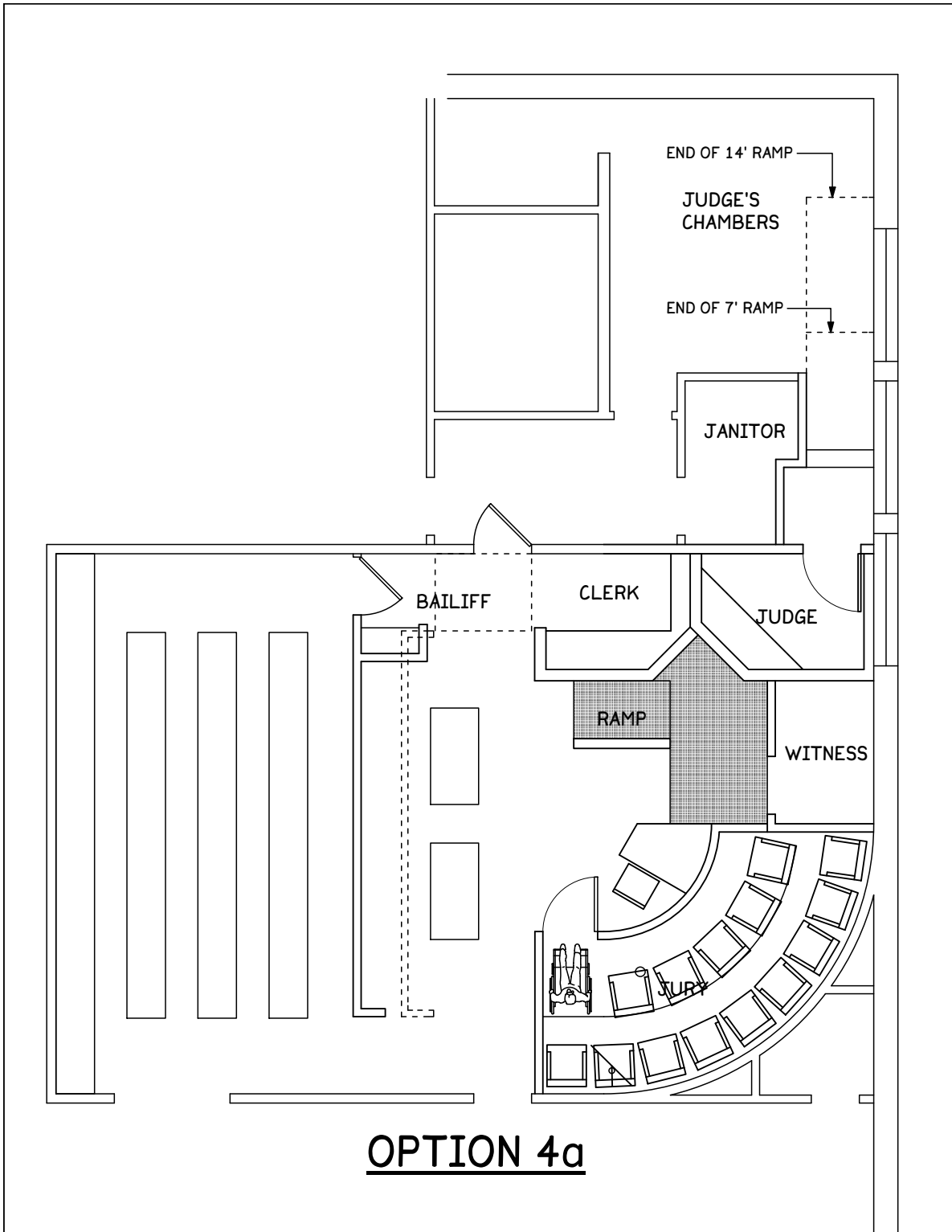
If you have any questions, please feel free to call.

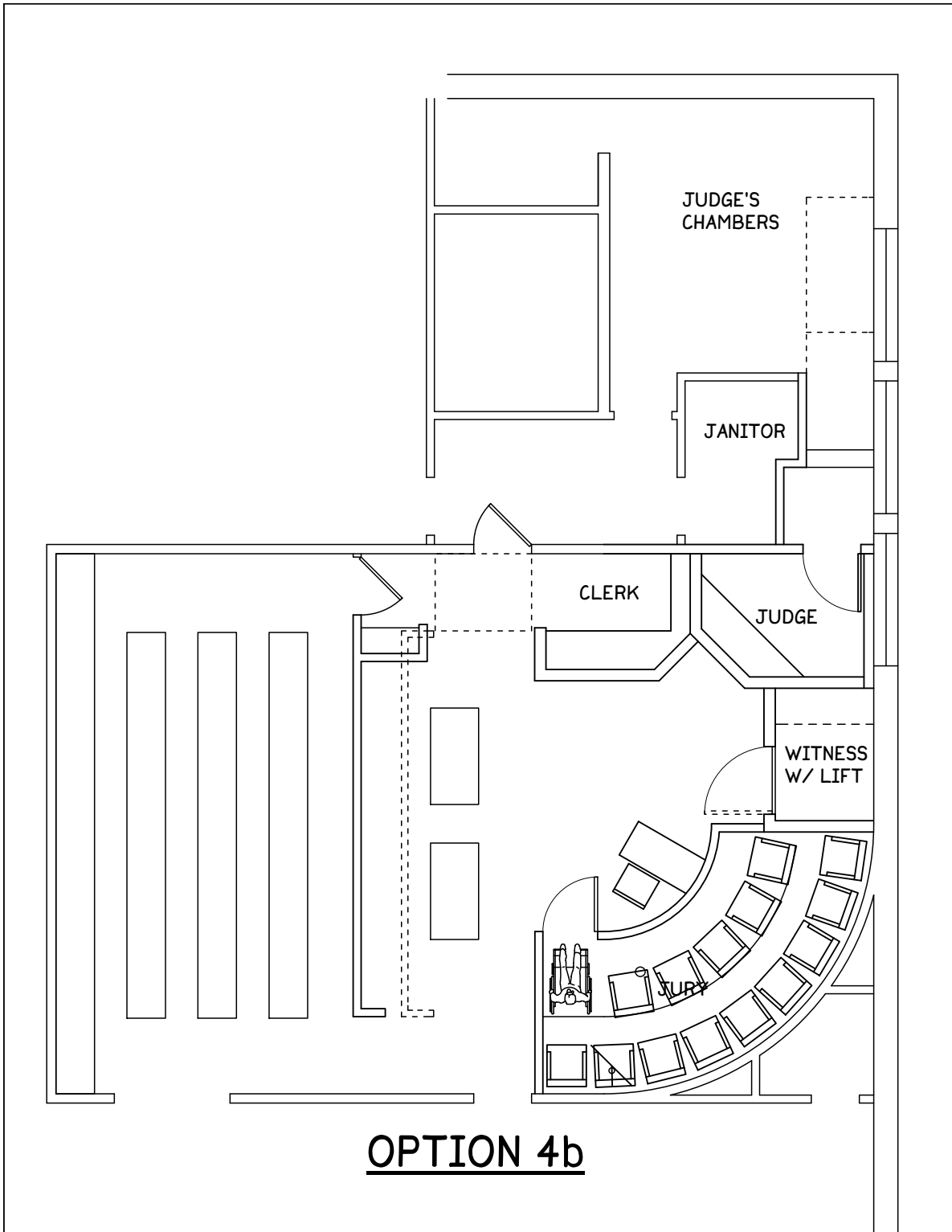
Frank Randel

Frank Randel
Project Architect

WATAUGA COUNTY COURTROOM #2 RENOVATION ESTIMATE

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





OPTION 4b

Watauga County

Capital Improvement Plan FY 2021

Project Title: East Annex Renovation Requesting Department or Agency: _____

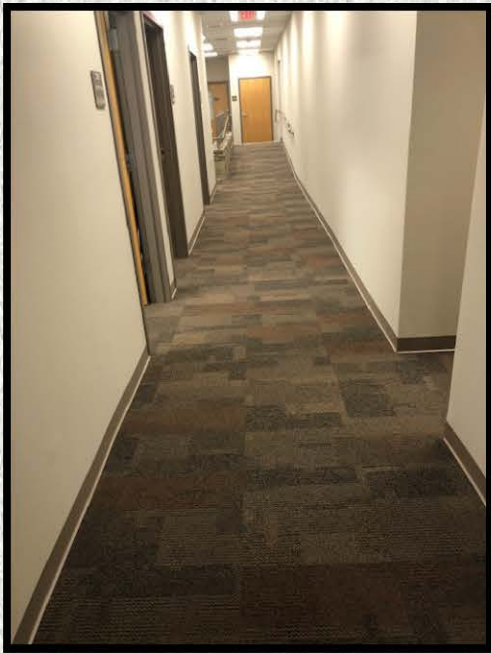
Fund: _____

Project Description: Update finishes and add handicap restrooms on upper floor.

Project Justification: Need to replace old ceilings and carpet. Existing restrooms are not easily accessed by handicapped individuals.

Manager's Priority Ranking: _____
 Adjusted Ranking: _____

	Budget Year 2020-21	Planning Year 2021-22	Planning Year 2022-23	Planning Year 2023-24	Planning Year 2024-25	Planning Year 2025-26	Total
Project Cost Elements: (list expenditure categories)	\$54,000	\$54,000	\$54,000				\$162,000
Totals:							
Revenue Sources: (list expenditure categories)							
Totals:							
Annual Operating Budgetary Impact: (list expected annual operating costs and effects)							
Net Annual Operating Effect:							



East Annex

(Rock Building)



Watauga County

Capital Improvement Plan FY 2021

Project Title: Administration Building Re-Roof Requesting Department or Agency: Maintenance

Fund: _____

Project Description: Re-roof the Administration Building. This roof is scheduled for replacement under the DB contract with Muter Const. in fall 2020.

Project Justification: Replace existing deteriorated metal panels with new metal.

Manager's Priority Ranking: _____

Adjusted Ranking: _____

	Budget Year 2020-21	Planning Year 2021-22	Planning Year 2022-23	Planning Year 2023-24	Planning Year 2024-25	Planning Year 2025-26	Total
Project Cost Elements: (list expenditure categories)	\$240,468						\$240,468
Totals:							
Revenue Sources: (list expenditure categories)							
Totals:							
Annual Operating Budgetary Impact: (list expected annual operating costs and effects)							
Net Annual Operating Effect:							

Watauga County

Capital Improvement Plan FY 2021

Project Title: Courthouse Re-Roof Requesting Department or Agency: Maintenance

Fund: _____

Project Description: Re-roof the Courthouse. This work will be done fall 2020 under the DB contract with Muter Const. The FY19-20 budget contains \$72,051 for the design portion of the DB contract. Muter will return a GMP in spring 2020.

Project Justification: Replace a 20-year-old roof that has a history of leaking with a sloped roof that should provide many years of leak-free surface.

Manager's Priority Ranking: _____
Adjusted Ranking: _____

	Budget Year 2020-21	Planning Year 2021-22	Planning Year 2022-23	Planning Year 2023-24	Planning Year 2024-25	Planning Year 2025-26	Total
Project Cost Elements: (list expenditure categories)	\$595,218						\$595,218
Totals:							
Revenue Sources: (list expenditure categories)							
Totals:							
Annual Operating Budgetary Impact: (list expected annual operating costs and effects)							
Net Annual Operating Effect:							



February 8, 2019

Watauga County Manager
814 West King Street
Suite 205
Boone, NC 28607

Attn: Mr. Deron Geouque
County Manager

RE: WATAUGA COUNTY FACILITIES ASSESSMENT

Dear Mr. Geouque,

Long ranging planning is critical to thoughtful and steady growth. Clark Nexsen is please to provide you this proposal for a preliminary facilities assessment. The goal of this assessment is to evaluate existing programs of the County Judicial and Administrative staff, determine how best to utilize the available space, and to plan for future growth. Our task will be to meet with up to 5 groups identified by the County to evaluate their space needs, formulate a building program from these needs, and make a recommendation for accomplishing the goals established during this programming effort. Generally these efforts will take 2-3 months to accomplish due to scheduling conflicts among the participants. Our approach will be to schedule a series of departmental meetings at 1.5 hour intervals. We will interview the groups and document their needs. It will be important for the departments to prepare or have a clear understanding of existing staff, future growth, emerging trends for their profession, and express this during the interview process. Prior to our meeting we will send a questionnaire to assist them with their preparations. Upon completion of the information gathering, we will distribute our findings to the departments and modify the programming document based on their feedback.

Deliverables for these efforts shall include the following:

- a. Meeting minutes from group discussions
- b. Tabular spread sheet indicating space requirements for each department or group
- c. Parking evaluation across from existing County building.
- d. Recommendations for use of existing structures or possible new facilities
- e. Presentation to County Commissioners or administrative staff.


For the above listed items we propose a lump sum fee of \$15,000. Our efforts will be monthly based on the percentage complete of our task.



If you have any additional questions, please let me know.

Sincerely,

CLARK NEXSEN



Chadwick S Roberson, AIA, LEED AP BD+C
Principal

Accepted by: Devin George date: 11-4-2019

Printed Name: Devin George

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

11-4-19 [Signature]
Date Finance Director

Watauga County

Capital Improvement Plan FY 2021

Project Title: New County Office Building

Requesting Department or Agency: Administration

Fund: _____

Project Description: Construct 40,000sf office building for County agencies. This site was prepared during the construction of the Health Department in 2005. Cost 40,000sf X \$258.75sf = \$10,350,000

Project Justification: Provide offices for County agencies so that space can be reallocated to court agencies in the Courthouse and Annex buildings.

Manager's Priority Ranking: _____
Adjusted Ranking: _____

	Budget Year 2020-21	Planning Year 2021-22	Planning Year 2022-23	Planning Year 2023-24	Planning Year 2024-25	Planning Year 2025-26	Total
Project Cost Elements: (list expenditure categories)							
	\$1,725,000	\$1,725,000	\$1,725,000	\$1,725,000	\$1,725,000	\$1,725,000	\$10,350,000
Totals:							
Revenue Sources: (list expenditure categories)							
General Fund	\$1,725,000	\$1,725,000	\$1,725,000	\$1,725,000	\$1,725,000	\$1,725,000	\$10,350,000
Totals:							
Annual Operating Budgetary Impact: (list expected annual operating costs and effects)							
Net Annual Operating Effect \$172,500							
Net Annual Operating Effect: \$69,000							

Watauga County

Capital Improvement Plan FY 2021

Project Title: Human Services Center Parking Lot Requesting Department or Agency: Maintenance

Fund: _____

Project Description: Construct a parking lot (82 spaces) in the front of the Human Services Center adjacent to King Street.

Project Justification: Additional parking will be needed for the future County Office Building.

Manager's Priority Ranking: _____

Adjusted Ranking: _____

	Budget Year 2020-21	Planning Year 2021-22	Planning Year 2022-23	Planning Year 2023-24	Planning Year 2024-25	Planning Year 2025-26	Total
Project Cost Elements: (list expenditure categories)							
Option 1	\$373,750						\$373,750
Totals:							
Revenue Sources: (list expenditure categories)							
General Fund	\$373,750						\$373,750
Totals:							
Annual Operating Budgetary Impact: (list expected annual operating costs and effects)							
	Net Annual Operating Effect: None						

Watauga County

Capital Improvement Plan
FY 2021

2020 Annual Pre-Budget Retreat

Project Title: Water Street Parking Deck
Fund: _____

Requesting Department or Agency: Maintenance

Project Description: Demolition of house \$40,000; sitework \$230,000; deck construction (11,527 per level x 3 = 34,581 sf x 75 sf) \$2,593,575 = \$2,863,575. Design \$270,234. Total \$3,133,809. A parking deck or an area designated "Jury Parking Only" on days when jurors are reporting for Jury Duty.

Project Justification: Increase parking opportunities for the public. Provide approximately 100 new parking spaces. From January to December 2013, an average of 502 people came through the front doors of the Watauga County Courthouse per day. Two weeks each month we average between 60-75 jurors reporting for jury duty. One of the complaints I hear each session of Jury Court is that they could not find anywhere to park. They don't complain that they are giving up a week of work and often a week of lost wages. Is it right that we do not have a designated place for them to park when they arrive to do their Civic Duty? It is the norm for Watauga County to have at least two courts in session each day and sometimes we have more. This constitutes a parking quandary for everyone including the staff who work in the county and state offices located in or around the courthouse. With the projected growth of ASU as well as the continual increase in the court sessions in Watauga County, it is time to look to the future and plan for the ongoing need for parking.

Manager's Priority Ranking: _____
Adjusted Ranking: _____

	Budget Year 2020-21	Planning Year 2021-22	Planning Year 2022-23	Planning Year 2023-24	Planning Year 2024-25	Planning Year 2025-26	Total
Project Cost Elements: (list expenditure categories) (Land Cost and architectural fees first year)	\$1,500,000	\$1,633,809					\$3,133,809
Totals:							
Revenue Sources: (list expenditure categories)	\$	\$					\$
Totals:							
Annual Operating Budgetary Impact: (list expected annual operating costs and effects)							
Net Annual Operating Effect: \$2,760							

Watauga County

Capital Improvement Plan FY 2021

Project Title: Complex 1 Field and Court Renovations

Requesting Department or Agency: _____

Fund: _____

Project Description: Reorient field to new position. County to provide fill dirt. Sports lighting \$175,000; fencing \$65,000; bleacher pads \$5,000; Earthworks \$15,000; drainage \$5,000, hydroseeding \$2,000; infield mix \$3,000; gravel dust \$3,000; bases \$300. Construct four tennis courts 120' x 240', four pickleball courts 60' x 120', and one basketball court 60' x 120'. Tennis and pickleball courts will be sloped for sheet drainage. Project design and plans \$18,000(design was paid in FY 19-20). Excavation, paving, gravel, color coat, net/post, fencing, bleachers, trash cans, windscreen \$414,507. Lighting \$48,000. Total \$735,807.

Project Justification: New site is better suited for new Community Recreation Center and courts.

Manager's Priority Ranking: _____
Adjusted Ranking: _____

	Budget Year 2020-21	Planning Year 2021-22	Planning Year 2022-23	Planning Year 2023-24	Planning Year 2024-25	Planning Year 2025-26	Total
Project Cost Elements: (list expenditure categories)							
Totals:	\$735,807						\$735.807
Revenue Sources: (list expenditure categories)							
Totals:							
Annual Operating Budgetary Impact: (list expected annual operating costs and effects)							
Net Annual Operating Effect:							



Watauga County

Capital Improvement Plan FY 2021

Project Title: Anne Marie Park Parking Lot Pavement Requesting Department or Agency: Maintenance

Fund: _____

Project Description: Pave Anne Marie parking lot. The budget for FY19-20 contains \$150,000 for this work. Bidding and commencement of work is contingent upon approval from TOB.

Project Justification: Increased parking efficiency and safer surface for pedestrian travel.

Manager's Priority Ranking: _____
Adjusted Ranking: _____

	Budget Year 2020-21	Planning Year 2021-22	Planning Year 2022-23	Planning Year 2023-24	Planning Year 2024-25	Planning Year 2025-26	Total
Project Cost Elements: (list expenditure categories)							
	\$150,000						\$150,000
Totals:							
Revenue Sources: (list expenditure categories)							
Totals:							
Annual Operating Budgetary Impact: (list expected annual operating costs and effects)							
Net Annual Operating Effect:							



Watauga County Community Recreation Center: Site Panorama

















MEMBERSHIPS & FEE STRUCTURE FOR THE WATAUGA COUNTY COMMUNITY RECREATION CENTER

Membership Category Descriptions

<u>Individual</u>	One adult person age 18 or better.	\$35/month
<u>*Household</u>	Up to two adults permanently residing at the same address with their children under the age of 18. (Children under the age of 2 are free.)	\$70/month
<u>Senior Adult</u>	One adult person age 62 or better.	\$20/month
<u>Youth</u>	Ages 2-17. For the young person that does not fall under a Household membership.	\$20/month

**Proof of address is required. (Driver's license, bank statement, voided check, or utility bill.)*

All paid memberships include fitness classes, open gym activities, aquatics classes. Specialty programming may require additional costs.

Watauga County Resident Fee Structure

<u>Membership</u>	<u>Daily</u>	<u>Monthly</u>	<u>Annually</u>	<u>One-Time Initiation Fee</u>
Individual	\$10	\$35	\$350	\$20
Household	\$20	\$70	\$700	\$40
Senior (62+)	\$6	\$20	\$200	\$20
Youth	\$6	\$20	\$200	\$20
				\$10 (card replacement fee)

Non-Resident Fee Structure

<u>Membership</u>	<u>Daily</u>	<u>Monthly</u>	<u>Annually</u>	<u>Initiation /Renewal Fee</u>
Individual	\$15	\$53	\$530	\$30
Household	\$30	\$105	\$1,050	\$60
Senior (62+)	\$9	\$30	\$300	\$30
Youth	\$9	\$30	\$300	\$30
				\$10 (card replacement fee)

Watauga County Community Recreation Center Rates

	Watauga CRC (resident fees)	Watauga CRC (nonresident fees)	Avery County YMCA	Northwest NC YMCA	McDowell YMCA	Waynesville Rec Center	Monroe Aquatics and Fitness Center	Smithfield Aquatic & Rec Center	Catawba Valley YMCA
Joining fee	\$ 20	\$ 30	\$ 25	\$29-\$69	\$0-\$139 based on commitment	\$ - None	\$25-\$50	\$ 35	\$47-\$68 Indiv/family
Individual per month (18 or older)	35	53	49	39	\$51-\$61 *	52	38.50	40 \$52 nonresident	47
Individual year paid in advance	350	530	540	Not offered	employee unsure	409	Not offered	432 \$562 nonresident	Not offered
Household per month (two adults and children < 18)	70	105	69	65	\$76-\$86 **	79	(up to 4 and each add'l child is \$5) 65.00	\$40 plus \$7 for each additional family member	\$52 plus \$10 for each additional family member
Household paid in advance	700	1,050	780	Not offered	employee unsure	726	Not offered	10% off the above after annualized	10% off the above after annualized
Youth (2-17 years old)	20	30	No information	25 12-17	25	39	28.50	N/A	Not offered
Youth (2-17 years old) paid in advance	200	300	No information	Not offered	employee unsure	251	Not offered	N/A	Not offered
Senior	20 62+	30	41 65+	35	\$49-\$59 ***	39 60+	33.50 55+	25 \$40 nonresident	42 62+
Senior paid in advance	200	300	No information	Not offered	employee unsure	251	Not offered	270 \$432 nonresident	Not offered
Daily rate - individual	10	15	10	10	15	8	Not offered	7 \$10 nonresident	Not offered
Daily rate - family	20	30	N/A	N/A	N/A	20	Not offered	N/A	Not offered
Daily rate - youth	6	9	5	10	15	6	Not offered	4 \$7 nonresident	Not offered

* McDowell's monthly fee for no commitment is \$61 per month or \$51 per month with a 12 month commitment
 ** McDowell's monthly fee for no commitment is \$86 per month or \$76 per month with a 12 month commitment
 *** McDowell's monthly fee for no commitment is \$59 per month or \$49 per month with a 12 month commitment

- Northwest YMCA Locations:**
- [Alexander County Family YMCA](#)
 - [Davie Family YMCA](#)
 - [Fulton Family YMCA](#)
 - [Innovation Quarter YMCA](#)
 - [Jerry Long Family YMCA](#)
 - [Kernersville Family YMCA](#)
 - [Robinhood Road Family YMCA](#)
 - [Statesville Family YMCA](#)
 - [Stokes Family YMCA](#)
 - [Wells Fargo Express YMCA](#)
 - [Wilkes Express YMCA](#)
 - [Wilkes Family YMCA](#)
 - [William G. White, Jr. Family YMCA](#)
 - [Winston Lake Family YMCA](#)
 - [Yadkin Family YMCA](#)

Watauga County Recreation Center

Fee Reduction Scale *

Household Size	10%	Reduced Fee	Pay 25%		Reduced Fee	Pay 50%		Reduced Fee	Pay 75%		Reduced Fee	Pay 100%
	Up To		From	To		From	To		From	To		
1	\$ 12,490	\$ 3.50	\$ 12,491	\$ 16,643	\$ 8.75	\$ 16,644	\$ 20,796	\$ 17.50	\$ 20,797	\$ 24,948	\$ 26.25	\$ 24,949
2	\$ 16,910	\$ 7.00	\$ 16,911	\$ 22,539	\$ 17.50	\$ 22,540	\$ 28,168	\$ 35.00	\$ 28,169	\$ 33,797	\$ 52.50	\$ 33,798
3	\$ 21,330	\$ 7.00	\$ 21,331	\$ 28,423	\$ 17.50	\$ 28,424	\$ 35,516	\$ 35.00	\$ 35,517	\$ 42,609	\$ 52.50	\$ 42,610
4	\$ 25,750	\$ 7.00	\$ 25,751	\$ 34,319	\$ 17.50	\$ 34,320	\$ 42,888	\$ 35.00	\$ 42,889	\$ 51,457	\$ 52.50	\$ 51,458
5	\$ 30,170	\$ 7.00	\$ 30,171	\$ 40,215	\$ 17.50	\$ 40,216	\$ 50,260	\$ 35.00	\$ 50,261	\$ 60,305	\$ 52.50	\$ 60,306
6	\$ 34,590	\$ 7.00	\$ 34,591	\$ 46,111	\$ 17.50	\$ 46,112	\$ 57,632	\$ 35.00	\$ 57,633	\$ 69,153	\$ 52.50	\$ 69,154
7	\$ 39,010	\$ 7.00	\$ 39,011	\$ 51,995	\$ 17.50	\$ 51,996	\$ 64,980	\$ 35.00	\$ 64,981	\$ 77,965	\$ 52.50	\$ 77,966
8	\$ 43,430	\$ 7.00	\$ 43,431	\$ 57,891	\$ 17.50	\$ 57,892	\$ 72,352	\$ 35.00	\$ 72,353	\$ 86,813	\$ 52.50	\$ 86,814

* Based on 100% Federal Poverty Guidelines 2020

DRAFT**WCRC FACILITY RENTAL RATES****Hourly Rates**

SPACE	MEMBER/RESIDENT	NON-MEMBER/NON-RESIDENT	OCCUPANCY
Multi-Purpose Room	\$100	\$150	93 Max
Gym Court	\$150	\$225	30 Max
Blue Water Room	\$100	\$150	25 Max
Salt Water Room	\$100	\$150	27 Max
Pool Party + Room Includes 1 hr. room rental, + 2 hr. pool party	\$150	\$225	Up to 12 Youth Ages 1-17
Pool Party + Party Room Includes 1 hr. room rental, + 2 hr. pool party	\$175	\$263	12-25 Youth Ages 1-17
Blue Water & Salt Water Room & Pool Party Includes 1 hr. room rental, + 2 hr. pool party	\$250	\$375	Up to 20 Youth Ages 1-17 Mon-Thurs Only

WCP&R FACILITY RENTAL RATES**Hourly Rates**

PACE	RESIDENT	NON-RESIDENT	AMENITIES
Optimist Clubhouse	\$35	\$70	88 Max
Old Cove Creek Gym	\$35	\$70	400 Max
Tot Lot Shelter	\$50	\$75	6 Picnic Tables/2 Grills
Industrial Park Shelter	\$25	\$38	4 Picnic Tables
Old Cove Creek Shelter	\$25	\$38	9 Picnic Tables
Howard's Knob Shelter	\$25	\$38	6 Picnic Tables/1Grill
Brookshire Park Shelter	\$25	\$38	4 Picnic Tables/1 Grill
Rocky Knob Shelter	\$25	\$38	4 Picnic Tables/1 Long Tbl
Small Optimist Field	\$25 + \$25/hr for lights	\$38 + \$25/hr for lights	
Large Optimist Field	\$25 + \$25/hr for lights	\$38 + \$25/hr for lights	
Small Industrial Field	\$25 + \$25/hr for lights	\$38 + \$25/hr for lights	
Large Industrial Field	\$25 + \$25/hr for lights	\$38 + \$25/hr for lights	
Small Industrial Field	\$25 + \$25/hr for lights	\$38 + \$25/hr for lights	
Complex 1 Field	\$25 + \$25/hr for lights	\$38 + \$25/hr for lights	
Complex 2 Field	\$25 + \$25/hr for lights	\$38 + \$25/hr for lights	
Complex 3 Field	\$25 + \$25/hr for lights	\$38 + \$25/hr for lights	
Brookshire Field	\$25 + \$25/hr for lights	\$38 + \$25/hr for lights	
Old Cove Creek Field	\$25 + \$25/hr for lights	\$38 + \$25/hr for lights	

PROPOSED

FACILITY RENTAL GUIDELINES



Facility Care Deposit

- \$50 clean up deposit required for the facility use. (Refundable if trash is picked up and areas are left as deemed due to normal wear and tear.)

Cancellation Policy

- We require a 24-hour notice of cancellation prior to the event. At this point, we may issue a special credit which can be applied to a future facility rental. Less than 24-hour notice will fall under our No Refund Policy, and full payment will be expected.

Outside Food Policy

- Absolutely no food will be allowed inside of the gymnasiums. For all other rental areas, prior approval must be granted to serve food during your rental time.
- No alcohol or tobacco is allowed at any of our facilities.

Set Up & Clean Up

- If an event requires early set up and clean up time (such as for large events or tournaments), a Rehearsal/Early Set up fee will be charged. Otherwise, all time frames include the set up and clean up time, not just the time of the event.

Holiday Rentals

- Rentals will not be booked on holidays or days that Watauga County is closed, unless the event can be appropriately staffed and supported during that time. Extra fees will be charged.

Proof of Liability

- All events, other than county-related events, must provide proof of liability insurance as part of the application and contract process. Details regarding liability insurance are included on your Terms & Conditions form.

Policies Regarding Additional Needs

- Audio or visual equipment can be requested when completing the Rental Request Form. Requests for A/V must be received at least 10 days prior to the event. If an IT is either requested or required for the event, the staff fee for the tech will be billed to the user.
- The Facility Director shall be informed of any room set up requests at least 10 working days prior to the event. Room set ups will be charged to the user based on size of the room, complexity of the set up, and staff time required. If using the room "as is," there will be no set up charge assessed.
- If any additional last minute requests are made after the aforementioned deadlines, it may not be possible to meet those requests. If it is possible, the user will be responsible for any charges incurred in fulfilling the request.

Process for Facility Rentals

- Complete the Rental Request Form.
- The RRF will be reviewed to determine if the event can and should be held at the CRC.
- Once approved, the user will then be sent a Terms & Conditions form to review, sign/initial and submit to the CRC.
- All of the following documents & items must be received from the user:
 - Signed and initialed Terms and Conditions form
 - All payments received within the prescribed deadlines
 - Signed Rental Request Form
 - All advertising materials pertaining to the event.

WATAUGA COMMUNITY RECREATION CENTER

PROPOSED PROGRAM

Spin Class
Zumba
Yoga
HIT (High Intensity Training)
Boot Camp
State-of-the-Art Fitness Equipment
Couch to 5K
Line Dancing
Chair Yoga
Senior Strong
Home for the Holidays Market
Halloween Festival
Breakfast with Santa
Home School Art & PE
Holiday Camps
Senior Prom
Senior Spring Formal
Alzheimer & Dementia Classes
Elder Care
Child Care

PROPOSED PROGRAM

Wade Swim
Teach Every 3rd or 4th Grader to Swim
Water Fitness Classes
Water Safety/Educational Programs
Swim Meets
Pool Party Packages
Underwater Egg Hunt
Swim with Santa
Dive In Movies
Mommy & Me Time
Daddy/Daughter Dance
Pickleball Leagues & Clinics
4th of July Splash
Adult Swim Lessons
Adaptive Aquatics
End-of-Season Sports Swim
Lifeguard Training
Swim Lesson Instructor Training
Teen Adventure Camp
Summer Sports Camps

*We look forward to offering these programs at the WCRC within the next 12 months.
Programs are fluid & based on participant interest and staffing.*



31 January 2020

Dear Chairman Welch, Commissioner Kennedy, Commissioner Turnbow, Commissioner Wallin, Commissioner Yates, and Mr. Geouque,

The Appalachian Regional Library has begun serious consideration of the need to expand the Watauga County Public Library at its location on Queen Street in Boone. We are in the very beginnings of our conversations with community members (town and county residents), community leaders, and our governmental officials. We understand that the expansion of a public building is a complicated process.

You may know that when the current public library building was finished in 1997, it was approximately 2/3 the originally planned size due to a shortage of funding. We long ago outgrew this building. Even the most cursory walk around inside will show how crowded we are. Friends of the Library sort books for their sales in the back hallway; our grant-funded Alphabet Ready project manager has a desk in the book stacks because there is not a square foot of desk or table space for her anywhere else. The Adult Services work room has given up half its space to the Digital Watauga project (scanning and thus preserving the photographic and documentary history of our county); our regional IT Manager uses the other half of the office one day a week, so the Adult Services staff have no work or storage space outside of their small public desk. I would invite you to view the Youth Services workroom, but you would have to go in one at a time – there's not room for more than that to squeeze in.

Yet in these extremely cramped work conditions, our staff provides outstanding, innovative, and much needed and appreciated services for our community. We would be happy to supply statistics on the use of the library by the public. For instance, 70% of Watauga County residents (excluding ASU students) have a library card. Some weeks it feels like most of them have visited the library! If you want a more complete picture of what your public library does on a daily, weekly, monthly, and yearly basis, please let us know and we will oblige.

Please take our needed expansion, and our request to the county to help make it happen, into consideration as you have your capital budget deliberations. We don't yet know the price tag of the expansion project. (For a one-story expansion at 6,800 square feet and a square foot cost of \$250, the total cost would be \$1.7 million.) We do plan to have a building program done so that we have a clearer idea of how to use the space we have now and the space in an expansion. We would like to get the most square footage out of the space in front of the current building as possible, which might mean a two-story addition. We thought about the idea of a parking deck being built behind the library where there is a parking lot now – the library doesn't necessarily need a parking deck, but the town does. (Hmmm . . . a chance to work together?) And finally, we should take this opportunity to renovate the current building as part of the expansion project – the entirety of the space should be rethought to get the most out of it.

The county's leadership in this project is crucial. Please give serious thought to improving your public library's ability to continue to serve the residents of the county.

Thank you.



Jane W. Blackburn
Director of Libraries



Monica Caruso
County Library

Watauga County

Capital Improvement Plan FY 2021

Project Title: Watauga County Public Library Expansion Requesting Department or Agency: County Manager

Fund: _____

Project Description: Expand the Library by (2) bays or 70' X 96', 6800 s. f. This expansion was planned into the original design concept and should meet the TOB required setbacks.

Construction Cost	6,800 s. f. x \$250 s. f.	= 1,700,000
Design Fee 10%		= 170,000
Contingency 5%		85,000
		1,700,000

Project Justification: Library was completed in 1997. The expansion is necessary to meet the county's growing population needs regarding technology (access and instruction) , lifelong learning, promoting reading (emergent and established readers) and having access to a safe, comfortable attractive and welcoming place for all residents.

Manager's Priority Ranking: _____
Adjusted Ranking: _____

	Budget Year 2020-21	Planning Year 2021-22	Planning Year 2022-23	Planning Year 2023-24	Planning Year 2024-25	Planning Year 2025-26	Total
Project Cost Elements: (list expenditure categories)	<u>1,700,000</u>	<u>1,700,000</u>	<u>1,700,000</u>	<u>1,700,000</u>	<u>1,700,000</u>	<u>1,700,000</u>	10,200,000
Totals:							
Revenue Sources: (list expenditure categories) Undetermined at this time.							
Totals:							
Annual Operating Budgetary Impact: (list expected annual operating costs and effects) Undetermined at this time.							
Net Annual Operating Effect: 16,468							

Facilities Plan

Watauga County Schools Capital Improvement Plan

*Pending funding for new facilities and renovations.

Rev. 1/08/20

Year 2019/2020	\$	5,295,750
Annual Maintenance Items	\$	989,250
Roof Maintenance	\$	45,000
Pavement Repair	\$	160,000
Carpet & Tile Replacement	\$	30,000
Door Replacement	\$	15,000
HVAC Sewer Pump Replacement	\$	10,000
Gym Floor Replacement/Recoat (Mabel)	\$	75,000
Cafeteria Tables	\$	15,000
Replace Kitchen/Cafeteria Equipment	\$	55,000
Band/Arts Program Equipment	\$	40,000
Custodial Floor Equipment	\$	15,000
Vehicle Replacement	\$	85,000
Activity Bus Replacement	\$	95,000
Furniture/ Equipment	\$	69,250
Classroom Presentation Technology	\$	80,000
Student/ Staff Instructional Devices	\$	200,000
Tire Changer	\$	16,500
Security Cameras	\$	100,000
VoIP at Green Valley	\$	65,000
Resurface Tennis Courts at WHS	\$	60,000
Improvements at Central Office	\$	30,000
Fuel Island Upgrades	\$	35,000
Phase 1 Renovations	\$	4,000,000
New Valle Crucis School	\$	35,000,000

Year 2020/2021	\$	3,039,000
Annual Maintenance Items	\$	1,000,000
Roof Maintenance	\$	45,000
Pavement Repair	\$	160,000
Carpet & Tile Replacement	\$	30,000
Door Replacement	\$	15,000
HVAC Sewer Pump Replacement	\$	10,000
Gym Floor Replacement/Recoat (Blowing Rock)	\$	75,000
Cafeteria Tables	\$	15,000
Replace Kitchen/Cafeteria Equipment	\$	55,000
Band/Arts Program Equipment	\$	40,000
Custodial Floor Equipment	\$	15,000
Vehicle Replacement	\$	95,000
Activity Bus Replacement	\$	95,000

Furniture/ Equipment	\$	70,000
Classroom Presentation Technology	\$	80,000
Student/ Staff Instructional Devices	\$	200,000
Resurface Weight Room at WHS	\$	24,000
VoIP	\$	65,000
Landscape Area Around Foundation at Cove Creek	\$	15,000
Phase 1 Renovations	\$	2,000,000

Year 2021/2022	\$	3,065,000
Annual Maintenance Items (same as above)	\$	1,000,000
VoIP	\$	65,000
Phase 1 Renovations	\$	2,000,000

Year 2022/2023	\$	4,290,000
Annual Maintenance Items (same as above)	\$	1,000,000
Add Generator to Maintenance Building	\$	75,000
Install Truck Wash @ Trans.	\$	100,000
HVAC Replacement @ Central Office	\$	115,000
Turf Replacement @ WHS	\$	1,000,000
Phase 1 Renovations	\$	2,000,000

Year 2023/2024	\$	1,770,000
Annual Maintenance Items (same as above)	\$	1,025,000
Bulk Storage for Salt & Sand	\$	350,000
Renovate Parts Room	\$	35,000
Upgrade Central Food Storage	\$	25,000
Painting @ WHS	\$	35,000
Phase 1 Renovations Design at Remaining Schools	\$	300,000

Year 2024/2025	\$	3,590,000
Annual Maintenance Items (same as above)	\$	1,025,000
Upgrade Central Exhausts @ Bus Garage	\$	50,000
Upgrades @ Central Office	\$	150,000
Add Additional Parking @ Central Office	\$	240,000
Add Lift for Service Vehicles	\$	25,000
Replace Dump Truck	\$	100,000
Phase 1 Renovations	\$	2,000,000

Year 2025/2026	\$	3,100,000
Annual Maintenance Items (same as above)	\$	1,050,000
Misc. Painting and Maint. @ Central Services	\$	50,000
Phase 1 Renovations	\$	2,000,000

Year 2026/2027	\$	1,050,000
Annual Maintenance Items (same as above)	\$	1,050,000

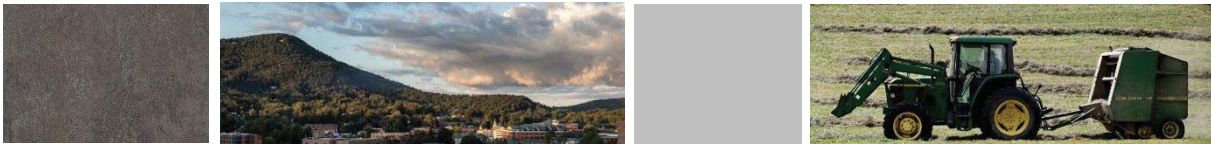
Year 2027/2028	\$	3,050,000
Annual Maintenance Items (same as above)	\$	1,050,000
Phase 1 Renovations	\$	2,000,000

Year 2028/2029	\$	3,075,000
Annual Maintenance Items (same as above)	\$	1,075,000
Phase 1 Renovations	\$	2,000,000

Year 2029/2030	\$	3,575,000
Annual Maintenance Items (same as above)	\$	1,075,000
Hardin Park Design	\$	2,500,000
Year 2030/2031	\$	1,600,000
Annual Maintenance Items (same as above)	\$	1,100,000
Phase 2 Renovations Design	\$	500,000
Year 2031/2032	\$	92,300,000
Annual Maintenance Items (same as above)	\$	1,100,000
Construct New Facility at Hardin Park	\$	85,000,000
Year 2032/2033	\$	3,100,000
Annual Maintenance Items (same as above)	\$	1,100,000
Phase 2 Renovations	\$	2,000,000

Recycled Organics

Watauga County, NC
Outline of Market Study



December 2019



Study Approach



Study the recycling value chain for most economic option for Watauga County, NC to recycle their organics

- Identify processes and products
- Interview suppliers, processors, and customers that may wish to cooperate with Watauga County
 - Quality
 - Costs
- Visit selected sites with examples of Watauga organics



Baker Advisors, Inc.
Winston Salem, NC



Findings



Third party suppliers to process and remove material – this method has been used historically by smaller counties

- Suppliers were interested in contract grinding
- No interest to remove material



Baker Advisors, Inc.
Winston Salem, NC



Findings



Potential recycled products:

- Double ground mulch
 - Small market
 - Low price
 - Significant competition
- Dyed mulch
 - Insufficient volume of suitable feedstock
- Boiler fuel
 - Insufficient volume to justify processes
 - Does not solve full ranges of wastes encountered
- Loamy soil
 - Requires large space
 - Small volumes



Findings



Potential paths to be studied and reasons (cont):

- Composting on site requires:
 - large investment for small volumes
 - process knowledge
 - market and sales or commercial contracts



Watauga has sufficient volumes for small onsite composting

Watauga informs they have at least one interested party to contract with the County in case the County provides facilities.



Findings



One possible path without large investments

- Truck single ground mulch to composters within 90 minutes trucking time to Watauga

Advantages



- Costs should be less than existing tipping fee
- All tonnage is recycled
- No investments are required
- Possibly a source to also take sorted C&D wood.



Recommended Future Actions



For now

- Continue on site processing of recycled products to improve quality



Baker Advisors, Inc.
Winston Salem, NC



Recommended Future Actions



Future

Option 1 – Composting on site

- Evaluate third party contracting proposal
- Evaluate a self-run composting site
 - Could offer food waste composting



Option 2 – Haul single ground material to composters

- Preliminary meetings with identified composters to prequalify interest
- Obtain pricing for transport and tip fees
- Write contracts with primary and secondary composters



Watauga County Landfill Road Facility



Preliminary Evaluation Findings

- Operational Issues
 - Compliance / Liability
 - Pond
 - Trailer Parking
- Congestion / Safety / Efficiency Issues
 - Traffic Crossing Patterns
 - Convenience Center Location
 - Single Scale
 - Transfer Station
 - Wayfinding
 - Landfill Road / 421 Intersection

Recommended Capital Improvement Projects

- Innovation Drive
 - Easement Acquisition
 - Road Improvements
 - Landfill Road Closure
- Scale Turning Lane
 - Improves Vehicle Storage
- Scale Area Improvements
 - Additional Scale
 - Add Dedicated Scale House
 - Grade Improvements
 - Customer Transparency

Recommended Capital Improvement Projects (Continued)

- Convenience Center Relocation
 - Avoid Scale Traffic
 - Addition of Compactors
 - Streamlined/Linear Design
- Stormwater Pond Repair
 - Liability / Compliance
- Trailer Storage Area
 - N.O.V. Received
 - Improve Service Life and Compliance
- Transfer Station Improvements
 - Improve Customer Experience and Safety
 - Maneuverability
 - Wayfinding

Recommended Capital Improvement Projects (Continued)

- Equipment Storage Facility
 - Utilize Unused Space
 - Improve Equipment Life
- Signage and Striping
 - Permanent Signage
 - Areas / Zones

Proposed Site Plan



<p>55 Broad Street Asheville, NC 28801 800.272.0076 NC Firm License # C-2430 mcgillenvironment.com</p>		<table border="1"> <thead> <tr> <th>NO.</th> <th>DATE</th> <th>BY</th> <th>DESCRIPTION</th> </tr> </thead> <tbody> <tr><td> </td><td> </td><td> </td><td> </td></tr> <tr><td> </td><td> </td><td> </td><td> </td></tr> <tr><td> </td><td> </td><td> </td><td> </td></tr> </tbody> </table>	NO.	DATE	BY	DESCRIPTION													<p>OPERATIONAL ASSISTANCE WATAUGA COUNTY LANDFILL WATAUGA COUNTY WATAUGA COUNTY, NORTH CAROLINA</p>	<p>PROJECT MANAGER: M. GATNEY DESIGNER: T. HENDRIX DRAWN BY: A. WALDRUP DATE: FEBRUARY 2020 PROJECT NO: 19-0078</p>	<p>PROPOSED FACILITY IMPROVEMENTS</p>	<p>SHEET C-102</p>
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Appalachian District Health Department

General Fund

9/10/2019

<u>Program</u>	Original	Amendments	Amended Total	Alleghany	Ashe	Watauga
<u>Revenues</u>						
State and federal	2,223,425.00	(13,587.00)	2,209,838.00			
State General Aid-to-County	345,018.00		345,018.00			
Grants (HRSA, NC Office of Rural Health, etc.)	1,639,302.00	490,110.00	2,129,412.00			
Local revenue (Fees)	1,945,456.00		1,945,456.00			
County appropriations	1,503,980.00		1,503,980.00			
Medicaid Cost Settlement	333,724.00		333,724.00			
Other Miscellaneous	130,356.00		130,356.00			
General Fund Revenue Total:	\$ 8,121,261.00	\$ 476,523.00	\$ 8,597,784.00	\$ 212,706	\$ 544,358	\$ 746,916
<u>Expenses</u>						
General Administration	513,268.00		513,268.00	\$ 102,654	\$ 153,980	\$ 256,634
Clinic Administration	435,966.00	8,545.00	444,511.00	\$ 177,804	\$ 177,804	\$ 88,902
Family Planning	367,105.00		367,105.00	\$ 73,421	\$ 73,421	\$ 220,263
Maternal Health	234,912.00		234,912.00	\$ 46,982	\$ 70,474	\$ 117,456
Pregnancy Care Management	124,363.00		124,363.00	\$ 24,873	\$ 37,309	\$ 62,182
Dental	671,177.00	65,000.00	736,177.00	\$ 147,235	\$ 368,089	\$ 220,853
Tuberculosis	46,835.00		46,835.00	\$ 9,367	\$ 14,051	\$ 23,418
Emergency Overdose Opioid Abuse Prevention	42,539.00		42,539.00	\$ 12,762	\$ 12,762	\$ 25,523
Behavioral Health	128,503.00		128,503.00	\$ 64,252	\$ 64,252	\$ -
Substance Use Disorder / Mental Health	137,345.00	243,451.00	380,796.00	\$ 190,398	\$ 152,318	\$ 38,080
FQHC Quality Improvement	-	120,829.00	120,829.00	\$ 60,415	\$ 60,415	\$ -
Positive Parenting Program (Triple P)	373,168.00		373,168.00	\$ 74,634	\$ 111,950	\$ 186,584
Child Health (Direct Clinical Services)	401,783.00	(76,298.00)	325,485.00	\$ 130,194	\$ 162,743	\$ 32,549
Child Health (Community Health Services)	-	76,298.00	76,298.00	\$ 15,260	\$ 22,889	\$ 38,149
WIC – General Administration	23,847.00		23,847.00	\$ 4,769	\$ 7,154	\$ 11,924
WIC – Nutrition Education	63,050.00		63,050.00	\$ 12,610	\$ 18,915	\$ 31,525
Behavioral Health Grant	163,707.00	22,000.00	185,707.00	\$ 46,427	\$ 64,997	\$ 74,283
Adult Health	1,467,473.00	15,285.00	1,482,758.00	\$ 593,103	\$ 667,241	\$ 222,414
Health Promotion	104,118.00	1,413.00	105,531.00	\$ 21,106	\$ 31,659	\$ 52,766

Environmental Health – Water Protection	859,990.00		859,990.00	\$ 171,998	\$ 257,997	\$ 429,995
AIDS / HIV	1,500.00		1,500.00	\$ 300	\$ 450	\$ 750
Medical Nutrition Therapy/Diabetes Education	50,500.00		50,500.00	\$ 10,100	\$ 20,200	\$ 20,200
Evidence Based Maternal & Child Health Outcomes	500,000.00		500,000.00	\$ 100,000	\$ 150,000	\$ 250,000
Environmental Health – Food & Lodging	411,029.00		411,029.00	\$ 82,206	\$ 123,309	\$ 205,515
PH Emergency Preparedness	40,616.00		40,616.00	\$ 8,123	\$ 12,185	\$ 20,308
STD Treatment	187,485.00		187,485.00	\$ 37,497	\$ 37,497	\$ 112,491
Communicable Disease	89,234.00		89,234.00	\$ 17,847	\$ 17,847	\$ 53,540
Care Coordination for Children	145,880.00		145,880.00	\$ 29,176	\$ 43,764	\$ 72,940
Breastfeeding Peer Counselor	14,470.00		14,470.00	\$ 7,235	\$ 4,341	\$ 2,894
WIC – Breastfeeding Promotion	21,793.00		21,793.00	\$ 4,359	\$ 6,538	\$ 10,897
NW Tobacco Prevention	87,772.00		87,772.00	\$ 8,777	\$ 26,332	\$ 17,554
Breast & Cervical Cancer Control Program (BCCCP)	53,874.00		53,874.00	\$ 10,775	\$ 16,162	\$ 26,937
Immunization	299,229.00		299,229.00	\$ 59,846	\$ 59,846	\$ 179,537
WIC – Client Services	192,864.00		192,864.00	\$ 57,859	\$ 57,859	\$ 96,432
Ashe School Based Health Center	198,477.00		198,477.00		\$ 198,477	\$ -
School Nurse Initiative	250,000.00		250,000.00	\$ 50,000	\$ 150,000	\$ 50,000
Northwest Partnership for Public Health	38,500.00		38,500.00			
General Fund Expense Total:	\$ 8,742,372.00	476,523.00	\$ 9,218,895.00	\$ 2,464,362	\$ 3,455,226	\$ 3,253,493
				11.6	6.3	4.4
Appropriated Fund Balance	369,111.00	-	369,111.00			
Committed Fund Balance	252,000.00		252,000.00	\$ 386,000	\$ 968,000	\$ 1,315,146
Fund Balance Total	\$ 621,111.00	-	\$ 621,111.00	6.4	3.6	2.5
Total Revenues	8,742,372.00	476,523.00	9,218,895.00	\$ 173,294	\$ 423,642	\$ 568,230
Total Expenses	8,742,372.00	476,523.00	9,218,895.00			
	-	-	-			



15 Year Local Appropriation Summary

	Allegheny		Ashe		Watauga		District Total	Amount of Increase / (Decrease)	% of Change
	Annually	Change	Annually	Change	Annually	Change			
FY 04-05	149,843		303,821		480,798		934,462		
FY 05-06	157,335	7,492	312,935	9,114	504,838	24,040	975,108	40,646.00	4%
FY 06-07	162,055	4,720	337,970	25,035	530,080	25,242	1,030,105	54,997.00	5%
FY 07-08	166,917	4,862	354,869	16,899	559,825	29,745	1,081,611	51,506.00	5%
FY 08-09	170,255	3,338	372,612	17,743	584,413	24,588	1,127,280	45,669.00	4%
FY 09-10	170,255	-	372,612	-	553,127	(31,286)	1,095,994	(31,286.00)	-3%
FY 10-11	166,850	(3,405)	372,612	-	541,127	(12,000)	1,080,589	(15,405.00)	-1%
FY 11-12	166,850	-	372,612	-	541,127	-	1,080,589	-	0%
FY 12-13	158,508	(8,342)	391,243	18,631	568,183	27,056	1,117,934	37,345.00	3%
FY 13-14	162,679	4,171	431,243	40,000	568,183	-	1,162,105	44,171.00	4%
FY 14-15	166,850	4,171	431,243	-	568,183	-	1,166,276	4,171.00	0%
FY 15-16	170,187	3,337	439,068	7,825	585,228	17,045	1,194,483	28,207.00	2%
FY 16-17	170,187	-	439,068	-	585,228	-	1,194,483	-	0%
FY 17-18	175,000	4,813	447,852	8,784	614,490	29,262	1,237,342	42,859.00	3%
Total prior to FIP		25,157		144,031		133,692		302,880.00	
FY 18-19	193,853	18,853	496,105	48,253	680,703	66,213	1,370,661	133,319.00	10%
FY 19-20	212,706	18,853	544,358	48,253	746,916	66,213	1,503,980	133,319.00	9%
FIP Total (2 of 3 Yrs)		37,706		96,506		132,426		266,638.00	
15 Year Total Change		62,863		240,537		266,118		569,518.00	

Note: Ashe FY 13-14 increase of \$40,000 due to first year of support for Ashe School Based Health Center.
 FIP = Financial Improvement Plan



AppHealthCare Update

Watauga County Commissioners

Budget Planning Retreat

February, 2020



AppHealthCare

Caring for our Community

- One of 6 district public health agencies in North Carolina
- One of 3 public entity federally qualified health centers in NC
- Serve Alleghany, Ashe, and Watauga Counties



Clinical
Services



Environmental
Health



Dental
Services



Nutrition &
WIC Services



Community
Health

Essential Functions of Local Public Health NC G.S. 130A-1.1

- (1) Preventing health risks and disease.
- (2) Identifying and reducing health risks in the community;
- (3) Detecting, investigating, and preventing the spread of disease;
- (4) Promoting healthy lifestyles;
- (5) Promoting a safe and healthful environment;
- (6) Promoting the availability and accessibility of quality health care services through the private sector; and
- (7) Providing quality health care services when not otherwise available.

Local Health Department Services

NC G.S. 130A-1.1

- (1) Monitoring health status to identify community health problems.
- (2) Diagnosing and investigating health hazards in the community.
- (3) Informing, educating, and empowering people about health issues.
- (4) Mobilizing community partnerships to identify and solve health problems.
- (5) Developing policies and plans that support individual and community health efforts.
- (6) Enforcing laws and regulations that protect health and ensure safety.
- (7) Linking people to needed personal health care services and ensuring the provision of health care when otherwise unavailable.
- (8) Ensuring a competent public health workforce and personal health care workforce.
- (9) Evaluating effectiveness, accessibility, and quality of personal and population-based health services.
- (10) Conducting research.



**41 Benchmarks, 148 Activities, Site Visit
Required for funding from NC DHHS (inc. most federal)**

Next Reaccreditation is November, 2020-March/April, 2021

Recognized Community Health Center

- Recognized by the National Committee on Quality Assurance as a Patient Centered Medical Home
- Recipient of over \$135,000 in the past 2 years for quality, value, improving access to care, and advancing health information technology
- Completed most recent review by HRSA November, 2018 with a site visit and only a minor computer system change for total compliance
- Applied for additional grants to expand dental, behavioral health, and substance abuse services **across all 3 counties**



Where we have been...

Past 15 years of funding

- See handout
- County funding has increased, but it was never enough to cover core public health costs many years prior.
- Lack of funding for required services required use of fund balance over the past 15+ years
- Each time action was taken to make a correction, it has helped, but didn't raise up the funding level to one that covers required operating costs
- We are funded at a ***much lower*** amount than single county health departments

Past 15 years of fund balance

- See handout
- **Key points:**
 - Sold the Home Health agency
 - Applied to become an FQHC
 - Adopted a 3 year plan in 2018 that was less than half request to show progress: and it has helped



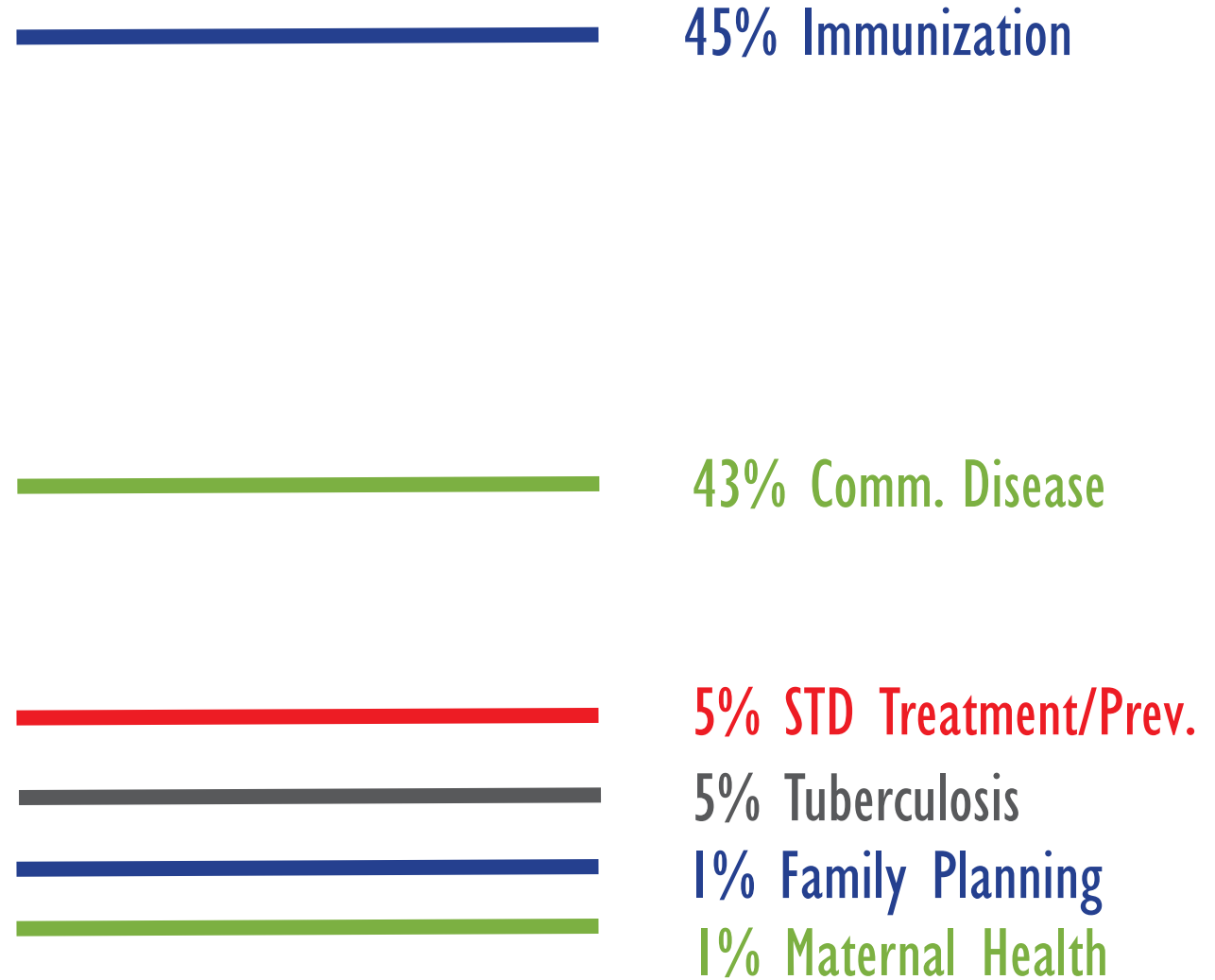
What will happen if we don't act now...

- We are already at minimum/under staffing levels everywhere
- **We put more funding at risk that currently subsidizes county expenses by making cuts**
- **NC Local Government Commission takes over our finances if we drop below the 8% of operating budget fund balance.**

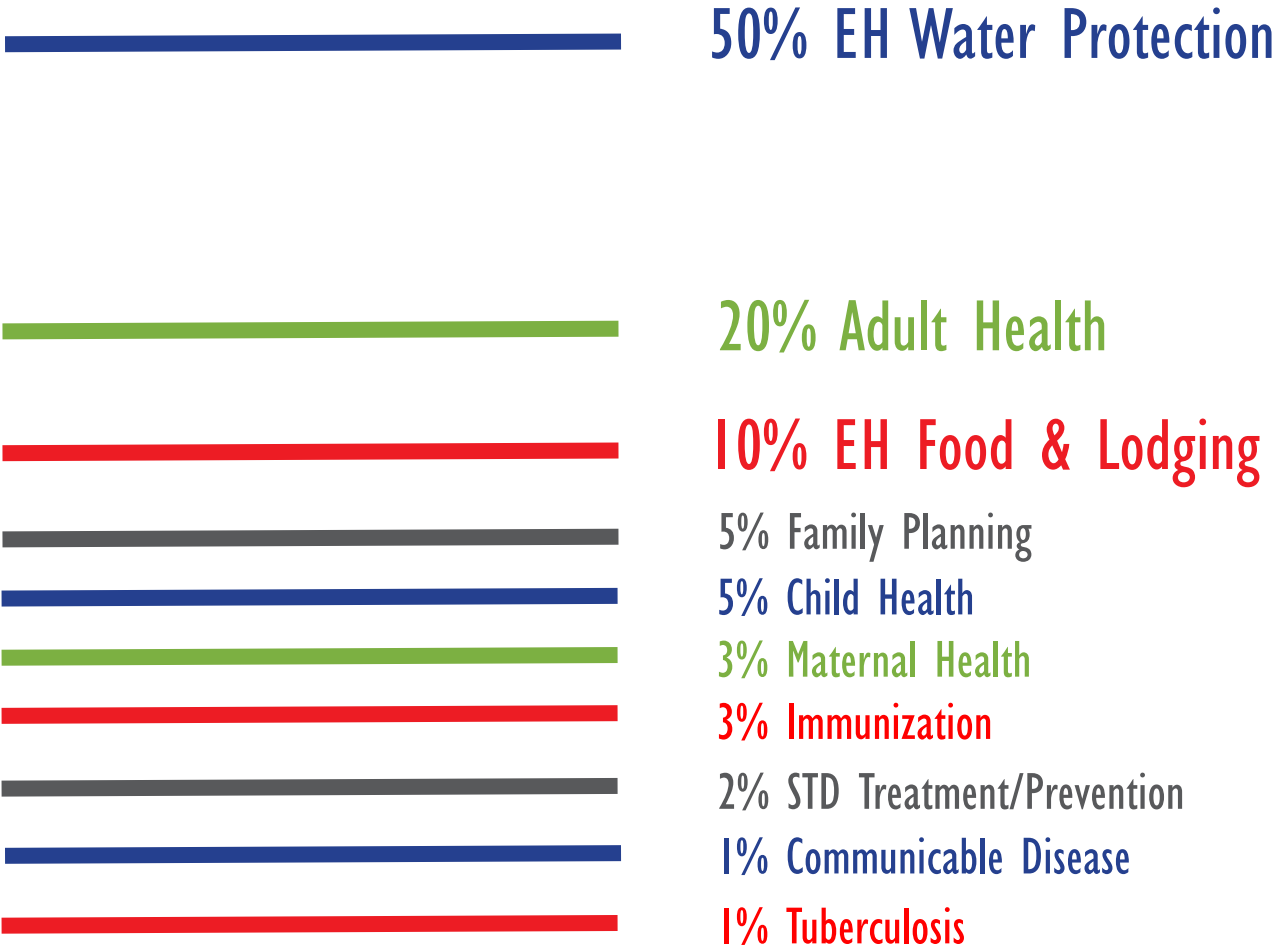
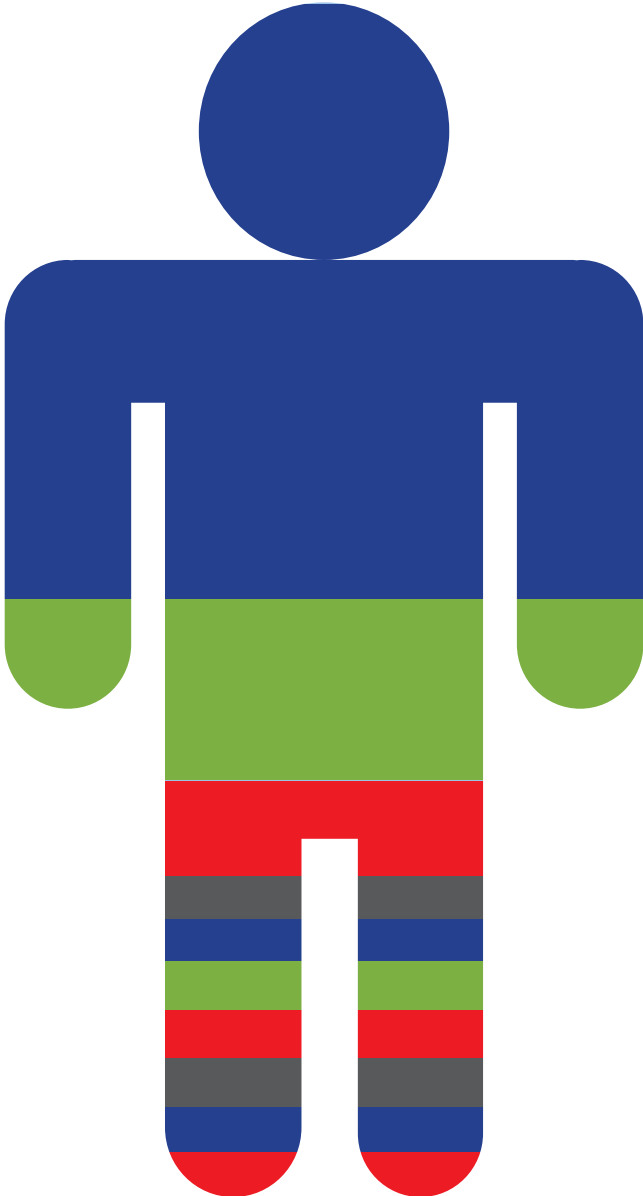




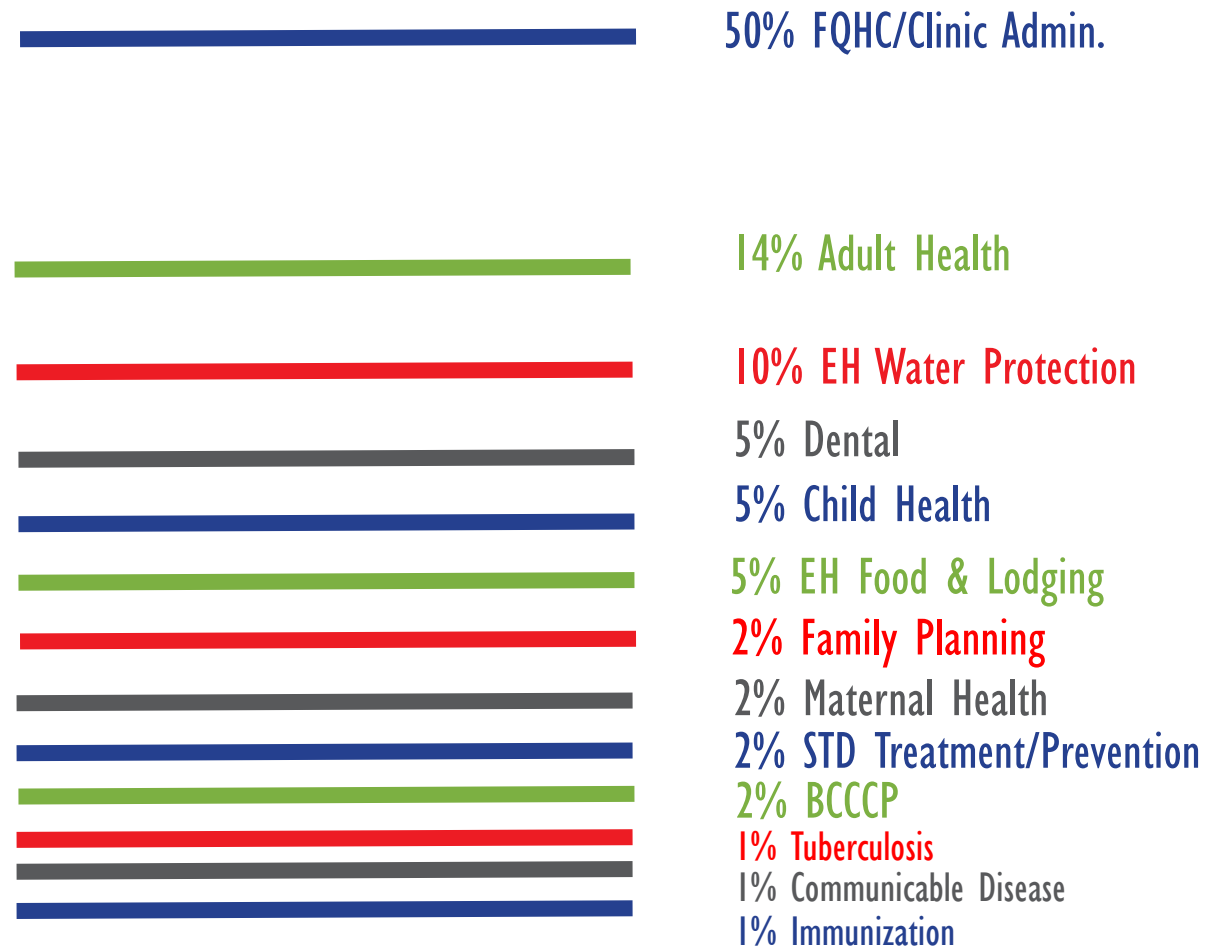
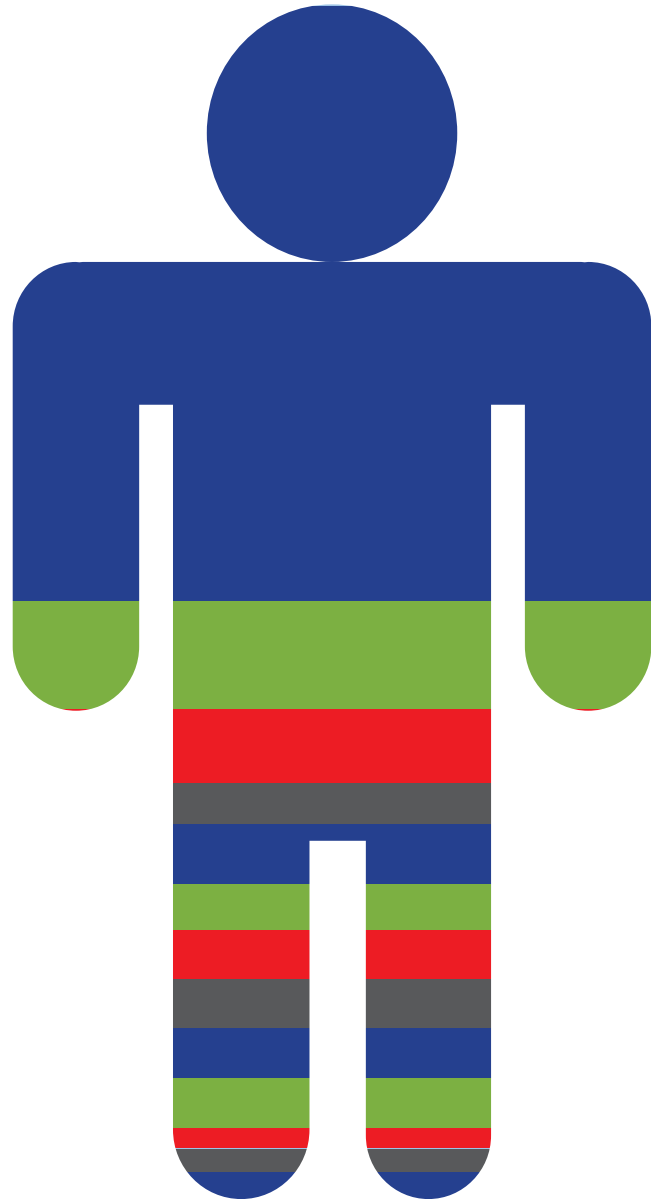
Debbie Adams, Clinic & CD Nurse Primarily Watauga but covers district



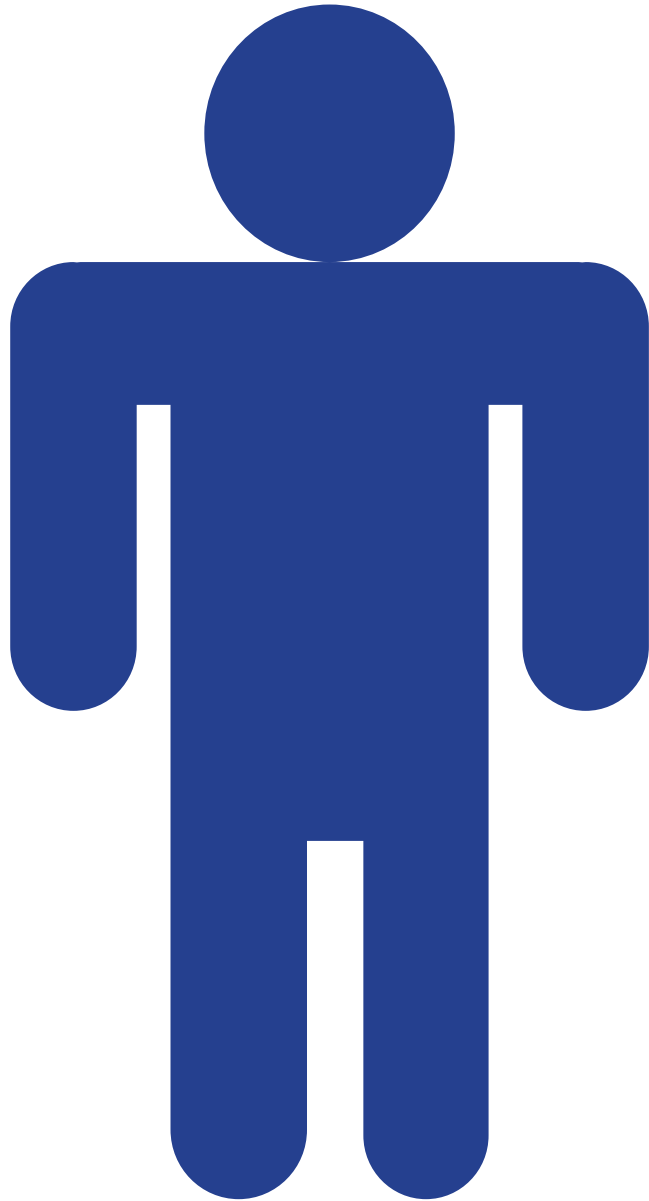
Melissa Bennett, Front Office All Counties



Jennifer Greene, Health Director Works throughout District

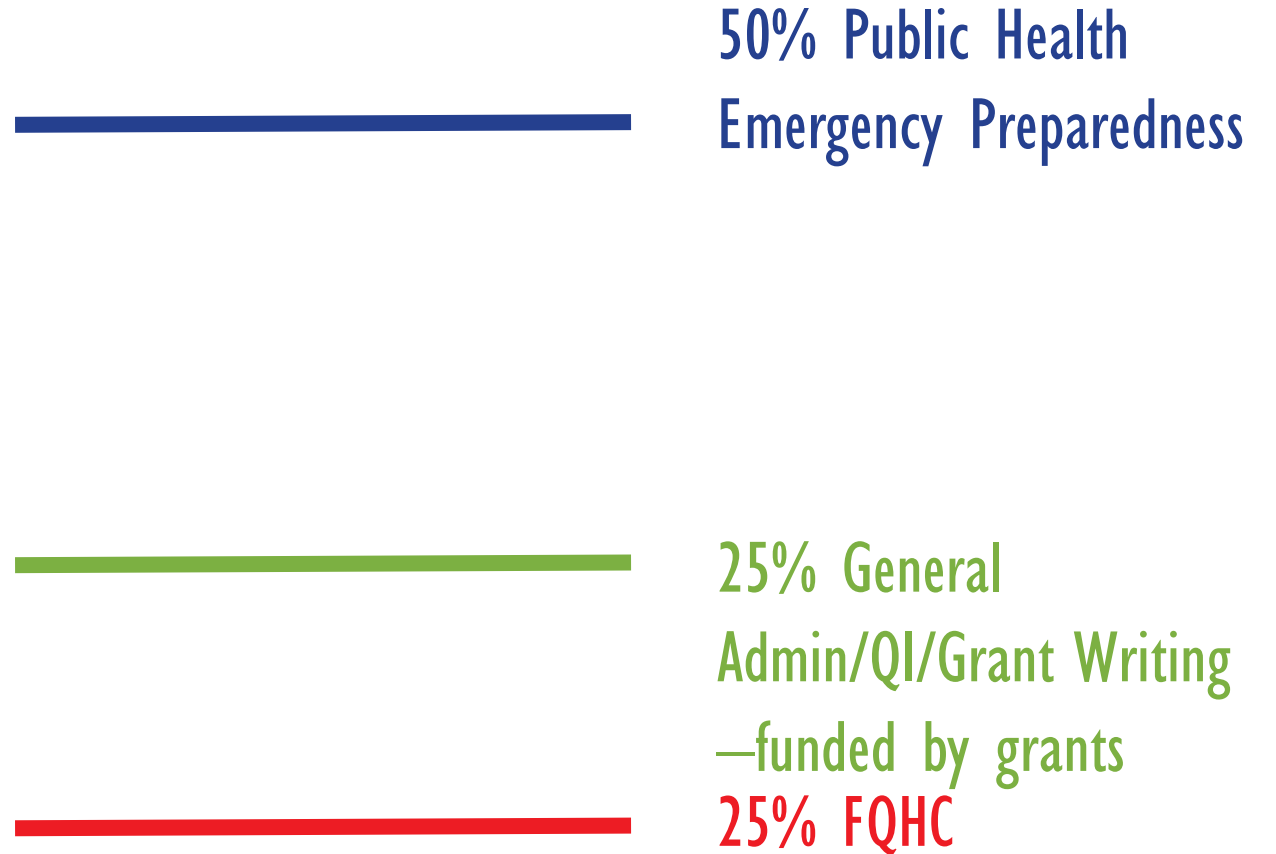
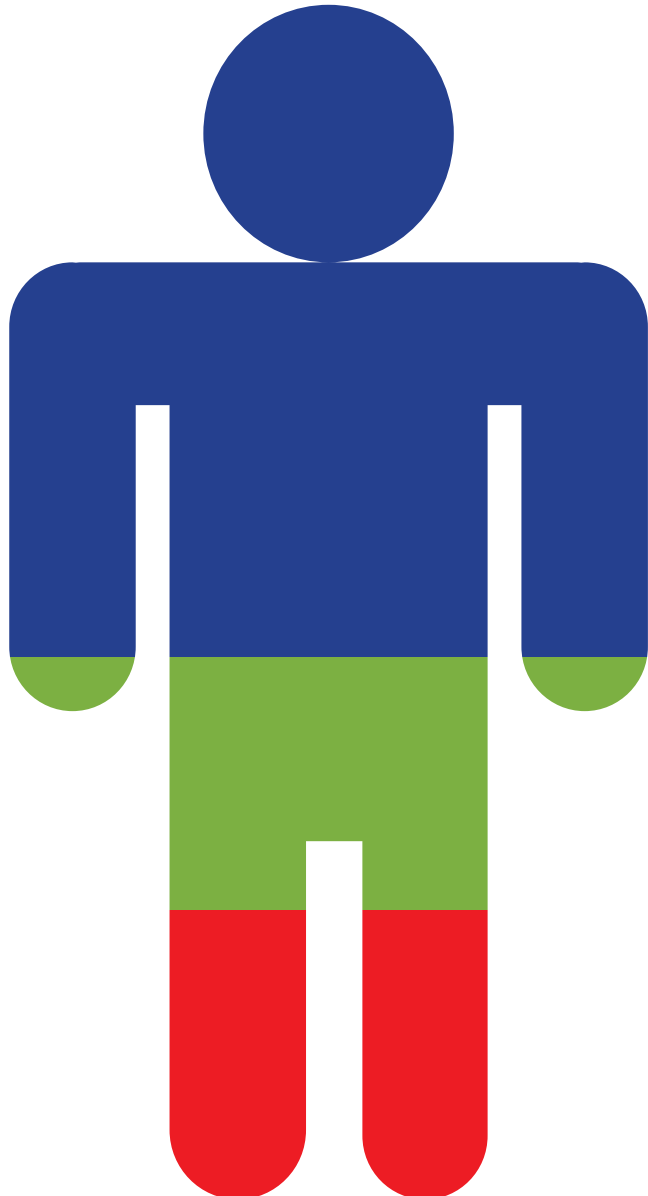


Matt Fisk, Environmental Health Water Protection Watauga County



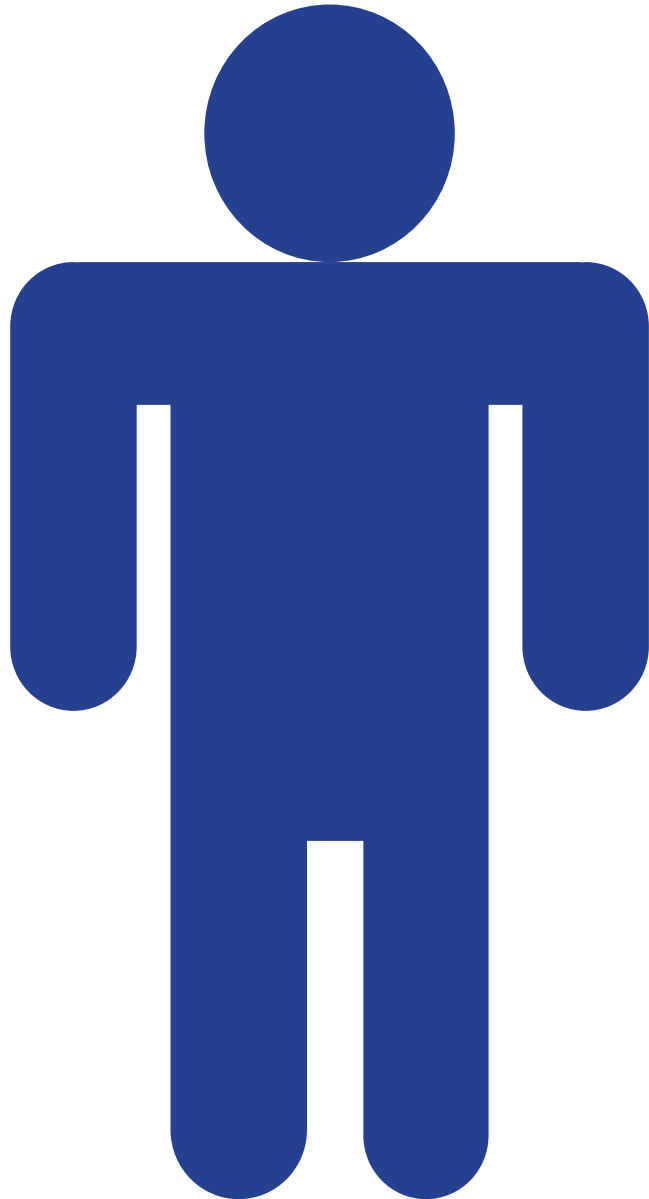
100% EH Water
Protection

Works throughout District

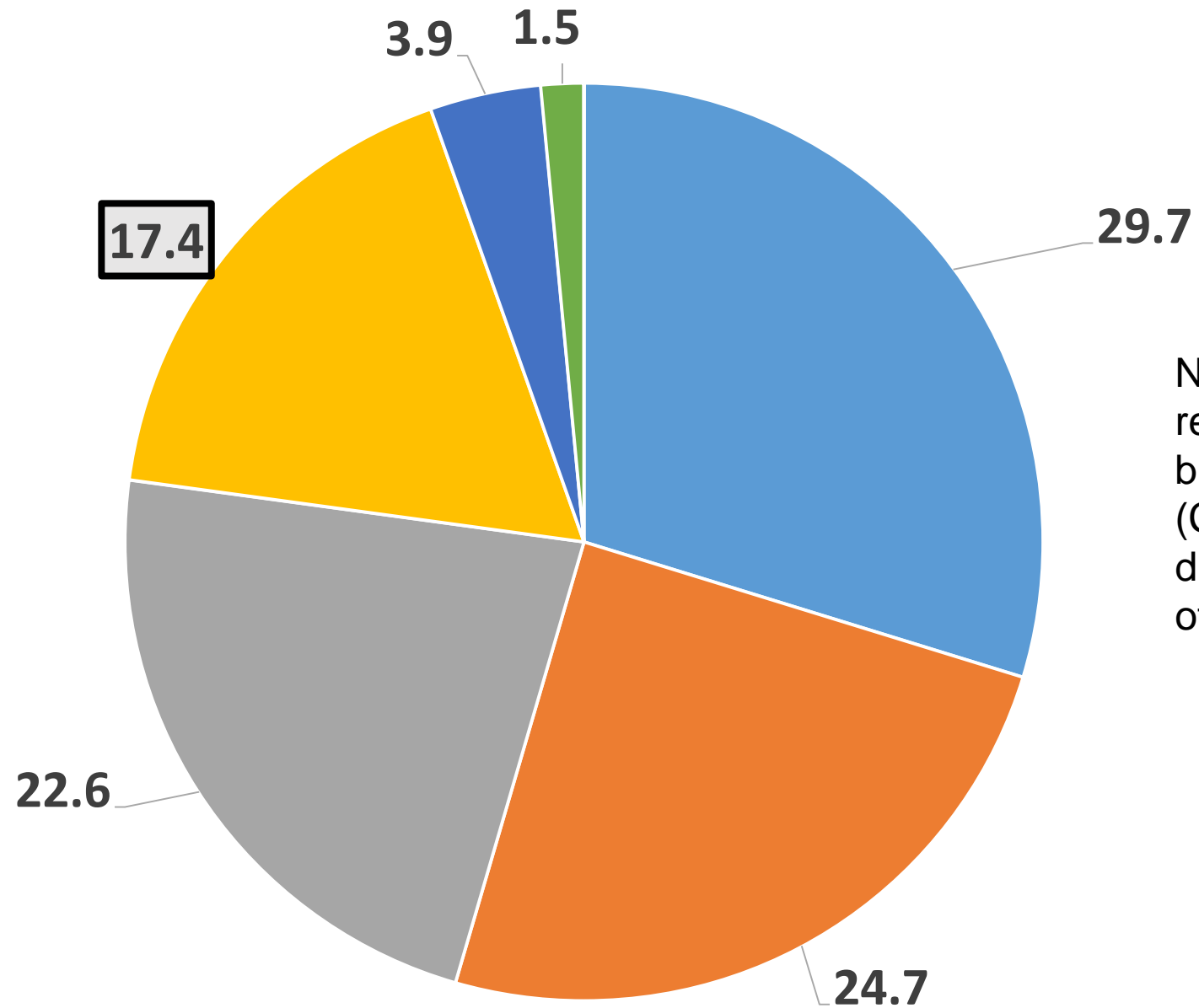


Monica McKinney, Environmental Health Food & Lodging Program 2020 Annual Pre-Budget Retreat

Specialist
Watauga County



100% EH Food &
Lodging



Not all services are revenue generating, but are required (Communicable disease control, much of Env Health)

Medical visits FY 18-19

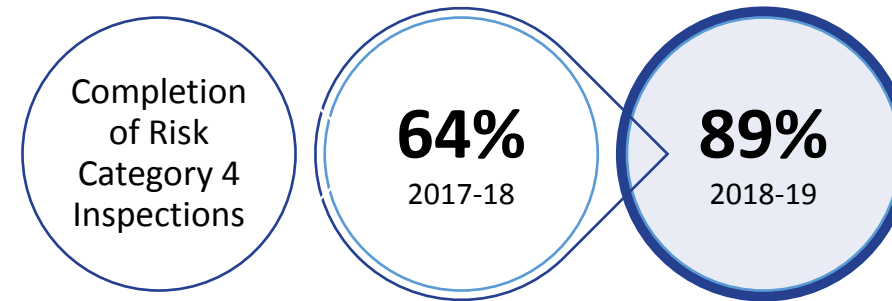
Location	Unduplicated Patient Count	Nurse Visits	Provider Visits	% Self Pay
Ashe	2205	990	4943	40%
Alleghany	1706	757	3914	36%
School Based Health Center	347	130	1155	9%
Watauga	1881	1546	1262	35%

Dental patients served

- FY 16-17: 16
- FY17-18: 1024
- FY18-19: 1239
- FY 19-20: Through 8/30/19: 1095 –we are estimating that we will far surpass our visits and unduplicated patient count this year
 - Alleghany students seen year-to-date: 79
 - Ashe students seen year-to-date TBD (est. 614)
 - Watauga students seen year-to-date 243

Environmental Health

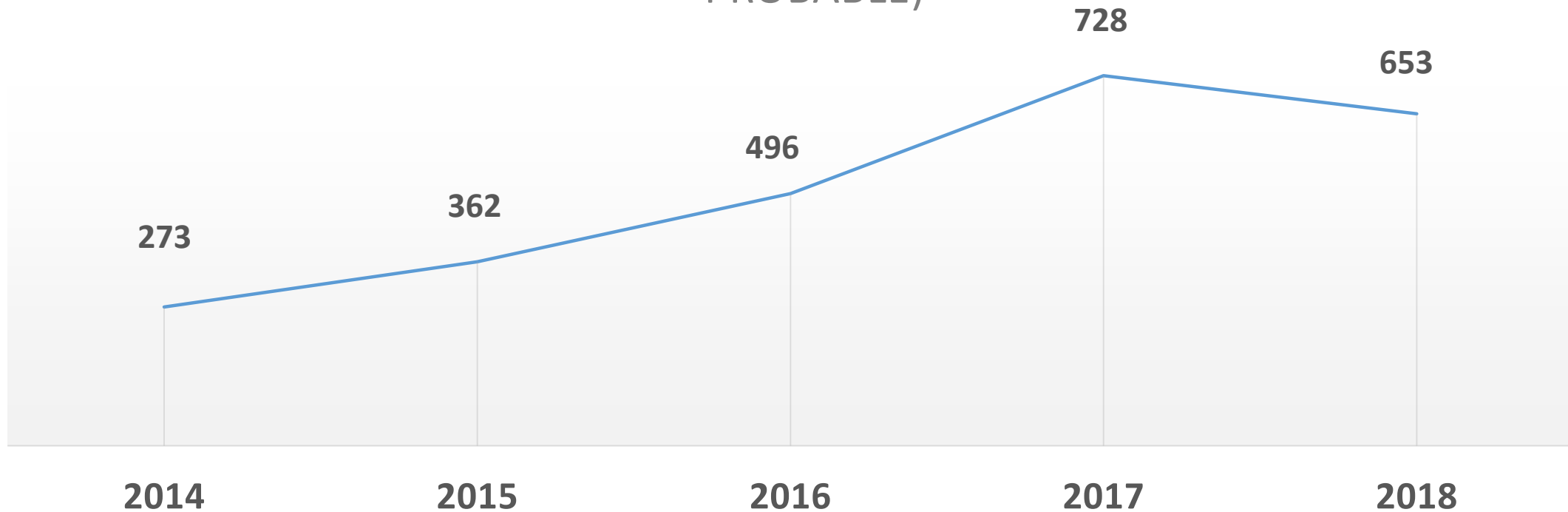
- 248 Complaint Investigations (this does not include all the mold complaints we are now tracking)
- 1,418 Food, Lodging, Institution visits
- 5 Lead Investigations
- 2,400 water protection permits issued
 - **441 Alleghany**; 955 Ashe; 1004 Watauga



County or District	1st Quarter FY 2018-19	2nd Quarter FY 2018-19	3rd Quarter FY 2018-19	4th Quarter FY 2018-19	Overall County or District FY 2018-19
Alleghany	96%	86%	100%	70%	88%
Ashe	94%	89%	85%	74%	86%
Watauga	98%	92%	93%	88%	93%
District	96%	89%	93%	77%	89%

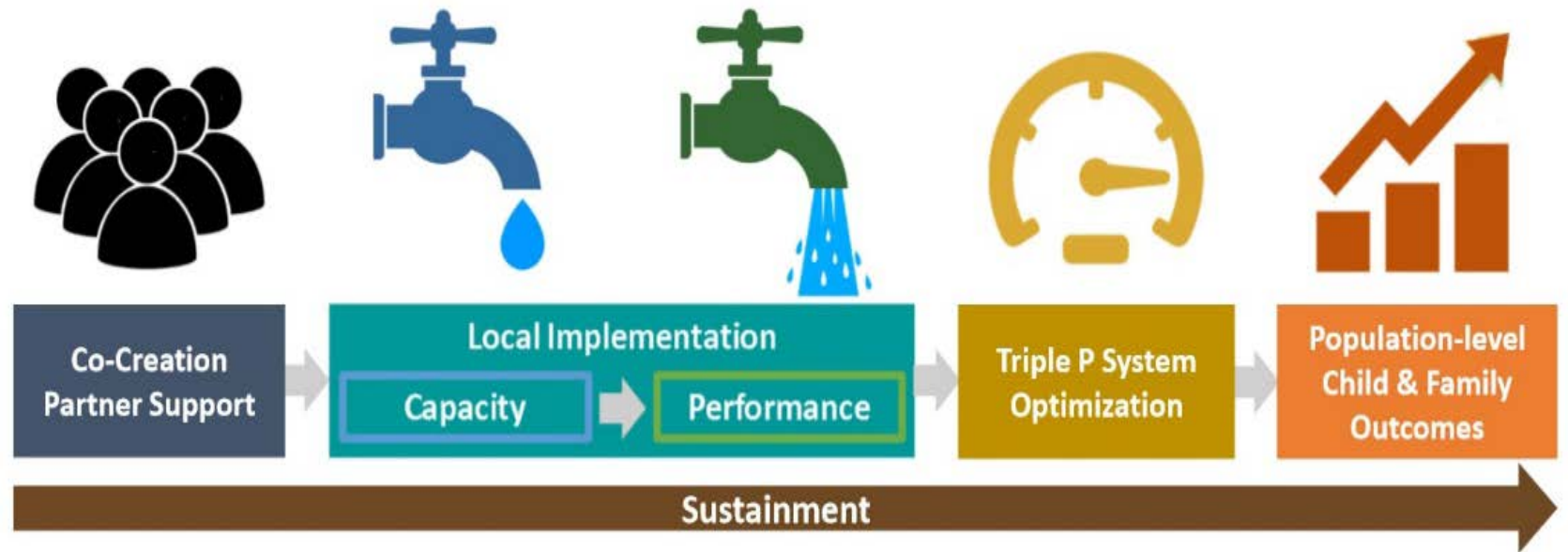
Communicable disease

OF COMMUNICABLE DISEASE CASES (CONFIRMED AND PROBABLE)



Community health & nutrition

What **Makes**
Us Healthy



WIC program is at 97% caseload serving over 1500 pregnant women and children 0-5 years old.

What we need...what we're asking...

- Total local appropriations now: \$1,503,980
- Total local appropriations we need for operating: \$2,669,146
- **The gap we estimate today is \$1,165,166**

Thank you for the increases to-date. Our third year of our initial plan begins FY 20-21 with a proposed increase from \$746,916 to \$813,129 (an increase of \$66,213)

- **We will be asking each of our counties for an increased allocation for the upcoming years to close this gap as soon as possible.**

What we've done so far...

- We began holding on filling many positions
- Staff have not had cost of living increases since FY 16-17
- While work volumes have increased, we have worked hard to restructure to maximize efficiency and avoid adding more staff unless absolutely necessary or if we had the funding to support it
- Researched options for the Other Post Employment Benefit retiree health insurance benefit that was discontinued September 1, 2004 but remains an extensive liability that is underfunded.
- Gained commitment from the NC Institute for Public Health to provide some technical assistance to help us identify any other ways to work on our long term solvency
- Worked hard to position ourselves with all the NC Medicaid changes

What we've done so far...

- Our fund balance utilization has decreased.
- Current unassigned fund balance as of 6/30/19 is \$2,056,706

FY	Fund Balance Utilized
2015	\$(515,339)
2016	\$(538,427)
2017	\$(1,514,582)* OPEB Trust est.
2018	\$(208,891)
2019	\$(171,371)

Why this makes sense...

- We don't just have services, we have high quality services, are award winning, and bring in much in value-added to us and other community organizations
- Public health services are mandated by NC General Statutes
- Every single county is getting high return-on-investment and will continue to with increased funding
- Other single counties pay significantly more today for their public health
- If this funding is not brought up, we risk cutting staff. If we cut staff, we risk cutting back on both fees generated AND grants received that offset costs of minimum staffing (not to mention kill staff morale)
- If the gap isn't closed quickly, the funding request will be a higher immediate increase



AppHealthCare

Caring for our Community



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

FROM: Wright Tilley, Executive Director

RE: TDA Update for Watauga County Board Retreat

DATE: 2/5/2020

The Watauga County Tourism Development Authority (TDA) is pleased to provide this update for the 2020 Watauga County Commissioners' Retreat.

Attached to this memo is a copy of the current FY 19/20 Occupancy Tax chart through November 2019 comparing current fiscal year to last fiscal year, and a copy of the 2019 Calendar Year occupancy tax collections compared to calendar year 2018.

Watauga TDA Highlights:

- Closed the FY 18/19 fiscal year with an increase in occupancy tax revenue of 12.06%, which amounted to a \$197,821 increase in occupancy tax funds over the prior fiscal year.
- Current FY 19/20 Fiscal Year occupancy tax collections are up 19.76% over last year for July through December. This amounts to an additional \$210,536.76 in occupancy tax funds six months into the fiscal year.
- Calendar year 2019 occupancy tax collections were up 17% over the 2018 calendar year, which amounts to a \$297,623 increase in occupancy tax collections for 2019.

In the last (5) years, we have increased occupancy tax revenues in Watauga County by 63% and from FY 2010/11 through FY 18/19 we have more than doubled the occupancy tax revenues.



Watauga County Tourism Development Authority

331 Queen Street, Suite 104, Boone, NC 28607 828-266-1345 ExploreBoone.com



- Watauga County is ranked 19th out of North Carolina's 10 counties in terms of overall travel impact among North Carolina's 100 Counties. (NC Commerce)
- Tourism in Watauga County generated visitor spending of \$264 million in 2018, a 4% increase over 2017. (NC Commerce)
- Local tax revenues generated by tourism in Watauga County in 2018 amounted to \$ 10.4 million. According to the NC Commerce Department this represents a \$399.13 tax savings to each county resident. (NC Commerce)
- 2,870 jobs in Watauga County were directly attributable to travel & tourism in 2018. (NC Commerce)
- The TDA continued to support the Watauga Choose & Cut program in 2019 with a \$6,270 marketing grant to the Watauga County Christmas Tree Association.
- The Watauga County TDA's current advertising/marketing campaign continues to be well received. The campaign continues to emphasize outdoor recreation and natural beauty, but also showcases arts & cultural programming, spas, shopping and local food and beverage. This year we changed the tagline from "It's Better Here Than There" to "It's Better In Boone." Our 2019/20 media plan uses a variety of advertising mediums including, digital, print, television, radio, out-of-home, experiential, native and paid social media and public relations strategies. We shifted more heavily into digital and programmatic ads and will continue that in the next fiscal year. This allows for better ad tracking, but will result in a decrease in print and traditional cable TV advertising.
- * In December we launched a new version of the ExploreBoone.com website that is built on a mobile first platform and is much more visual and user friendly.



Watauga County Tourism Development Authority

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TDA Infrastructure/Product Development Projects:

- Middle Fork Greenway – The Watauga County TDA is committed to helping make the Middle Fork Greenway a reality. Over the past five years we've committed \$675,000 to the Middle Fork Greenway Association. This year we are providing an additional \$250,000 in funding from our FY 19/20 budget.
- County-wide Wayfinding Plan – The TDA recently finalized construction documents/bid specs for our wayfinding signs. Additionally, we have identified the preferred locations for our first phase of sign installations. Destination By Design will be providing an updated document to share with you all. We met with DOT several times in the process regarding sign design and locations and our specs and locations have been approved by the DOT.
- Howard Knob Park Project - After initial feedback and concerns from some of the residents near Howard Knob Park, we have scaled back our plans for phase one improvement to the park. Board Chairman, Matt Vincent and I met with a couple of the residents to help clarify plans and attempt to clear up any misperceptions. We are in the process of scheduling a public meeting for this spring. Following the public meeting we will bring our request to the commissioners.
- South Fork New River Trail Expansion – Currently, we have not been able to secure any easements for expansion of the paved trail from the Ted Mack soccer complex along the South Fork of the New River. Adjacent landowners are not interested in providing or selling us an easement at this time, but may be willing to reconsider it in the future.



Watauga County Tourism Development Authority

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Occupancy Tax Collection Report

July 2019 to Date

	<u>Jul</u>	<u>Aug</u>	<u>Sep</u>	<u>Oct</u>	<u>Nov</u>	<u>Dec</u>	<u>Jan</u>	<u>Feb</u>	<u>March</u>	<u>April</u>	<u>May</u>	<u>June</u>	<u>JULY to Date</u>
BR													
	144,808.40	127,487.58	94,233.84	144,957.12	85,836.32	79,491.33							676,814.59
	155,423.25	141,301.06	118,720.53	155,399.50	87,294.26	91,251.64							749,390.24
	10,614.85	13,813.48	24,486.69	10,442.38	1,457.94	11,760.31							72,575.65
	7.33%	10.84%	25.99%	7.20%	1.69%	14.79%							10.72%
Boone													
	165,787.87	162,885.71	128,768.60	175,186.91	120,559.39	126,858.99							880,047.47
	194,352.96	186,771.03	154,333.63	198,371.58	135,490.30	140,616.91							1,009,936.41
	28,565.09	23,885.32	25,565.03	23,184.67	14,930.91	13,757.92							129,888.94
	17.23%	14.66%	19.85%	13.23%	12.38%	10.25%							14.76%
Wat													
	231,753.08	182,798.66	136,570.67	186,650.17	144,732.25	183,119.68							1,065,624.51
	254,674.60	217,608.87	174,199.64	214,671.17	161,134.03	253,872.96							1,276,161.27
	22,921.52	34,810.21	37,628.97	28,021.00	16,401.78	70,753.28							210,536.76
	9.89%	19.04%	27.55%	15.01%	11.33%	38.63%							19.76%
TTLS													
Prior Yr	542,349.35	473,171.95	359,573.11	506,794.20	351,127.96	389,470.00							2,622,486.57
Cur Yr	604,450.81	545,680.96	447,253.80	568,442.25	383,740.15	485,741.51							3,035,487.92
\$'s +/-	62,101.46	72,509.01	87,680.69	61,648.05	32,612.19	96,271.50							413,001.35
% +/-	11.45%	15.32%	24.38%	12.16%	9.29%	24.72%							15.75%

Occupancy Tax Collection Report

Jan 2019 to date

	<u>Jan</u>	<u>Feb</u>	<u>March</u>	<u>April</u>	<u>May</u>	<u>Jun</u>	<u>July</u>	<u>Aug</u>	<u>Sept</u>	<u>Oct</u>	<u>Nov</u>	<u>Dec</u>	<u>JAN to Date</u>
BR	51,726.55	41,213.90	45,074.34	53,161.28	71,320.23	111,055.74	144,808.40	127,487.58	94,233.84	144,957.12	85,836.32	79,491.33	1,050,366.63
	61,449.10	50,076.61	44,578.63	55,203.32	83,738.73	106,423.60	155,423.25	141,301.06	118,720.53	155,399.50	87,264.26	91,251.64	1,150,830.23
	9,722.55	8,862.71	(495.71)	2,042.04	12,418.50	(4,632.14)	10,614.85	13,813.48	24,486.69	10,442.38	1,457.94	11,760.31	100,463.60
	18.80%	21.50%	-1.10%	3.84%	17.41%	-4.17%	7.33%	10.84%	25.99%	7.20%	1.69%	14.79%	9.56%
Boone	92,389.65	84,418.00	89,484.00	100,872.63	126,537.05	149,574.50	165,787.37	162,885.71	128,768.60	175,186.91	120,559.39	126,858.99	1,523,322.80
	97,048.98	89,014.92	98,031.27	110,474.04	133,176.33	155,067.97	194,352.96	186,771.03	166,265.77	198,371.58	135,490.30	140,616.91	1,704,682.06
	4,659.33	4,596.92	8,547.27	9,601.41	6,639.28	5,493.47	28,565.59	23,885.32	37,497.17	23,184.67	14,930.91	13,757.92	181,359.26
	5.00%	5.45%	9.60%	9.50%	5.25%	3.70%	17.23%	14.66%	29.12%	13.23%	12.38%	10.85%	11.91%
Wat	155,820.29	104,136.06	89,024.72	81,953.15	104,920.13	148,986.98	231,753.08	182,798.66	136,570.67	186,650.17	144,732.25	183,119.68	1,750,465.84
	161,705.63	123,551.06	89,010.17	97,106.59	126,043.07	174,510.92	254,674.60	217,608.87	174,199.64	214,671.17	161,134.03	253,872.96	2,048,088.71
	5,885.34	19,415.00	(14.55)	15,153.44	21,122.94	25,523.94	22,921.52	34,810.21	37,628.97	28,021.00	16,401.78	70,753.28	297,622.87
	3.77%	18.64%	0.00%	18.50%	20.13%	17.13%	9.89%	19.04%	27.55%	15.01%	11.33%	38.63%	17.00%
TTLS													
Prior Yr	299,936.49	229,767.96	223,583.06	235,987.06	302,777.41	409,617.22	542,348.85	473,171.95	359,573.11	506,794.20	351,127.96	389,470.00	4,324,155.27
Cur Yr	320,203.71	262,642.59	231,620.07	262,783.95	342,958.13	436,002.49	604,450.81	545,680.96	459,185.94	568,442.25	383,740.15	485,741.51	4,903,601.00
\$'s +/-	20,267.22	32,874.63	8,037.01	26,796.89	40,180.72	26,385.27	62,101.96	72,509.01	99,612.83	61,648.05	32,612.19	96,271.50	579,445.73
% +/-	6.76%	14.30%	3.40%	11.36%	13.27%	6.44%	11.45%	15.32%	27.70%	12.16%	9.29%	24.72%	13.40%

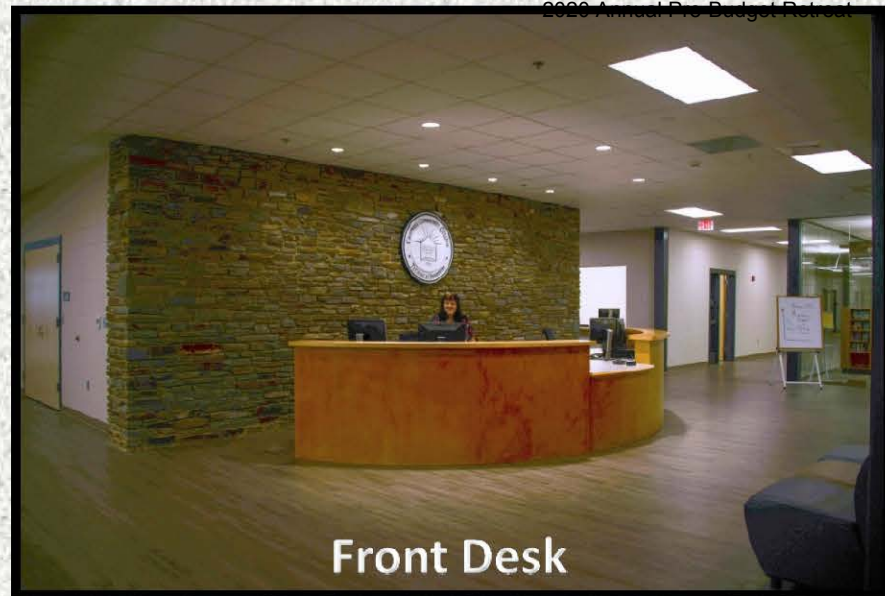
Occupancy Tax Collection Report

July 2018 to Date

	<u>Jul</u>	<u>Aug</u>	<u>Sep</u>	<u>Oct</u>	<u>Nov</u>	<u>Dec</u>	<u>Jan</u>	<u>Feb</u>	<u>March</u>	<u>April</u>	<u>May</u>	<u>June</u>	<u>JULY to Date</u>
BR	139,539.25	111,104.08	100,024.63	141,473.98	74,978.63	73,254.77	51,726.55	41,213.90	45,074.34	53,161.28	71,320.23	111,055.74	1,013,927.38
	144,808.40	127,487.58	94,233.84	144,957.12	85,836.32	79,491.33	61,449.10	50,076.61	44,578.63	55,203.32	83,738.73	106,423.60	1,078,284.58
	5,269.15	16,383.50	(5,790.79)	3,483.14	10,857.69	6,236.56	9,722.55	8,862.71	(495.71)	2,042.04	12,418.50	(4,632.14)	64,357.20
	3.78%	14.75%	-5.79%	2.46%	14.48%	8.51%	18.80%	21.50%	-1.10%	3.84%	17.41%	-4.17%	6.35%
Boone	177,984.24	147,170.30	149,384.24	189,090.21	109,436.75	123,476.50	92,389.65	84,418.00	89,484.00	100,872.63	126,537.05	149,574.50	1,539,818.07
	165,787.87	162,885.71	129,768.60	175,186.91	120,559.39	126,858.99	97,048.98	89,014.92	98,031.27	110,474.04	133,176.33	155,067.97	1,563,860.98
	(12,196.37)	15,715.41	(19,615.64)	(13,903.30)	11,122.64	3,382.49	4,659.33	4,596.92	8,547.27	9,601.41	6,639.28	5,493.47	24,042.91
	-6.85%	10.68%	-23.10%	-7.40%	10.16%	2.74%	5.00%	5.45%	9.60%	9.50%	5.25%	3.70%	1.56%
Wat	201,486.21	149,341.80	147,672.32	174,546.34	125,788.25	156,054.99	155,820.29	104,136.06	89,024.72	81,953.15	104,920.13	148,986.98	1,639,731.24
	231,753.08	182,798.66	136,570.67	186,650.17	144,732.25	183,119.68	161,705.63	123,551.06	89,010.17	97,106.59	126,043.07	174,510.92	1,837,551.95
	30,266.87	33,456.86	(11,101.65)	12,103.83	18,944.00	27,064.69	5,885.34	19,415.00	(14.55)	15,153.44	21,122.94	25,523.94	197,820.71
	15.02%	22.40%	-7.50%	6.90%	15.06%	17.34%	3.77%	18.64%	0.00%	18.50%	20.13%	17.13%	12.06%
TTLS	519,009.70	407,616.18	397,081.19	505,110.53	310,203.63	352,786.26	299,936.49	229,767.96	223,583.06	235,987.06	302,777.41	409,617.22	4,193,476.69
Prior Yr	542,349.35	473,171.95	360,573.11	506,794.20	351,127.96	389,470.00	320,203.71	262,642.59	231,620.07	262,783.95	342,958.13	436,002.49	4,479,697.51
\$s +/-	23,339.65	65,555.77	(36,508.08)	1,683.67	40,924.33	36,683.74	20,267.22	32,874.63	8,037.01	26,796.89	40,180.72	26,385.27	286,220.82
% +/-	4.50%	16.08%	-9.20%	0.03%	13.19%	10.40%	6.76%	14.30%	3.40%	11.36%	13.27%	6.44%	6.83%



Student Services Center

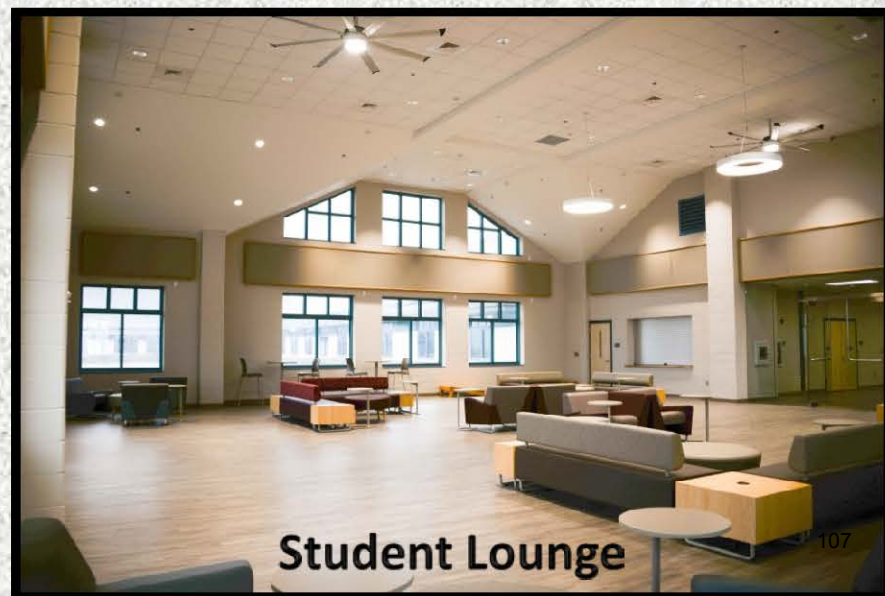


Front Desk

CCC&TI New Student Services Center



Learning Resource Center



Student Lounge



**WATAUGA COUNTY
BOARD OF EDUCATION**

Margaret E. Gragg Education Center
175 Pioneer Trail, Boone, NC 28607

February 13, 2020

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

From: Watauga County Board of Education
Dr. Scott Elliott, Superintendent

Re: Preliminary Budget Discussion for FY 2020-21

The Watauga County Schools system is extremely grateful for the Watauga County Commissioners' longstanding commitment to generous funding for our schools. That commitment is a major factor in the strong and successful public school system that we have in Watauga County.

With the ongoing stalemate in Raleigh over the state's 2019-20 budget, our planning for the upcoming school year proves to be more challenging than ever before. The continued uncertainty of the state budget impacts our local and federal budgets so it is quite difficult for example to estimate potential salary increase information across the board for next year. We will, however, plan to continue implementation of our local salary study to include increases for all teacher assistants. In the interest of moving forward with current and available information, this letter will identify some of the highest priority current expense and capital needs for our schools for fiscal year 2020-21.

- Year 4 of non-certified positions salary study (teacher assistants)
- Moving forward with planning for the new Valle Crucis School
- Continue Phase 1 renovation plans for all schools
- Replacement of the athletic turf at Watauga High School
- Ongoing replacements of activity buses and service vehicles

We will continue to provide ongoing additional information you need to make the best possible decisions about the appropriate level of funding for our schools. We do appreciate the local funding you continue to provide during these very uncertain times at the state level.

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

Facilities Plan

Watauga County Schools Capital Improvement Plan

*Pending funding for new facilities and renovations.

Rev. 1/08/20

Year 2019/2020	\$	5,295,750
Annual Maintenance Items	\$	989,250
Roof Maintenance	\$	45,000
Pavement Repair	\$	160,000
Carpet & Tile Replacement	\$	30,000
Door Replacement	\$	15,000
HVAC Sewer Pump Replacement	\$	10,000
Gym Floor Replacement/Recoat (Mabel)	\$	75,000
Cafeteria Tables	\$	15,000
Replace Kitchen/Cafeteria Equipment	\$	55,000
Band/Arts Program Equipment	\$	40,000
Custodial Floor Equipment	\$	15,000
Vehicle Replacement	\$	85,000
Activity Bus Replacement	\$	95,000
Furniture/ Equipment	\$	69,250
Classroom Presentation Technology	\$	80,000
Student/ Staff Instructional Devices	\$	200,000
Tire Changer	\$	16,500
Security Cameras	\$	100,000
VoIP at Green Valley	\$	65,000
Resurface Tennis Courts at WHS	\$	60,000
Improvements at Central Office	\$	30,000
Fuel Island Upgrades	\$	35,000
Phase 1 Renovations	\$	4,000,000
New Valle Crucis School	\$	35,000,000

Year 2020/2021	\$	3,039,000
Annual Maintenance Items	\$	1,000,000
Roof Maintenance	\$	45,000
Pavement Repair	\$	160,000
Carpet & Tile Replacement	\$	30,000
Door Replacement	\$	15,000
HVAC Sewer Pump Replacement	\$	10,000
Gym Floor Replacement/Recoat (Blowing Rock)	\$	75,000
Cafeteria Tables	\$	15,000
Replace Kitchen/Cafeteria Equipment	\$	55,000
Band/Arts Program Equipment	\$	40,000
Custodial Floor Equipment	\$	15,000
Vehicle Replacement	\$	95,000
Activity Bus Replacement	\$	95,000

Furniture/ Equipment	\$	70,000
Classroom Presentation Technology	\$	80,000
Student/ Staff Instructional Devices	\$	200,000
Resurface Weight Room at WHS	\$	24,000
VoIP	\$	65,000
Landscape Area Around Foundation at Cove Creek	\$	15,000
Phase 1 Renovations	\$	2,000,000

Year 2021/2022	\$	3,065,000
Annual Maintenance Items (same as above)	\$	1,000,000
VoIP	\$	65,000
Phase 1 Renovations	\$	2,000,000

Year 2022/2023	\$	4,290,000
Annual Maintenance Items (same as above)	\$	1,000,000
Add Generator to Maintenance Building	\$	75,000
Install Truck Wash @ Trans.	\$	100,000
HVAC Replacement @ Central Office	\$	115,000
Turf Replacement @ WHS	\$	1,000,000
Phase 1 Renovations	\$	2,000,000

Year 2023/2024	\$	1,770,000
Annual Maintenance Items (same as above)	\$	1,025,000
Bulk Storage for Salt & Sand	\$	350,000
Renovate Parts Room	\$	35,000
Upgrade Central Food Storage	\$	25,000
Painting @ WHS	\$	35,000
Phase 1 Renovations Design at Remaining Schools	\$	300,000

Year 2024/2025	\$	3,590,000
Annual Maintenance Items (same as above)	\$	1,025,000
Upgrade Central Exhausts @ Bus Garage	\$	50,000
Upgrades @ Central Office	\$	150,000
Add Additional Parking @ Central Office	\$	240,000
Add Lift for Service Vehicles	\$	25,000
Replace Dump Truck	\$	100,000
Phase 1 Renovations	\$	2,000,000

Year 2025/2026	\$	3,100,000
Annual Maintenance Items (same as above)	\$	1,050,000
Misc. Painting and Maint. @ Central Services	\$	50,000
Phase 1 Renovations	\$	2,000,000

Year 2026/2027	\$	1,050,000
Annual Maintenance Items (same as above)	\$	1,050,000

Year 2027/2028	\$	3,050,000
Annual Maintenance Items (same as above)	\$	1,050,000
Phase 1 Renovations	\$	2,000,000

Year 2028/2029	\$	3,075,000
Annual Maintenance Items (same as above)	\$	1,075,000
Phase 1 Renovations	\$	2,000,000

Year 2029/2030	\$	3,575,000
Annual Maintenance Items (same as above)	\$	1,075,000
Hardin Park Design	\$	2,500,000

Year 2030/2031	\$	1,600,000
Annual Maintenance Items (same as above)	\$	1,100,000
Phase 2 Renovations Design	\$	500,000

Year 2031/2032	\$	92,300,000
Annual Maintenance Items (same as above)	\$	1,100,000
Construct New Facility at Hardin Park	\$	85,000,000

Year 2032/2033	\$	3,100,000
Annual Maintenance Items (same as above)	\$	1,100,000
Phase 2 Renovations	\$	2,000,000

Facilities Plan Cash Flow

Watauga County Schools Capital Improvement Plan

*Pending funding for new facilities.

Rev. 3/22/19

Budget Year	CIP		Long Term	
	Reserves	Balance	Capital	Balance
2018-2019		\$ 1,224,005		\$ 3,012,946
Expenditures	\$ 500,000		\$ 400,000	
Revenues	\$ 500,000		\$ 1,500,000	
2019-2020		\$ 1,224,005		\$ 4,112,946
Expenditures	\$ 510,750		\$ 4,000,000	
Revenues	\$ 500,000		\$ 1,500,000	
2020-2021		\$ 1,213,255		\$ 1,612,946
Expenditures	\$ 379,000		\$ 2,000,000	
Revenues	\$ 500,000		\$ 1,500,000	
2021-2022		\$ 1,334,255		\$ 1,112,946
Expenditures	\$ 315,000		\$ 2,000,000	
Revenues	\$ 500,000		\$ 1,500,000	
2022-2023		\$ 1,519,255		\$ 612,946
Expenditures	\$ 1,540,000		\$ 2,000,000	
Revenues	\$ 500,000		\$ 1,500,000	
2023-2024		\$ 479,255		\$ 112,946
Expenditures	\$ 720,000		\$ 300,000	
Revenues	\$ 500,000		\$ 1,500,000	
2025-2026		\$ 259,255		\$ 1,312,946
Expenditures	\$ 350,000		\$ 2,000,000	
Revenues	\$ 500,000		\$ 1,500,000	
2026-2027		\$ 409,255		\$ 812,946
Expenditures	\$ 300,000		\$ -	
Revenues	\$ 500,000		\$ 1,500,000	
2027-2028		\$ 609,255		\$ 2,312,946
Expenditures	\$ 300,000		\$ 2,000,000	
Revenues	\$ 500,000		\$ 1,500,000	
2028-2029		\$ 809,255		\$ 1,812,946
Expenditures	\$ 325,000		\$ 2,000,000	
Revenues	\$ 500,000		\$ 1,500,000	
2029-2030		\$ 984,255		\$ 1,312,946
Expenditures	\$ 325,000		\$ 1,500,000	
Revenues	\$ 500,000		\$ 1,500,000	
2030-2031		\$ 1,159,255		\$ 1,312,946

Radio System Update 2/5/20

Sites:

Foscoe: Current site on hold due to real estate issues, actively working with FD and tower consultant to find other viable options

Sampson: Final lease being reviewed by the owner, all terms are agreeable at this time just waiting for their signature and submittal to the Commissioners for their review

Rich/Buckeye: Both sites favorable for use in a new system

Meat Camp/Todd: A site has been identified that could fix a large hole in the Meat Camp/Todd area that currently cannot be covered by Watauga or Ashe

VHF Issues:

- Current frequency pairs will require relicensing for simulcast capability and on new sites
 - o FCC has given us the following feedback
 - ERP will be turned down to between 15-25w depending on the site
 - Will require between 5 and 11 Letters of Concurrence per pair
 - There may not be 5 pairs available, we are currently trying to relicense at least two VHF pairs
- As Ashe County's system is further tested, it is apparent that several unforeseen challenges are present
 - o Geography (our elevation) allows not only for long transmission, but also interference that is unintended from areas that have large VHF systems (VA and WV being two big players)
 - o Interference on our own channel cannot be controlled without reduction in coverage and reliability
- If licensing and interference concerns could be met, due to the historical lack of a spectrum plan in VHF by the FCC, the pairs may not work together in a combiner. This is the case with some of our current licensed pairs that went through before being submitted for re-licensing
- Maintain at least 1 VHF pair for paging of all agencies. If a 2nd VHF pair is possible, then use as a tac channel for agencies that do not have 800Mhz capability or where it isn't adequate.
- We have requested 2 VHF pairs and 5 800Mhz pairs to have for planning purposes

Explore:

- Expand Viper system and use it exclusively (minus paging)
- Hybrid Viper and our own 800Mhz analog system
- Cost vs. Benefit of system options including impacts on subscriber units, current sites, additional sites, etc.



February 3, 2020

Attn: Board of County Commissioners
Deron Geoque, County Manager

Re: Early Childhood Education and Development Funding

It is with great privilege to share with you the progress that has been made towards building a comprehensive and innovative early childhood system in Watauga County. When we support them in their earliest years, infants grow into healthy kids who are confident, empathetic, and ready for school and life—and our communities, workforce, and economy become stronger and more productive. It's not just infants, toddlers, and their families who benefit when we start early—it's the entire community. When we invest in the first three years of a child's life, the returns for communities are the highest, and we can reduce the need for more expensive interventions later. In addition, the workforce relief these programs can provide makes a measurable impact on today's workforce and economy through employees who are less stressed to perform their jobs and more efficient, helping to bolster the local economy and workforce.

Over the course of the past year, the Prenatal to Three (PN-3) Stakeholder group (see Attachment I) has been meeting regularly to develop and monitor a county action plan for young children and their families. This group is comprised of community leaders, early childhood advocates, policy makers, administrators, and parents and has been meeting since late 2018 with the primary goal of advancing promising policies and programs that ensure every parent has the support they need to give their children a strong start in life. With support from the National Collaborative for Infants and Toddlers and the National Association of Counties, Watauga County is one of 29 counties in the country to be selected to be a part of this national initiative to move the needle for babies and toddlers in our community.

There are two goals for our work for FY19-20 that county funding has supported (see Attachment II):

- **Quality Care and Learning:** Development of local Accreditation Program for Child Care Centers
This focus area will increase the quality of *existing* local early childhood programs by advancing the education and compensation of early education teachers in Watauga County while also focusing on positive teacher/child interactions. It is also the **foundation to building** a more robust early childhood system in our county that is high quality, affordable, and accessible for families.
- **Supported Families:** Implementation of a universal system of supports for families reaching every mother and child at or before birth with needed information, assessments, referrals, and access to services that offer each child a strong start. Universal home visiting reduces stigma and embraces the fact that families want and need support. This focus area will serve as the **foundation for a** robust home visiting system that includes both universal (all) and intensive (some) models and creates a safety net for families identified as having risk factors.



In addition to these goals, four priority areas were set by the Watauga PN-3 Stakeholder group that will help to drive the work and funding needs going forward (see Attachment III). These include:

- Collaborate with community leaders and stakeholders for a coordinated system approach with a specific focus on Prenatal to age 3;
- Address issues of child care quality, accessibility, and affordability, both for providers in a sustainable business model and for families in access to care with an emphasis on infant and toddler slots/programs;
- Implementation of a universal family connection and referral strategy which provides initial screening and referrals for maternal depression, early care and education, and child health and developmental services to all newborns in Watauga County;
- Increase availability of evidence-based models of home visiting and parent education for families with young children ages birth to 3 with an emphasis on those impacted by trauma, poverty and addiction.

In order to advance the priorities identified by this group there is a need for increased local investments in the work. **The Early Childhood Education and Development Investment Fund** was established as a mechanism to leverage private dollars in order to drive greater public investments. This fund will be held and managed by the Children's Council of Watauga County and is a mechanism to leverage private dollars toward the initiative. Allocations can be made bi-annually to projects or programs that are in alignment with the goals and priorities of the fund and as recommended by the Early Childhood Education and Development Committee. The purpose of the Early Childhood Education and Development Committee is to make policy and funding recommendations to the Children's Council of Watauga County Board of Directors for Watauga County's Early Childhood Education and Development Investment Fund.

The Committee shall consist of eleven (11) members upon application as follows:

- one (1) member of the Watauga County Board of Commissioners;
- one (1) member of Municipal government;
- one (1) Chamber of Commerce professional;
- two (2) business community professionals;
- one (1) economic development professional;
- one (1) funder or community investment professional;
- one (1) parent;
- one (1) pediatrician or medical professional in service to young children;
- one (1) professor or higher education professional;
- one (1) professional or retiree from the field of early childhood education.



The Children's Council was chosen to serve as the administrator for the Watauga County Early Childhood Education and Development Investment fund due to its credibility, reputation, and function in the community. The Children's Council serves as the Smart Start and NC Pre-Kindergarten contract administrator for the *state of North Carolina* for early childhood education (Birth to age 5) through state level contracts with the North Carolina Partnership for Children (NCPC or Smart Start) and the North Carolina Division of Child Development and Early Education (NCDCDEE). It is important to understand that while the Children's Council of Watauga County is a 501c3, the organization is held to rigorous fiscal and programmatic accountability standards through this role. Legislation requires that Smart Start organizations be set up as 501c3 entities in order to be able to leverage additional dollars for early childhood initiatives. The following is taken directly from the North Carolina General Statutes that describes the intention and use of these public dollars (see Attachment IV):

The General Assembly finds, upon consultation with the Governor, that every child can benefit from, and should have access to, high-quality early childhood education and development services. The economic future and well-being of the State depend upon it. To ensure that all children have access to high-quality early childhood education and development services, the General Assembly further finds that:

- (1) Parents have the primary duty to raise, educate, and transmit values to young preschool children;
- (2) The State can assist parents in their role as the primary caregivers and educators of young preschool children; and
- (3) There is a need to explore innovative approaches and strategies for aiding parents and families in the education and development of young preschool children. [1993, c.321, s. 254(a); 1998-212, s. 12.37B(a).]

State funding for local partnerships shall also be used for evidence-based or evidence-informed programs for children from birth to five years of age that do the following:

- (1) Increase children's literacy.
- (2) Increase the parents' ability to raise healthy, successful children.
- (3) Improve children's health.
- (4) Assist four- and five-star-rated facilities in improving and maintaining quality.

There is a general consensus and understanding that education begins at birth. Early childhood education initiatives in Watauga County continue to be grossly underfunded by the state and the county. In the continuum of education, our youngest children deserve a coordinated, high quality system that works in partnership with the county schools and community college. **This request is for early childhood education to become a priority and regular EDUCATION appropriation in the county budget and for the Children's Council to be the administrator of those funds.** Allocations made to the early childhood education priority will be managed by the Children's Council and directed towards the identified priority areas as described above.



Local communities have a significant role to play in the North Carolina General Assembly's charge to ensure that all children have access to high-quality early childhood education and development services. While we have seen increased investments from the county over the past couple of years, there is a **unique opportunity for this Board of Commissioners to take bold action** for young children and their families in our county. Strong and robust early childhood programs and services are the foundation for a thriving and resilient community. Early childhood education investments support economic development, workforce development, as well as infrastructure development for the county.

The third goal identified by the PN-3 Stakeholder group is to build political will to commit resources to prenatal to three priorities *and* develop a plan for sustained investment among stakeholders. It is our request that the county explore potential local financing streams that can be dedicated to this priority. In addition to the option to include early childhood education as part of the line item budget, there are a number of innovative strategies that have been used in other communities to "increase the pie" (see Attachment V). We will continue to work closely with county leadership to support our recommendations and develop a plan for increased investments over the next 3-5 years (see Attachment VI).

In closing, on behalf of the PN-3 Stakeholder group and the Children's Council of Watauga County's Board of Directors, we thank you for your continued engagement and leadership in promoting investments for young children and their families. We are hopeful that you will see the need and the opportunity to act with confidence as we have developed a solid infrastructure and action plan for moving forward. The Children's Council is well equipped to be a good steward of public funds directed towards these priorities. With your support, we are ready to take the lead for the county and scale programs and services for infants and toddlers in our community to build a better future for all.

In Gratitude,

Crystal Kelly
Director of Strategic Initiatives

Elisha Childers
Executive Director

Members of PN-3 Stakeholder Group

Elevate Watauga

Dr. Scott Elliott, WCS Superintendent
Dr. Denise Brewer, Chair of Child and Family Studies, Appalachian State University
Joe Furman, Director, Watauga County Planning & Inspections and Economic Development
David Jackson, CEO Boone Chamber of Commerce
Dr. Gary Childers, WCS School Board Representative
Brenda Reese, WCS School Board Representative
Mary Scott, Associate Director, Children's Council of Watauga County
Marshall Ashcraft, Boone Town Council
Marti Phillips, Executive Director of High Country United Way
Crystal Kelly, Pritzker Fellow, National Collaborative for Infants and Toddlers
Eiisha Freeman, Executive Director of Children's Council of Watauga County
Murray Hawkinson, Clinical Director of Daymark Recovery Services
Jennifer Herman, Executive Director of OASIS
Diane Deal, Watauga County Clerk of Court
Julie Peck, Director of Children's Developmental Services Agency
Athalia Whitworth, Parent and Small Business Owner
Deron Geoque, Watauga County Manager
Billy Kennedy, Watauga County Commissioner
Maria Julian, Parent
Roberta Yates, Quality Support Specialist, Children's Council of Watauga County
Jennifer Greene, Health Director of Appalachian District Health Department
Kelly Welsh, Clinical Director of Appalachian District Health Department
Nicole Young, Service Coordinator for the Children's Developmental Services Agency
Christelle Marsh, Service Coordinator for the Children's Developmental Services Agency
Hunter Varipapa, Early Care and Education Director for the Children's Council
Allison Rollans, Owner of High Country Doula
Mandy White, Director of Early Childhood Education, Caldwell Community College
Jessica Snead, Maternity Care Coordinator, AppHealthCare
Adam Hege, Department of Public Health, Appalachian State University
Kelly Reed-Ashcraft, Department of Social Work, Appalachian State University
Linda Albritton, Early Childhood Education, Caldwell Community College
Lee Marshall, Child Care Consultant, NC Division of Child Development and Early Education
Jennifer Schroeder, Director of Preparedness and Special Projects, AppHealthCare
Andrea Anderson, Director of Lucy Brock, Appalachian State University
Moriah Stegall, Director of Child Development Center, Appalachian State University
Lori Ludwig, Performance Blueprints
Robin Triplett, Family Services Coordinator, Children's Council of Watauga County

The PN-3 Stakeholder group meets at least quarterly to review action plan and work on priority areas. During the 2019 calendar year, much of the work was in the planning stage. In addition, there are three advisory groups focused on each of the goals identified in the action plan. These advisory groups meet more often and report back to the larger group. As we move into 2020, the larger stakeholder group is moving into the implementation phase.

Key Accomplishments:

- Established a name for the initiative: Elevate Watauga
- Watauga County Commissioners unanimously passed Resoution to Promote Investments in Young Children and their Families
- Development of Resource Map of Early Childhood System
- Development of Local Action plan and guiding priorities for funding
- Development of Early Childhood Education and Development Investment Fund
- Establishment of Watauga PN-3 Funding Strategy
- Establishment of Local Accreditation Standards for High Quality Early Learning Settings
- Establishment of Universal Home Visiting Program -- Family Connects (Launch date February 2020) with innovative partnership between key stakeholders

**Watauga County PN-3 Early Childhood System Building
2019-2020 Update**

STRATEGIC VISION for early childhood education and development in Watauga County: *To build a comprehensive and innovative early childhood system that reaches all families beginning at birth through public/private investments.*

Priorities/Goals for Watauga County’s PN-3 Early Childhood System

- To advance a continuum of PN-3 home visiting and parent education models and intensity, with equitable access to families in need and seeking the services;
- To increase the quality and accessibility of child care in the county;
- To support and professionalize the early childhood workforce and create a county-wide accreditation program for early learning centers that is subsidized by public dollars;
- To maintain and finance a system that ensures equity across capacity, quality, and services implemented in the county;
- To increase private investments in order to continue to leverage public funds and maximize resources;
- To develop and operationalize strategies that support efficiency in operations, allow for leveraging of model impacts and implementation approaches, and are continuously informed by outcomes for children and families.
- To serve as a model for the state.

2019-2020 Goal:	Activities and Accomplishments
Focus Area: Quality Care and Learning	
<p>Development of local Accreditation Program for Child Care Centers in Watauga County.</p> <ul style="list-style-type: none"> ● Must be 4 or 5 stars ● Lead teachers have a minimum of AA degree in Early Childhood Degree ● Lead teachers paid minimum of \$12/hour ● Actively participate in Children’s Council professional development cohort 	<p>Developed accreditation program standards for local centers that are more rigorous than state standards of quality;</p> <p>Implemented the “Pathways to Accreditation” program to support centers in meeting these higher standards. Provide free trainings, technical assistance, substitute teachers, classroom materials, and financial incentives.</p> <p>Secured funding through the state for two Infant/Toddler Technical Assistance Specialists to work intensely with identified centers/teachers;</p> <p>6 child care centers and 3 family childcare homes are actively enrolled (out of 12 that are eligible to participate) and working towards accreditation (75% of 4 or 5 star centers are active);</p> <p>Set and measure system against benchmarks of success in scaling up the continuum of programs that are on boarded to the program. Developed 3-5 year plan for scaling up.</p>

**Watauga County PN-3 Early Childhood System Building
2019-2020 Update**

<p>Increase the quality of <i>existing</i> local early childhood programs by advancing the education and compensation of early education teachers in Watauga County while also focusing on positive teacher/child interactions.</p> <p><i>“I have enjoyed the Pathways Cohorts. I have learned a lot of different techniques that I have used in my classroom. I am excited about all of the other strategies I will learn in future cohorts.”</i></p>	<p>Increase in the number of lead teachers making at least \$12/hour from 53% to 100%.</p> <p>Increase in the number of lead teachers with at least an AA degree or working toward it from 79% to 100%.</p> <p>96% of lead teachers participating in Pathways and receiving enhancement money stayed in their current job or in the ECE field in Watauga County.</p> <p>42 ECE teachers benefitted from quality improvement services in FY 2018-2019.</p> <p>Leveraged state and local public funds to subsidize centers that meet accreditation requirements (versus subsidizing individual children).</p> <p>Initiative in alignment with bi-partisan bill H882 that was passed by the NC House in a unanimous 111-0 vote.</p> <p>Increase in responsive caregiving and emotional, instructional and behavioral support (increase shown in <u>all</u> CLASS categories).</p>
<p>Focus Area: Supported Families</p>	
<p>Implementation of a universal system of supports for families reaching every mother and child at or before birth with needed information, assessments, referrals, and access to services that offer each child a strong start.</p>	<p>Secured contract with the Duke Center for Child and Family Health to explore feasibility of bringing Family Connects model to Watauga County. Center provides ongoing planning and implementation technical assistance through Blue Cross Blue Shield funding.</p> <p>Established partnerships with AppHealthCare, Watauga Medical Center, Blue Ridge Pediatrics, and Harmony for Women to deliver the evidence based Family Connects model.</p> <p>Secured \$15,000 of private dollars towards this priority.</p> <p>Set to launch Family Connects (universal home visiting program) in February 2020.</p> <p>Health Dept. submitted successful application to the state to secure funding for the clinical implementation of Family Connects through the Division of Public Health, Women and Children’s Health branch effective July 2020 (2 year grant).</p> <p>Appalachian Regional Healthcare Foundation created a promotional video for fundraising for</p>

**Watauga County PN-3 Early Childhood System Building
2019-2020 Update**

	the program and continues to show widespread support for this strategy.
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For the FY 2019-2020, Watauga County funds have been used for the following:

- rate enhancements for child care centers who meet accreditation standards but are not eligible for state enhancements;
- substitute reimbursements for teachers to be able to participate in required trainings;
- quality enhancement items for centers (classroom materials, curriculum, trainings, etc.)
- coordination, implementation, and quality assurance of the child care initiative to ensure centers meet requirements and use funds in an allowable way;
- start up costs for Family Connects (i.e. nursing supplies, IT, marketing for program, training and travel for nurses, etc.);

Watauga County funds have been used to build a stronger foundation for the early childhood system we are building in our community. Through continued, sustained, and increased investments we will be able to actualize our vision that ALL families will have access to a system of supports, beginning at birth. By investing in stronger early childhood programs, with a specific focus on strengthening child care quality and increasing access, as well as providing a menu of supports for families with young children, we will succeed at being a county that is known for our excellent education system that begins at birth. Your investments will be used to continue to scale and increase access for all.

EARLY CHILDHOOD EDUCATION AND DEVELOPMENT INVESTMENT FUND

Watauga County's investments in early childhood education and development.

Funding Priorities

The Watauga County PN-3 Stakeholder group has identified the following priorities related to this Early Childhood Systems Building Action Plan:

- Collaborate with community leaders and stakeholders for a coordinated system approach with a specific focus on Prenatal to age 3;
- Address issues of child care quality, accessibility, and affordability, both for providers in a sustainable business model and for families in access to care with an emphasis on infant and toddler slots/programs;
- Implementation of a universal family connection and referral strategy which provides initial screening and referrals for maternal depression, early care and education, and child health and developmental services to all newborns in Watauga County;
- Increase availability of evidence-based models of home visiting and parent education for families with young children ages birth to 3 with an emphasis on those impacted by trauma, poverty and addiction.

Description	<p>The purpose of the Early Childhood Education and Development Committee is to make policy and funding recommendations to the Children’s Council of Watauga County Board of Directors for Watauga County’s Early Childhood Education and Development Investment Fund.</p> <p>The Committee shall consist of eleven (11) members upon application as follows:</p> <p>one (1) member of the Watauga County Board of Commissioners; one (1) member of Municipal government; one (1) Chamber of Commerce professional; two (2) business community professionals; one (1) economic development professional; one (1) funder or community investment professional; one (1) parent; one (1) pediatrician or medical professional in service to young children; one (1) professor or higher education professional; one (1) professional or retiree from the field of early childhood education.</p>
Positions	11
Term Length	2 years
Number of Terms	3
Location of Fund	Fund will be held and managed by the Children’s Council of Watauga County. Allocations can be made bi-annually to projects or programs that are in alignment with the goals and priorities of the fund and as recommended by the Early Childhood Education and Development Committee.

Committee Members	
Role	Member
Commissioner	Billy Kennedy
Municipal Government	Shane Fox
Chamber of Commerce	David Jackson
Business/Economic Development	Joe Furman
Business/Economic Development	Jason Triplett
Business/Economic Development	vacant
Funder/Community Investment	Kindsay Reeder
Parent	Maria Julian
Pediatrician/Medical Professional	Dr. Molly Benedum
Higher Education	Dr. Pam Shue
Early Childhood Professional	Crystal Kelly

THE NORTH CAROLINA PARTNERSHIP FOR CHILDREN, INC.

SMART START LEGISLATION As of the 2018 Legislative Session

For budget information resulting from the 2018 legislative session, go to
<https://www.ncleg.net/Sessions/2017/Bills/Senate/PDF/S99v6.pdf>

Codified Language

(“Codified” means this language appears in the North Carolina General Statutes and does not change at the end of each legislative session. Passages that are in **boldface and underlined** represent changes made to this language during the **2018** legislative session by **Session Law 2018-5**. Language that has expired or been deleted is **not** included in this document. The appropriation bill this session is **Senate Bill 99**.)

EARLY CHILDHOOD INITIATIVES

§ 143B-168.10. Early childhood initiatives; findings.

The General Assembly finds, upon consultation with the Governor, that every child can benefit from, and should have access to, high-quality early childhood education and development services. The economic future and well-being of the State depend upon it. To ensure that all children have access to high-quality early childhood education and development services, the General Assembly further finds that:

- (1) Parents have the primary duty to raise, educate, and transmit values to young preschool children;
- (2) The State can assist parents in their role as the primary caregivers and educators of young preschool children; and
- (3) There is a need to explore innovative approaches and strategies for aiding parents and families in the education and development of young preschool children. [1993, c.321, s. 254(a); 1998-212, s. 12.37B(a).]

§ 143B-168.10C. Adjustments to NC Prekindergarten Program Funds.

When developing the base budget, as defined by G.S. 143C-1-1, the Director of the Budget shall include increased funding for the NC Prekindergarten (NC Pre-K) program by an additional nine million three hundred fifty thousand dollars (\$9,350,000) for the 2019-2020 fiscal year and by an additional eighteen million seven hundred thousand dollars (\$18,700,000) for the 2020-2021 fiscal year. An appropriation under this section is a statutory appropriation as defined in G.S. 143C-1-1(d)(28).

§ 143B-168.11. Early childhood initiatives; purpose; definitions.

- (a) The purpose of this Part is to establish a framework whereby the General Assembly, upon

consultation with the Governor, may support through financial and other means, the North Carolina Partnership for Children, Inc. and comparable local partnerships, which have as their missions the development of a comprehensive, long-range strategic plan for early childhood development and the provision, through public and private means, of high-quality early childhood education and development services for children and families. It is the intent of the General Assembly that communities be given the maximum flexibility and discretion practicable in developing their plans while remaining subject to the approval of the North Carolina Partnership and accountable to the North Carolina Partnership and to the General Assembly for their plans and for the programmatic and fiscal integrity of the programs and services provided to implement them.

(b) The following definitions apply in this Part:

(1) Board of Directors. -- The Board of Directors of the North Carolina Partnership for Children, Inc.

(2) Department. -- The Department of Health and Human Services.

(2a) Early Childhood. -- Birth through five years of age.

(3) Local Partnership. A county or regional private, nonprofit 501(c)(3) organization established to coordinate a local demonstration project to provide ongoing analyses of their local needs that must be met to ensure that the developmental needs of children are met in order to prepare them to begin school healthy and ready to succeed, and, in consultation with the North Carolina Partnership and subject to the approval of the North Carolina Partnership, to provide programs and services to meet these needs under this Part, while remaining accountable for the programmatic and fiscal integrity of their programs and services to the North Carolina Partnership.

(4) North Carolina Partnership. -- The North Carolina Partnership for Children, Inc.

(5) Secretary. -- The Secretary of Health and Human Services. (1993, c. 321, s. 254 (a); 1993 (reg.sess., 1994), c. 766, s.1; 1997-443, s. 11A.118 (a); 1998-212, s. 12.37B (a).)

§ 143B-168.12. North Carolina Partnership for Children, Inc.; conditions.

(a) In order to receive State funds, the following conditions shall be met:

(1) The North Carolina Partnership shall have a Board of Directors consisting of the following 26 members:

- a. The Secretary of Health and Human Services, ex officio, or the Secretary's designee.
- b. Repealed by Session Laws 1997, c. 443, s.11A.105.
- c. The Superintendent of Public Instruction, ex officio, or the Superintendent's designee.
- d. The President of the Community Colleges System, ex officio, or the President's designee.
- e. Three members of the public, including one child care provider, one other who is a parent, and one other who is a board chair of a local partnership serving on the North Carolina Partnership local partnership advisory committee, appointed by the General Assembly upon recommendation of the President Pro Tempore of the Senate.
- f. Three members of the public, including one who is a parent, one other who is representative of the faith community, and one other who is a board chair or designee of the board chair of a local partnership serving on the North Carolina Partnership local partnership advisory committee, appointed by the General Assembly upon recommendation of the Speaker of the House of Representatives (SB 119 – 2015).
- g. Twelve members, appointed by the Governor. Three of these 12 members shall be members of the Party other than the Governor's party, appointed by the Governor. Seven of these 12 members shall be appointed as follows: one who is a child care provider, one other who is a pediatrician one other who is a health care provider, one other who is a parent, one other who is a member of the business community, one other who is a member representing a philanthropic agency, and one other who is an early childhood educator.

- h.** Repealed by Session Laws 1998-212, s.12.37B(a).
- h1.** The Chair of the North Carolina Partnership Board shall be appointed by the Governor.
- i.** Repealed by Session Laws 1998-212, s. 12.37B(a).
- j.** One member of the public appointed by the General Assembly upon recommendation of the Majority Leader of the Senate.
- k.** One member of the public appointed by the General Assembly upon recommendation of the Majority Leader of the House of Representatives.
- l.** One member of the public appointed by the General Assembly upon recommendation of the Minority Leader of the Senate.
- m.** One member of the public appointed by the General Assembly upon recommendation of the Minority Leader of the House of Representatives.
- n.** The Director of the NC Pre-K Program, or the Director's designee.

All members appointed to succeed the initial members and members appointed thereafter shall be appointed for three-year terms. Members may succeed themselves.

All appointed board members shall avoid conflicts of interests and the appearance of impropriety. Should instances arise when a conflict may be perceived, any individual who may benefit directly or indirectly from the North Carolina Partnership's disbursement of funds shall abstain from participating in any decision or deliberations by the North Carolina Partnership regarding the disbursement of funds.

All ex officio members are voting members. Each ex officio member may be represented by a designee. These designees shall be voting members. No members of the General Assembly shall serve as members.

The North Carolina Partnership may establish a nominating committee and, in making their recommendations of members to be appointed by the General Assembly or by the Governor, the President Pro Tempore of the Senate, the Speaker of the House of Representatives, the Majority Leader of the Senate, the Majority Leader of the House of Representatives, the Minority Leader of the Senate, the Minority Leader of the House of Representatives, and the Governor shall consult with and consider the recommendations of this nominating committee.

The North Carolina Partnership may establish a policy on members' attendance, which policy shall include provisions for reporting absences of at least three meetings immediately to the appropriate appointing authority.

Members who miss more than three consecutive meetings without excuse or members who vacate their membership shall be replaced by the appropriate appointing authority, and the replacing member shall serve either until the General Assembly and the Governor can appoint a successor or until the replaced member's term expires, whichever is earlier.

The North Carolina Partnership shall establish a policy on membership of the local boards. No member of the General Assembly shall serve as a member of a local board. Within these requirements for local board membership, the North Carolina Partnership shall allow local partnerships that are regional to have flexibility in the composition of their boards so that all counties in the region have adequate representation. *(Note: These changes made with Session Law 2003-397§10.38.(1))*

All appointed local board members shall avoid conflicts of interests and the appearance of impropriety. Should instances arise when a conflict may be perceived, any individual who may benefit directly or indirectly from the partnership's disbursement of funds shall abstain from participating in any decision or deliberations by the partnership regarding the disbursement of funds.

(2) The North Carolina Partnership and the local partnerships shall agree to adopt procedures for its operations that are comparable to those of Article 33C of Chapter 143 of the General Statutes, the Open Meetings Law, and Chapter 132 of the General Statutes, the Public Records Law, and provide for enforcement by the Department. The

procedures may provide for the confidentiality of personnel files comparable to Article 7 of Chapter 126 of the General Statutes.

(3) The North Carolina Partnership shall oversee the development and implementation of the local demonstration projects as they are selected and shall approve the ongoing plans, programs, and services developed and implemented by the local partnerships and hold the local partnerships accountable for the financial and programmatic integrity of the programs and services. The North Carolina Partnership may contract at the State level to obtain services or resources when the North Carolina Partnership determines it would be more efficient to do so.

In the event that the North Carolina Partnership determines that a local partnership is not fulfilling its mandate to provide programs and services designed to meet the developmental needs of children in order to prepare them to begin school healthy and ready to succeed and is not being accountable for the programmatic and fiscal integrity of its programs and services, the North Carolina Partnership may suspend all funds to the partnership until the partnership demonstrates that these defects are corrected. Further, at its discretion, the North Carolina Partnership may assume the managerial responsibilities for the partnership's programs and services until the North Carolina Partnership determines that it is appropriate to return the programs and services to the local partnership.

(4) The North Carolina Partnership shall develop and implement a comprehensive standard fiscal accountability plan to ensure the fiscal integrity and accountability of State funds appropriated to it and to the local partnerships. The standard fiscal accountability plan shall, at a minimum, include a uniform, standardized system of accounting, internal controls, payroll, fidelity bonding, chart of accounts, and contract management and monitoring. The North Carolina Partnership may contract with outside firms to develop and implement the standard fiscal accountability plan. All local partnerships shall be required to participate in the standard fiscal accountability plan developed and adopted by the North Carolina Partnership pursuant to this subdivision.

~~(5) The North Carolina Partnership shall develop a regional accounting and contract management system which incorporates features of the required standard fiscal accountability plan described in subdivision (4) of subsection (a) of this section. All local partnerships shall participate in the regional accounting and contract management system. (Repealed by Session Law 2011-145 10.7.(b))~~

(6) The North Carolina Partnership shall develop a formula for allocating direct services funds appropriated for this purpose to local partnerships.

(7) The North Carolina Partnership may adjust its allocations by up to ten percent (10%) on the basis of local partnerships' performance assessments. In determining whether to adjust its allocations to local partnerships, the North Carolina Partnership shall consider whether the local partnerships are meeting the outcome goals and objectives of the North Carolina Partnership and the goals and objectives set forth by the local partnerships in their approved annual program plans.

The North Carolina Partnership may use additional factors to determine whether to adjust the local partnerships' allocations. These additional factors shall be developed with input from the local partnerships and shall be communicated to the local partnerships when the additional factors are selected. These additional factors may include board involvement, family and community outreach, collaboration among public and private service agencies, and family involvement.

On the basis of performance assessments, local partnerships annually shall be rated 'superior', 'satisfactory', or 'needs improvement'.

The North Carolina Partnership may contract with outside firms to conduct the performance assessments of local partnerships.

(8) The North Carolina Partnership shall establish a local partnership advisory committee comprised of

15 members. Eight of the members shall be chosen from past board chairs or duly elected officers currently serving on local partnerships' board of directors at the time of appointment and shall serve three-year terms. Seven of the members shall be staff of local partnerships. Members shall be chosen by the Chair of the North Carolina Partnership from a pool of candidates nominated by their respective boards of directors. The local partnership advisory committee shall serve in an advisory capacity to the North Carolina Partnership and shall establish a schedule of regular meetings. Members shall be chosen from local partnerships on a rotating basis. The advisory committee shall annually elect a chair from among its members. *(Note: These changes made at Session Law 2003-397 10.38.(m))*

(9) This section was repealed by Session law 2001-424. Section 21.75. (h) effective July 1, 2001.

(b) The North Carolina Partnership shall be subject to audit and review by the State Auditor under Article 5A of Chapter 147 of the General Statutes. The State Auditor shall conduct annual financial and compliance audits of the North Carolina Partnership.

(c) The North Carolina Partnership shall require each local partnership to place in each of its contracts a statement that the contract is subject to monitoring by the local partnership and North Carolina Partnership, that contractors and subcontractors shall be fidelity bonded, unless the contractors or subcontractors receive less than one hundred thousand dollars (\$100,000) or unless the contract is for child care subsidy services, that contractors and subcontractors are subject to audit oversight by the State Auditor, and that contractors and subcontractors shall be subject to the requirements of G.S. 143C-6-22. Organizations subject to G.S. 159-34 shall be exempt from this requirement.

(d) The North Carolina Partnership for Children, Inc. shall make a report no later than December 1 of each year to the General Assembly that shall include the following:

- (1) A description of the program and significant services and initiatives.
- (2) A history of Smart Start funding and the previous fiscal year's expenditures.
- (3) The number of children served by type of service.
- (4) The type and quantity of services provided.
- (5) The results of the previous year's evaluations of the Initiatives or related programs and services.
- (6) A description of significant policy and program changes.
- (7) Any recommendations for legislative action.

(e) The North Carolina Partnership shall develop guidelines for local partnerships to follow in selecting capital projects to fund. The guidelines shall include assessing the community needs in relation to the quantity of child care centers, assessing the cost of purchasing or constructing new facilities as opposed to renovating existing facilities, and prioritizing capital needs such as construction, renovations, and playground equipment and other amenities. [1993, c.321, s. 254 (a); 1993 (Reg. Sess., 1994), c. 766, S. 1; 1995, c. 324, s. 27A.1; 1996, 2nd Ex. Sess., c. 18, s. 24.29(b); 1997-443, ss. 11.55 (1), 11A.105; 1998-212, s. 12.37B (a), (b); 1999-84, s. 24; 1999-237, a. 11.48(a); 2000-67, s. 11.28 (a); 2000-67, s. 11.28(a); 2001-424, ss. 21.75(h), 21.75(i); 2002-126, s. 10.55(d).]

(f) The North Carolina Partnership for Children Inc, shall establish uniform guidelines and a reporting format for local partnerships to document the qualifying expenses occurring at the contractor level. Local partnerships shall monitor qualifying expenses to ensure they have occurred and meet the requirements prescribed in this subsection. *[Note: This paragraph was previously included in session law. It was put into General Statute by session law 2003-397 section 10.38.(n).]*

§ 143B-168.13. Implementation of program; duties of Department and Secretary.

The Department shall:

(1) Repealed by Session Laws 1998-212, s.12.37B (a), effective October 30, 1998.

(1a) Develop and conduct a statewide needs and resource assessment every third year, beginning in the 1997-98 fiscal year. This needs assessment shall be conducted in cooperation with the North

Carolina Partnership and with the local partnerships. This needs assessment shall include a statewide assessment of capital needs. The Department may contract with an independent firm to conduct the needs assessment. The needs assessment shall be conducted in a way which enables the Department and the North Carolina Partnership to review, and revise as necessary, the total program cost estimate and methodology. The data and findings of this needs assessment shall form the basis for annual program plans developed by local partnerships and approved by the North Carolina Partnership. A report of the findings of the needs assessment shall be presented to the General Assembly prior to April 1, 1999, and every three years after that date.

(2) Recodified as (a) (1a) by Session Laws 1998-212, s. 12.37B (a).

(2a) Develop and maintain an automated, publicly accessible database of all regulated child care programs.

(3) Repealed by Session Laws 1997, c. 443, s. 11.55(m).

(4) Adopt, in cooperation with the North Carolina Partnership, any rules necessary to implement this Part, including rules to ensure that State leave policy is not applied to the North Carolina Partnership and the local partnerships. In order to allow local partnerships to focus on the development of long-range plans in their initial year of funding, the Department may adopt rules that limit the categories of direct services for young children and their families for which funds are made available during the initial year.

(5) Repealed by Session Laws 1996, Second Extra Session, c. 18, s. 24.29(c).

(6) "Annually update its funding formula, in collaboration with the North Carolina Partnership for Children Inc., using the most recent data available. These amounts shall serve as the basis for determining 'full funding' amounts for each local partnership."

(b) Repealed by Session Laws 1998-212, s. 12.37B(a), effective October 30, 1998. [1993 (Reg. Sess., 1994), c. 766, s.1; 1996, 2nd Ex. Sess., c. 18, s. 24.29(c); 1997-443, s. 11.55(m); 1998-212, s. 12.37B(a), (b); 2000-67, s. 11.28(b).]

"§ 143B-168.14. Local partnerships; conditions.

(a) In order to receive State funds, the following conditions shall be met:

(1) Each local partnership shall develop a comprehensive, collaborative, long-range plan of services to children and families in the service-delivery area. No existing local, private, nonprofit 501(c)(3) organization, other than one established on or after July 1, 1993, and that meets the guidelines for local partnerships as established under this Part, shall be eligible to apply to serve as the local partnership for the purpose of this Part. The Board of the North Carolina Partnership may authorize exceptions to this eligibility requirement.

(2) Each local partnership shall agree to adopt procedures for its operations that are comparable to those of Article 33C of Chapter 143 of the General Statutes, the Open Meetings Law, and Chapter 132 of the General Statutes, the Public Records Law, and provide for enforcement by the Department. The procedures may provide for the confidentiality of personnel files comparable to Article 7 of Chapter 126 of the General Statutes.

(3) Each local partnership shall adopt procedures to ensure that all personnel who provide services to young children and their families under this Part know and understand their responsibility to report suspected child abuse, neglect, or dependency, as defined in G.S. 7A-517.

(4) Each local partnership shall participate in the uniform, standard fiscal accountability plan developed and adopted by the North Carolina Partnership.

(b) Each local partnership shall be subject to audit and review by the North Carolina Partnership. The North Carolina Partnership shall contract for annual financial and compliance audits of local partnerships that are rated "needs improvement" in performance assessments authorized in G.S. 143B-168.12(a)(7). Local partnerships that are rated "superior" or "satisfactory" in performance assessments authorized in G.S. 143B-168.12(a)(7) shall undergo biennial financial and compliance audits as contracted for by the North Carolina Partnership. The North Carolina Partnership shall provide the State Auditor with a copy of each audit conducted pursuant to this subsection.

"§ 143B-168.15. Use of State funds.

(a) State funds allocated to local projects for services to children and families shall be used to meet assessed needs, expand coverage, and improve the quality of these services. The local plan shall address the assessed needs of all children to the extent feasible. It is the intent of the General Assembly that the needs of both young children below poverty who remain in the home, as well as the needs of young children below poverty who require services beyond those offered in child care settings, be addressed. Therefore, as local partnerships address the assessed needs of all children, they should devote an appropriate amount of their State allocations, considering these needs and other available resources, to meet the needs of children below poverty and their families.

(b) Depending on local, regional, or statewide needs, funds may be used to support activities and services that shall be made available and accessible to providers, children, and families on a voluntary basis. Of the funds allocated to local partnerships for direct services, seventy percent (70%) of the funds spent in each year shall be used in child care-related activities and early childhood education programs that improve access to child care and early childhood education services, develop new child care and early childhood education services, and improve the quality of child care and early childhood education services in all settings.

(c) Long-term plans for local projects that do not receive their full allocation in the first year, other than those selected in 1993, should consider how to meet the assessed needs of low-income children and families within their neighborhoods or communities. These plans also should reflect a process to meet these needs as additional allocations and other resources are received.

(d) State funds designated for start-up and related activities may be used for capital expenses or to support activities and services for children, families, and providers. State funds designated to support direct services for children, families, and providers shall not be used for major capital expenses unless the North Carolina Partnership approves this use of State funds based upon a finding that a local partnership has demonstrated that (i) this use is a clear priority need for the local plan, (ii) it is necessary to enable the local partnership to provide services and activities to underserved children and families, and (iii) the local partnership will not otherwise be able to meet this priority need by using State or federal funds available to that local partnership. The funds approved for capital projects in any two consecutive fiscal years may not exceed ten percent (10%) of the total funds for direct services allocated to a local partnership in those two consecutive fiscal years.

(e) State funds allocated to local partnerships shall not supplant current expenditures by counties on behalf of young children and their families, and maintenance of current efforts on behalf of these children and families shall be sustained. State funds shall not be applied without the Secretary's approval where State or federal funding sources, such as Head Start, are available or could be made available to that county.

(f) This section was repealed by Session Law 2001-424. Section 21.75. (g).

(g) Not less than thirty percent (30%) of the funds spent in each year of each local partnership's direct services allocation shall be used to expand child care subsidies. To the extent practicable, these funds shall be used to enhance the affordability, availability, and quality of child care services as described in this section. The North Carolina Partnership may increase this percentage requirement up to a maximum of fifty percent (50%) when, based upon a significant local waiting list for subsidized child care the North Carolina Partnership determines a higher percentage is justified. Local partnerships shall spend an amount for child care subsidies that provides at least fifty-two million dollars (\$52,000,000) for the Temporary Assistance to Needy Families (TANF) maintenance of effort requirement and the Child Care Development Fund and Block Grant match requirement. [1993 (Reg.

Sess.,1994), c. 766, s. 1; 1995, c. 509, s. 97; 1996, 2nd Ex. Sess., c. 18, s. 24.29(e); 1997-443, s. 11.55(n); 1997-506, s. 60; 1998-212, s. 12.37B(a), (b); 1999-237, s. 11.48(o); 2000-67, ss.11.28(c), 11.28(d); 2001-424, s. 21.75 (g); 2014-100 s. 12B.2.(b).]

(h) State funds allocated to local partnerships that are unexpended at the end of a fiscal year shall remain available to the North Carolina Partnership for Children, Inc., to reallocate to local partnerships.

§ 143B-168.16. Home-centered services; consent.

No home-centered services including home visits or in-home parenting training shall be allowed under this Part unless the written, informed consent of the participating parents authorizing the home-centered services is first obtained by the local partnership, educational institution, local school administrative unit, private school, not-for-profit organization, governmental agency, or other entity that is conducting the parenting program. The participating parents may revoke at any time their consent for the home-centered services.

The consent form shall contain a clear description of the program including (i) the activities and information to be provided by the program during the home visits, (ii) the number of expected home visits, (iii) any responsibilities of the parents, (iv) the fact, if applicable, that a record will be made and maintained on the home visits, (v) the fact that the parents may revoke at any time the consent, and (vi) any other information as may be necessary to convey to the parents a clear understanding of the program.

Parents at all times shall have access to any record maintained on home-centered services provided to their family and may place in that record a written response to any information with which they disagree that is in the record. [1993 (Reg. Sess., 1994), c. 766, s. 1.]

Part 10C. Child Care Subsidy.

§ 143B-168.25. Child care funds matching requirements.

No local matching funds may be required by the Department of Health and Human Services as a condition of any locality's receiving its initial allocation of child care funds unless federal law requires a match. If the Department reallocates additional funds above twenty-five thousand dollars (\$25,000) to local purchasing agencies beyond their initial allocation, local purchasing agencies must provide a twenty percent (20%) local match to receive the reallocated funds. Matching requirements shall not apply when funds are allocated because of an emergency as defined in G.S. 166A-19.3(6). (2017-57, s. 11B.6.)

§ 143B-168.26. Child care revolving loan.

Notwithstanding any law to the contrary, funds budgeted for the Child Care Revolving Loan Fund may be transferred to and invested by the financial institution contracted to operate the Fund. The principal and any income to the Fund may be used to make loans, reduce loan interest to borrowers, serve as collateral for borrowers, pay the contractor's cost of operating the Fund, or pay the Department's cost of administering the program. (2017-57, s. 11B.6.)

§ 143B-168.27. Administrative allowance for county departments of social services; use of subsidy funds for fraud detection.

(a) The Department of Health and Human Services, Division of Child Development and Early Education (Division), shall fund the allowance that county departments of social services may use for administrative costs at four percent (4%) of the county's total child care subsidy funds allocated in the Child Care and Development Fund Block Grant plan or eighty thousand dollars (\$80,000), whichever is greater.

(b) Each county department of social services may use up to two percent (2%) of child care subsidy funds allocated to the county for fraud detection and investigation initiatives.

(c) The Division may adjust the allocations in the Child Care and Development Fund Block Grant according to (i) the final allocations for local departments of social services under subsection (a) of this section and (ii) the funds allocated for fraud detection and investigation initiatives under subsection (b) of this section. The Division shall submit a report on the final adjustments to the allocations of the four percent (4%) administrative costs to the Joint Legislative Oversight Committee on Health and Human Services and the Fiscal Research Division no later than September 30 of each year. (2017-57, s. 11B.6.)

Uncodified Language

(Language appearing in this section is applicable only through June 30, 2019. On that date it automatically sunsets and is no longer applicable unless the General Assembly renews it for subsequent years.) **New language from the 2018 legislative session is underlined and in bold type and is from SL 2018-5. All other language remains from SL 2017-57.**

Senate Bill 257 The Appropriations Act of 2017 Session Law 2017-57 and Senate Bill 99 The Appropriations Act of 2018 Session Law 2018-5

SMART START INITIATIVES

SECTION 11B.8.(a) Policies. – The North Carolina Partnership for Children, Inc., and its Board shall ensure policies focus on the North Carolina Partnership for Children, Inc.'s mission of improving child care quality in North Carolina for children from birth to five years of age. North Carolina Partnership for Children, Inc.-funded activities shall include assisting child care facilities with (i) improving quality, including helping one-, two-, and three-star-rated facilities increase their star ratings, and (ii) implementing prekindergarten programs. State funding for local partnerships shall also be used for evidence-based or evidence-informed programs for children from birth to five years of age that do the following:

- (1) Increase children's literacy.
- (2) Increase the parents' ability to raise healthy, successful children.
- (3) Improve children's health.
- (4) Assist four- and five-star-rated facilities in improving and maintaining quality.

SECTION 11B.8.(b) Administration. – Administrative costs shall be equivalent to, on an average statewide basis for all local partnerships, not more than eight percent (8%) of the total statewide allocation to all local partnerships. For purposes of this subsection, administrative costs shall include costs associated with partnership oversight, business and financial management, general accounting, human resources, budgeting, purchasing, contracting, and information systems management. The North Carolina Partnership for Children, Inc., shall continue using a single statewide contract management system that incorporates features of the required standard fiscal accountability plan described in G.S. 143B-168.12(a)(4). All local partnerships are required to participate in the contract management system and, directed by the North Carolina Partnership for Children, Inc., to collaborate, to the fullest extent possible, with other local partnerships to increase efficiency and effectiveness.

SECTION 11B.8.(c) Salaries. – The salary schedule developed and implemented by the North Carolina Partnership for Children, Inc., shall set the maximum amount of State funds that may be used for the salary of the Executive Director of the North Carolina Partnership for Children, Inc., and the directors of the local partnerships. The North Carolina Partnership for Children, Inc., shall base the schedule on the following criteria:

- (1) The population of the area serviced by a local partnership.
- (2) The amount of State funds administered.
- (3) The amount of total funds administered.
- (4) The professional experience of the individual to be compensated.
- (5) Any other relevant factors pertaining to salary, as determined by the North Carolina Partnership for Children, Inc.

The salary schedule shall be used only to determine the maximum amount of State funds that may be used for compensation. Nothing in this subsection shall be construed to prohibit a local partnership from using non-State funds to supplement an individual's salary in excess of the amount set by the salary schedule established under this subsection.

SECTION 11B.8.(d) Match Requirements. – The North Carolina Partnership for Children, Inc., and all local partnerships shall, in the aggregate, be required to match one hundred percent (100%) of the total amount budgeted for the program in each fiscal year of the 2017-2019 biennium. Of the funds the North Carolina Partnership for Children, Inc., and the local partnerships are required to match, contributions of cash shall be equal to at least thirteen percent (13%) and in-kind donated resources shall be equal to no more than six percent (6%) for a total match requirement of nineteen percent (19%) for each year of the 2017-2019 fiscal biennium. The North Carolina Partnership for Children, Inc., may carry forward any amount in excess of the required match for a fiscal year in order to meet the match requirement of the succeeding fiscal year. Only in-kind contributions that are quantifiable shall be applied to the in-kind match requirement. Volunteer services may be treated as an in-kind contribution for the purpose of the match requirement of this subsection. Volunteer services that qualify as professional services shall be valued at the fair market value of those services. All other volunteer service hours shall be valued at the statewide average wage rate as calculated from data compiled by the Division of Employment Security of the Department of Commerce in the Employment and Wages in North Carolina Annual Report for the most recent period for which data are available. Expenses, including both those paid by cash and in-kind contributions, incurred by other participating non-State entities contracting with the North Carolina Partnership for Children, Inc., or the local partnerships also may be considered resources available to meet the required private match. In order to qualify to meet the required private match, the expenses shall:

- (1) Be verifiable from the contractor's records.
- (2) If in-kind, other than volunteer services, be quantifiable in accordance with generally accepted accounting principles for nonprofit organizations.
- (3) Not include expenses funded by State funds.
- (4) Be supplemental to and not supplant preexisting resources for related program activities.
- (5) Be incurred as a direct result of the Early Childhood Initiatives Program and be necessary and reasonable for the proper and efficient accomplishment of the Program's objectives.
- (6) Be otherwise allowable under federal or State law.
- (7) Be required and described in the contractual agreements approved by the North Carolina Partnership for Children, Inc., or the local partnership.
- (8) Be reported to the North Carolina Partnership for Children, Inc., or the local partnership by the contractor in the same manner as reimbursable expenses.

Failure to obtain a nineteen-percent (19%) match by June 30 of each year of the 2017-2019 fiscal biennium shall result in a dollar-for-dollar reduction in the appropriation for the Program for a subsequent fiscal year. The North Carolina Partnership for Children, Inc., shall be responsible for compiling information on the private cash and in-kind contributions into a report that is submitted **by October 1 of each year** to the Joint Legislative Oversight Committee on Health and Human Services in a format that allows verification by the Department of Revenue. The same match requirements shall apply to any expansion funds appropriated by the General Assembly.

SECTION 11B.8.(e) Bidding. – The North Carolina Partnership for Children, Inc., and all local partnerships shall use competitive bidding practices in contracting for goods and services on contract amounts as follows:

- (1) For amounts of five thousand dollars (\$5,000) or less, the procedures specified by a written policy as developed by the Board of Directors of the North Carolina Partnership for Children, Inc.
- (2) For amounts greater than five thousand dollars (\$5,000), but less than fifteen thousand dollars (\$15,000), three written quotes.
- (3) For amounts of fifteen thousand dollars (\$15,000) or more, but less than forty thousand dollars (\$40,000), a request for proposal process.
- (4) For amounts of forty thousand dollars (\$40,000) or more, a request for proposal process and advertising in a major newspaper.

SECTION 11B.8.(f) Allocations. – The North Carolina Partnership for Children, Inc., shall not reduce the allocation for counties with less than 35,000 in population below the 2012-2013 funding level.

SECTION 11B.8.(g) Performance-Based Evaluation. – The Department of Health and Human Services shall continue to implement the performance-based evaluation system.

SECTION 11B.8.(h) Expenditure Restrictions. – **The Except as provided in subsection (i) of this section,** the Department of Health and Human Services and the North Carolina Partnership for Children, Inc., shall ensure that the allocation of funds for Early Childhood Education and Development Initiatives for the 2017-2019 fiscal biennium shall be administered and distributed in the following manner:

- (1) Capital expenditures are prohibited for the 2017-2019 fiscal biennium. For the purposes of this section, "capital expenditures" means expenditures for capital improvements as defined in G.S. 143C-1-1(d)(5).
- (2) Expenditures of State funds for advertising and promotional activities are prohibited for the 2017-2019 fiscal biennium. For the 2017-2019 fiscal biennium, local partnerships shall not spend any State funds on marketing campaigns, advertising, or any associated materials. Local partnerships may spend any private funds the local partnerships receive on those activities.

SECTION 11B.8.(i) Notwithstanding subsection (h) of this section, the North Carolina Partnership for Children, Inc., and local partnerships may use up to one percent (1%) of State funds for fund-raising activities. Beginning October 1, 2019, the North Carolina Partnership for Children, Inc., shall submit a report, in conjunction with the report required under subsection (d) of this section, to the Joint Legislative Oversight Committee on Health and Human Services on the use of State funds for fund-raising. The report shall include the following:

- (1) The amount of funds expended on fund-raising.**
- (2) Any return on fund-raising investments.**
- (3) Any other information deemed relevant.**

CLARIFY LANGUAGE/DOLLY PARTON'S IMAGINATION LIBRARY EARLY LITERACY INITIATIVE

SECTION 11B.5 Section 11B.9(b) of S.L. 2017-57 reads as rewritten:

SECTION 11B.9.(a) Funds allocated to the North Carolina Partnership for Children, Inc., from the Department of Health and Human Services, shall be used to increase access to Dolly Parton's Imagination Library, an early literacy program that mails age-appropriate books on a monthly basis to children registered for the program, with the intent that, upon full implementation, access to the program shall be statewide.

SECTION 11B.9.(b) The North Carolina Partnership for Children, Inc., may use up to ~~two percent (2%)~~ **one percent (1%)** of the funds for **statewide** program **management and up to one percent (1%) of the funds for program** evaluation. Funds appropriated under this section shall not be subject to administrative costs requirements under Section 11B.8(b) of this act, nor shall these funds be subject to the child care services funding requirements under G.S. 143B-168.15(b), child care subsidy expansion requirements under G.S. 143B-168.15(g), or the match requirements under Section 11B.8(d) of this act.

SECTION 11B.9.(c) The North Carolina Partnership for Children, Inc., shall report on the success of the early literacy initiative, including any recommendations, to the Joint Legislative Oversight Committee on Health and Human Services by March 1, 2018. The report shall include participation rates for Dolly Parton's Imagination Library.

NC PRE-K AUDITS

SECTION 11B.1.(f) Audits. – The administration of the NC Pre-K program by local partnerships shall be subject to the financial and compliance audits authorized under G.S. 143B-168.14(b).

Smart Start Related Special Provisions

Changes **Underlined** and in **Boldface** appearing below are from **Senate Bill 99** from the 2018 Legislative Session (SL 2018-5). All other provisions are from Senate Bill 257 (Session Law 2017-57)

DEPARTMENT OF HEALTH AND HUMAN SERVICES

CREATION OF A B-3 INTERAGENCY COUNCIL. THE COUNCIL WILL BE JOINTLY LED BY THE DEPARTMENT OF HEALTH AND HUMAN SERVICES AND THE DEPARTMENT OF PUBLIC INSTRUCTION.

ESTABLISH B-3 INTERAGENCY COUNCIL

SECTION 7.231.(a) Chapter 115C of the General Statutes is amended by adding a new Article to read:

"Article 6D.

"B-3 Interagency Council.

"§ 115C-64.25. Establishment and membership of B-3 Interagency Council.

(a) There is established the B-3 Interagency Council. The Council is a joint council between the Department of Health and Human Services and the Department of Public Instruction and shall consist of 12 voting members and four nonvoting advisory members as follows:

- (1) The Superintendent of Public Instruction or the Superintendent's designee shall serve ex officio, with the same rights and privileges, including voting rights, as other members.
- (2) The Associate Superintendent of Early Education at the Department of Public Instruction shall serve ex officio, with the same rights and privileges, including voting rights, as other members.
- (3) The Secretary of Health and Human Services or the Secretary's designee shall serve ex officio, with the same rights and privileges, including voting rights, as other members.
- (4) The Deputy Secretary of Human Services at the Department of Health and Human Services shall serve ex officio, with the same rights and privileges, including voting rights, as other members.
- (5) Four public members appointed by the Speaker of House of Representatives who represent organizations that focus on early childhood education and development, one of whom shall be a representative of Smart Start.
- (6) Four public members appointed by the President Pro Tempore of the Senate who represent organizations that focus on early childhood education and development, one of whom shall be a representative of the North Carolina Partnership for Children.
- (7) Two members of the House of Representatives appointed by the Speaker of the House of Representatives to serve as nonvoting advisory members.
- (8) Two members of the Senate appointed by the President Pro Tempore of the Senate to serve as nonvoting advisory members.

The Deputy Secretary of Human Services and the Associate Superintendent of Early Education shall serve as cochairs of the Council. Members of the Council shall receive per diem, subsistence, and travel allowance, as provided in G.S. 120-3.1, 138-5, or 138-6, as appropriate.

(b) Terms for all public members and advisory members except for the initial appointments shall be for four years. Two of the public members appointed by the Speaker of the House of Representatives pursuant to subdivision (5) of subsection (a) of this section and one of the advisory members appointed by the Speaker of the House of Representatives pursuant to subdivision (7) of subsection (a) of this section shall be appointed for an initial term of two years. Two of the public members appointed by the President Pro Tempore of the Senate pursuant to subdivision (6) of subsection (a) of this section and one of the advisory members appointed by the President Pro Tempore of the Senate pursuant to subdivision (8) of subsection (a) of this section shall be appointed for an initial term of two years. Terms for members shall begin on November 1. Members shall serve until their successors are appointed. Any vacancy in the membership of the Council shall be filled in the same manner as the original appointment.

(c) The Council shall have as its charge establishing a vision and accountability for a birth through grade three system of early education that addresses all of the following:

- (1) Standards and assessment.
- (2) Data-driven improvement and outcomes, including shared accountability measures such as the NC Pathways to Grade-Level Reading.
- (3) Teacher and administrator preparation and effectiveness.
- (4) Instruction and environment.
- (5) Transitions and continuity.
- (6) Family engagement.
- (7) Governance and funding.

"§ 115C-64.26. Powers and duties of B-3 Interagency Council.

The B-3 Interagency Council shall have the following powers and duties:

- (1) Facilitating the development and implementation of an interagency plan for a coordinated system of early care, education, and child development services with a focus on program outcomes in satisfying the developmental and educational needs of all children from birth to eight years of age that includes at least the following:
 - a. Any recommendations to the Secretary of Health and Human Services and the Superintendent of Public Instruction on necessary organizational changes needed within the Departments of Health and Human Services and Public Instruction to be more responsive to and supportive of the birth to grade three continuum of early learning and development in an effort to optimize learning gains realized in the prekindergarten years.
 - b. An early childhood information system that facilitates and encourages the sharing of data between and among early childhood service providers and State agencies.
 - c. An early childhood accountability plan that includes identification of appropriate population indicators and program and system performance measures of early success of children such as the NC Pathways to Grade-Level Reading.
- (2) Implementing a statewide longitudinal evaluation of the educational progress of children from prekindergarten programs through grade 12.
- (3) Collaborating with the Department of Public Instruction, the Department of Health and Human Services, the North Carolina Partnership for Children, and other relevant early childhood stakeholders, including members of the North Carolina Early Childhood Advisory Council, to achieve the goal of a coordinated system of early care, education, and child development services for children from birth to eight years of age.

"§ 115C-64.27. Reporting requirement.

The Deputy Secretary of Human Services and the Associate Superintendent of Early Education shall report on a quarterly basis to the Secretary of Health and Human Services and the Superintendent of Public Instruction on the progress and implementation of any of the duties and responsibilities of the Council as set forth in this Article.

"§ 115C-64.28. Establish position of Associate Superintendent of Early Education to serve as chief academic officer of early education.

(a) There is established within the Department of Public Instruction the position of Associate Superintendent of Early Education who shall serve as the chief academic officer of early education. The Associate Superintendent shall have professional, administrative, technical, and clerical personnel as may be necessary to assist in carrying out his or her duties. The Associate Superintendent shall co-lead the work of the B-3 Interagency Council and oversee the Department of Public Instruction's prekindergarten through third grade initiatives.

(b) The Associate Superintendent shall be appointed by the Superintendent of Public Instruction at a salary established by the Superintendent of Public Instruction within the funds appropriated for that purpose. The Associate Superintendent may be removed from the position by the Superintendent of Public Instruction in the event of the Associate Superintendent's incapacity to serve. The Associate Superintendent shall be exempt from the provisions of Chapter 126 of the General Statutes, except for Articles 6 and 7 of Chapter 126 of the General Statutes.

All other staff shall be appointed, supervised, and directed by the Associate Superintendent and shall be subject to the provisions of Chapter 126 of the General Statutes. Except for the Associate Superintendent, salaries and compensation of all staff personnel shall be fixed in the manner provided by law for fixing and regulating salaries and compensation by other State agencies."

SECTION 7.23I.(b) G.S. 126-5(c1) is amended by adding a new subdivision to read:

"(35) The Associate Superintendent of Early Education who serves as chief academic officer of early education."

SECTION 7.23I.(c) The B-3 Interagency Council, established under G.S. 115C-64.25, as enacted by this section, shall undertake a rigorous review of the recommendations developed by the Departments of Health and Human Services and Public Instruction, pursuant to Section 12B.5 of S.L. 2016-94, on (i) the development and implementation of a statewide vision for early childhood education and (ii) the development and implementation of a program for transitioning children from preschool to kindergarten. In its review, the B-3 Interagency Council shall report to the General Assembly and the Governor suggested modifications, if any, to those recommendations. The B-3 Interagency Council shall also, if deemed necessary, make suggestions on alternative organizational structures to achieve greater efficiency and effective delivery of early childhood services, including a consolidation and restructuring of State agency divisions and offices located within the Department of Public Instruction and the Department of Health and Human Services into a centralized agency or office. The Council shall consider at least the following in conducting the review and study:

- (1) The delivery of educational services to young children and their families to ensure optimal learning for each young child.
- (2) The collaboration and sharing of data elements necessary to perform quality assessments and longitudinal analysis across early childhood education and development services.
- (3) The coordination of a comprehensive statewide system of professional development for providers and staff of early care and education and child development programs and services.
- (4) Areas of duplication in regulating and monitoring of early care and education and child development programs and services.
- (5) The coordination and support of public and private partnerships to aid early childhood initiatives.

SECTION 7.23I.(d) By April 15, 2018, the B-3 Interagency Council shall submit a report to the Joint Legislative Education Oversight Committee, the Joint Legislative Oversight Committee on Health and Human Services, and the Joint Legislative Commission on Governmental Operations on the initial results of the review and study required under subsection (c) of this section. By February 15, 2019, the B-3 Interagency Council shall submit a report to the Joint Legislative Education Oversight Committee, the Joint Legislative Oversight Committee on Health and Human Services, and the Joint Legislative Commission on Governmental Operations on (i) the final results of the review and study, including its recommendations and any proposed legislation, and (ii) progress on the development and implementation of a plan for a coordinated system of early care, education, and child development services and any other activities prescribed under G.S. 115C-64.26, as enacted by this section.

SECTION 7.23I.(e) Notwithstanding G.S. 115C-64.28, as enacted by this section, the Superintendent of Public Instruction shall appoint an Associate Superintendent of Early Education within 60 days of the date this section becomes law.

SECTION 7.23I.(f) Notwithstanding G.S. 115C-64.27, as enacted by this section, the B-3 Interagency Council shall submit its initial quarterly report to the Superintendent of Public Instruction and the Secretary of the Department of Health and Human Services by May 15, 2018.

DIVISION OF CHILD DEVELOPMENT

Federal Funding for NC Pre-K	\$6,000,000 Nonrecurring 2017-2018
	\$12,200,000 <u>\$62,200,000</u> Nonrecurring 2018-2019

Replaces net General Fund appropriations with \$50 million in federal Temporary Assistance for Needy Families (TANF) block grant funds.

Cost-Allocate Staff	\$913,972 Recurring 2017-2018
	\$913,972 Recurring 2018-2019

Provides CCDF Block Grant funding of \$913,972 to establish 12 FTEs. The positions established are 1 position to oversee the division's infant-toddler projects; 4 positions for the Subsidized Child Care program; 2 lead workers and 1 staff auditor for program compliance and fraud prevention, and 1 policy/planning consultant to assist with implementing the new CCDF requirements. The remaining 7 positions are established in the Early Education branch to support the early childhood workforce in the areas of licensing, professional development, and educational assessment.

TANF Contingency Funds for Child Care Subsidy **(\$3,563,530) Recurring 2018-2019**

Reduces TANF Contingency Block Grant federal receipts due to decreased availability. The revised TANF Contingency federal receipts for the Subsidized Child Care are \$25 million in FY 2018-19.

TANF Funds for Child Care Subsidy	(\$392,420) Nonrecurring 2017-2018
	(\$294,697) Nonrecurring 2018-2019

NC Pre-K

\$3,000,000 Recurring 2017-2018
\$6,100,000 Recurring 2018-2019

Increased funding will serve an estimated additional 1,725 children in FY 2017-18 and 3,525 children in FY 2018-19. The revised net appropriation for NC Pre-K is \$69.6 million in FY 2017-18 and \$72.7 million in FY 2018-19. Total requirements for NC Pre-K \$154.5 million in FY 2017-2018 and \$163.8 million in FY 2018-2019.

Child Care Subsidy Market Rate Increase for Tier 1 & 2 Counties **\$3,675,000 Recurring FY 2018-2019**

Provides CCDF funding to increase the child care market rates for children ages 0-5, effective October 1, 2018, for Tier 1 & 2 counties to the 100th percentile of the 2015 Market Rate Study

Child Care Subsidy Market Rate Increase for Tier 3 Counties **\$9,750,000 Recurring FY 2018-2019**

Provides CCDF funding to increase the child care market rates, effective October 1, 2018, for children ages 3-5 in Tier 3 counties to the recommended rates from the 2015 Market Rate Study

Childcare Subsidy Waitlist Reduction **\$19,575,000 Recurring FY 2018-19**

Reduces the Child Care Subsidy waiting list by providing CCDF and TANF block grant funding to remove an estimated 3,700 children from the waiting list.

Provides additional TANF Block Grant funding to increase the Child Care Subsidy market rate effective October 1, 2017, for children age 0-2 in Tier 3 counties to the recommended rate in the 2015 Market Rate Study. Total requirements are \$363.2 million in FY 2017-18 and ~~\$367.2~~**\$396.2** million in FY 2018-19 for the Child Care Subsidy program. The revised net appropriation for Fund 1380, Subsidized Child Care for FY 2017-18 is \$52.6 million and \$56 million for FY 2018-19.

Smart Start DPIL Reading Initiative

\$3,500,000 Recurring 2017-2018
\$7,000,000 Recurring 2018-2019

Smart Start Reach Out and Read

\$250,000 Nonrecurring 2018-2019

Alliance for Children

\$25,000 Nonrecurring 2018-2019

Alamance Partnership for Children

\$50,000 Nonrecurring 2018-2019

Wilkes Community Partnership for Children

\$50,000 Nonrecurring 2018-2019

TANF

Budgets additional TANF federal receipts. The revised TANF federal receipts for the division are \$152.3 million in FY 2018-19.

Child Care Development Fund (CCDF) Block Grant

Budgets additional CCDF federal receipts. The revised CCDF federal receipts from all changes in this report for the Division are \$315.8 million in FY 2018-19.

SUBPART XI-B. DIVISION OF CHILD DEVELOPMENT AND EARLY EDUCATION

EDUCATION LOTTERY FUNDS/CHANGES TO REVENUE ALLOCATIONS/NEEDS-BASED PUBLIC SCHOOL CAPITAL FUND

SECTION 5.3.(a) The appropriations made from the Education Lottery Fund for the 2017-2019 fiscal biennium are as follows:

	FY 2017-2018	FY 2018-2019
Noninstructional Support Personnel	\$383,888,897	\$385,914,455
Prekindergarten Program	78,252,110	78,252,110
Public School Building Capital Fund	100,000,000	100,000,000
Needs-Based Public School Capital Fund	30,000,000	75,000,000 <u>117,320,354</u>
Scholarships for Needy Students	30,450,000	30,450,000
UNC Need-Based Financial Aid	10,744,733	10,744,733
LEA Transportation	43,277,192	1,386,090 <u>21,386,090</u>
TOTAL APPROPRIATION	\$676,612,932	\$681,747,388 <u>\$744,067,742</u>

NC PRE-K

NC PRE-K PROGRAM/STANDARDS FOR FOUR- AND FIVE-STAR RATED FACILITIES

SECTION 11B.1.(a) Eligibility. – The Department of Health and Human Services, Division of Child Development and Early Education, shall continue implementing the prekindergarten program (NC Pre-K). The NC Pre-K program shall serve children who are four years of age on or before August 31 of the program year. In determining eligibility, the Division shall establish income eligibility requirements for the program not to exceed seventy-five percent (75%) of the State median income. Up to twenty percent (20%) of children enrolled may have family incomes in excess of seventy-five percent (75%) of median income if those children have other designated risk factors. Furthermore, any age-eligible child who is a child of either of the following shall be eligible for the program: (i) an active duty member of the Armed Forces of the United States, including the North Carolina National Guard, State military forces, or a reserve component of the Armed Forces who was ordered to active duty by the proper authority within the last 18 months or is expected to be ordered within the next 18 months, or (ii) a member of the Armed Forces of the United States, including the North Carolina National Guard, State military forces, or a reserve component of the Armed Forces who was injured or killed while serving on active duty. Eligibility determinations for NC Pre-K participants may continue through local education agencies and local North Carolina Partnership for Children, Inc., partnerships.

Other than developmental disabilities or other chronic health issues, the Division shall not consider the health of a child as a factor in determining eligibility for participation in the NC Pre-K program.

SECTION 11B.1.(b) Multiyear Contracts. – The Division of Child Development and Early Education shall require the NC Pre-K contractor to issue multiyear contracts for licensed private child care centers providing NC Pre-K classrooms.

SECTION 11B.1.(b1) Building Standards. – Notwithstanding G.S. 110-91(4), private child care facilities and public schools operating NC Pre-K classrooms shall meet the building standards for preschool students as provided in G.S. 115C-521.1.

SECTION 11B.1.(c) Programmatic Standards. – Except as provided in subsection (b1) of this section, entities operating NC Pre-K classrooms shall adhere to all of the policies prescribed by the Division of Child Development and Early Education regarding programmatic standards and classroom requirements.

SECTION 11B.1.(d) NC Pre-K Committees. – Local NC Pre-K committees shall use the standard decision-making process developed by the Division of Child Development and Early Education in awarding NC Pre-K classroom slots and student selection.

SECTION 11B.1.(e) Reporting. – The Division of Child Development and Early Education shall submit an annual report no later than March 15 of each year to the Joint Legislative Oversight Committee on Health and

Human Services, the Office of State Budget and Management, and the Fiscal Research Division. The report shall include the following:

- (1) The number of children participating in the NC Pre-K program by county.
- (2) The number of children participating in the NC Pre-K program who have never been served in other early education programs such as child care, public or private preschool, Head Start, Early Head Start, or early intervention programs.
- (3) The expected NC Pre-K expenditures for the programs and the source of the local contributions.
- (4) The results of an annual evaluation of the NC Pre-K program.

~~STATE AGENCY CONTINUED COLLABORATION ON EARLY CHILDHOOD EDUCATION/TRANSITION FROM PRESCHOOL TO KINDERGARTEN~~

~~SECTION 11B.2.(a) The Department of Health and Human Services, in consultation with the Department of Public Instruction and any other agencies or organizations that administer, support, or study early education in this State, and within resources currently available, shall continue to collaborate on an ongoing basis in the development and implementation of a statewide vision for early childhood education. In collaborating in this effort, the agencies shall continue developing a comprehensive approach to early childhood education, birth through third grade, including creating cross agency accountability with a comprehensive set of data indicators, including consideration of the NC Pathways to Grade Level Reading, to monitor and measure success of the early childhood education systems.~~

~~SECTION 11B.2.(b) The Department of Health and Human Services, the Department of Public Instruction, and any other agencies or organizations that administer, support, or study early education programs in this State shall submit a follow-up report of their findings and recommendations, including any legislative proposals, on the statewide vision for early childhood education pursuant to subsection (a) of this section to the Joint Legislative Oversight Committee on Health and Human Services and the Joint Legislative Education Oversight Committee on or before January 1, 2018, and may make any subsequent reports, annually, on or before January 1, as needed to those same committees.~~

~~SECTION 11B.2.(c) The Department of Health and Human Services, in consultation with the Department of Public Instruction, shall continue developing a standardized program to transition children from preschool to kindergarten. In developing this standardized transition program, the Department of Health and Human Services shall identify, at a minimum:~~

- ~~(1) Methods to standardize student transition information such that it is quantifiable.~~
- ~~(2) Recommendations for sharing data contained in a student's transition plan between preschool teachers and either kindergarten teachers or the schools that receive the incoming kindergarten students.~~
- ~~(3) Recommendations for sharing data contained in a student's transition plan between preschool teachers and the parents or guardians of the child who is transitioning to kindergarten.~~
- ~~(4) Recommendations for preschool teacher training and continuing education to support their role in completing transition plans for preschool children.~~
- ~~(5) Recommendations for baseline information that should be compiled in transition plans for students transitioning to kindergarten.~~
- ~~(6) Procedures for the management of transition plan documents, including recommendations for the length of records retention, provisions for confidentiality, and proper disposal.~~
- ~~(7) Any other components the Department deems appropriate in the provision of information between preschools, students' families, and kindergartens.~~

~~SECTION 11B.2.(d) The Department of Health and Human Services shall report on the development of the standardized transition program required pursuant to subsection (c) of this section, including any findings and recommendations and any legislative proposals, to the Joint Legislative Oversight Committee on Health and Human Services and the Joint Legislative Education Oversight Committee on or before January 1, 2018.~~

SEPARATE STAR-RATED LICENSE/BIRTH THROUGH TWO YEARS OF AGE/REPORT

SECTION 11B.2.(a) The Department of Health and Human Services, Division of Child Development and Early Education (Division), shall develop a separate birth through two years of age, star-rated license for

child care facilities. In developing the separate, star-rated license, the Division shall, at a minimum, consider the following:

- (1) Staff qualifications.**
- (2) Staff turnover rates.**
- (3) Educational outcomes.**
- (4) Evaluation of certified religious-based child care centers for rate payments and the minimum requirements for certification.**

SECTION 11B.2.(b) The Division of Child Development and Early Education shall submit a report on its recommendations regarding the separate, star-rated license, as well as any recommendations for revising the current star-rating system, to the Joint Legislative Oversight Committee on Health and Human Services by November 1, 2018.

CHILD CARE SUBSIDY RATES

SECTION 11B.3.(a) The maximum gross annual income for initial eligibility, adjusted biennially, for subsidized child care services shall be determined based on a percentage of the federal poverty level as follows:

AGE	INCOME PERCENTAGE LEVEL
0-5	200%
6 - 12	133%

The eligibility for any child with special needs, including a child who is 13 years of age or older, shall be two hundred percent (200%) of the federal poverty level.

SECTION 11B.3.(b) Fees for families who are required to share in the cost of care are established based on ten percent (10%) of gross family income. When care is received at the blended rate, the co-payment shall be eighty-three percent (83%) of the full-time co-payment. Co-payments for part-time care shall be seventy-five percent (75%) of the full-time co-payment.

SECTION 11B.3.(c) Payments for the purchase of child care services for low-income children shall be in accordance with the following requirements:

- (1) Religious sponsored child care facilities operating pursuant to G.S. 110-106 and licensed child care centers and homes that meet the minimum licensing standards that are participating in the subsidized child care program shall be paid the one-star county market rate or the rate they charge privately paying parents, whichever is lower, unless prohibited by subsection (f) of this section.
- (2) Licensed child care centers and homes with two or more stars shall receive the market rate for that rated license level for that age group or the rate they charge privately paying parents, whichever is lower, unless prohibited by subsection (g) of this section.
- (3) Nonlicensed homes shall receive fifty percent (50%) of the county market rate or the rate they charge privately paying parents, whichever is lower.
- (4) No payments shall be made for transportation services or registration fees charged by child care facilities.
- (5) Payments for subsidized child care services for postsecondary education shall be limited to a maximum of 20 months of enrollment.
- (6) The Department of Health and Human Services shall implement necessary rule changes to restructure services, including, but not limited to, targeting benefits to employment.

SECTION 11B.3.(d) Provisions of payment rates for child care providers in counties that do not have at least 50 children in each age group for center-based and home-based care are as follows:

- (1) Except as applicable in subdivision (2) of this subsection, payment rates shall be set at the statewide or regional market rate for licensed child care centers and homes.
- (2) If it can be demonstrated that the application of the statewide or regional market rate to a county with fewer than 50 children in each age group is lower than the county market rate and would inhibit the ability of the county to purchase child care for low-income children, then the county market rate may be applied.

SECTION 11B.3.(e) A market rate shall be calculated for child care centers and homes at each rated license level for each county and for each age group or age category of enrollees and shall be representative of fees charged to parents for each age group of enrollees within the county. The Division of Child Development and Early Education shall also calculate a statewide rate and regional market rate for each rated license level for each age category.

SECTION 11B.3.(f) The Division of Child Development and Early Education shall continue implementing policies that improve the quality of child care for subsidized children, including a policy in which child care subsidies are paid, to the extent possible, for child care in the higher quality centers and homes only. The Division shall define higher quality, and subsidy funds shall not be paid for one- or two-star rated facilities. For those counties with an inadequate number of four- and five-star rated facilities, the Division shall continue a transition period that allows the facilities to continue to receive subsidy funds while the facilities work on the increased star ratings. The Division may allow exemptions in counties where there is an inadequate number of four- and five-star rated facilities for non-star rated programs, such as religious programs.

SECTION 11B.3.(g) Facilities licensed pursuant to Article 7 of Chapter 110 of the General Statutes and facilities operated pursuant to G.S. 110-106 may participate in the program that provides for the purchase of care in child care facilities for minor children of needy families. Except as authorized by subsection (f) of this section, no separate licensing requirements shall be used to select facilities to participate. In addition, child care facilities shall be required to meet any additional applicable requirements of federal law or regulations. Child care arrangements exempt from State regulation pursuant to Article 7 of Chapter 110 of the General Statutes shall meet the requirements established by other State law and by the Social Services Commission.

County departments of social services or other local contracting agencies shall not use a provider's failure to comply with requirements in addition to those specified in this subsection as a condition for reducing the provider's subsidized child care rate.

SECTION 11B.3.(h) Payment for subsidized child care services provided with Temporary Assistance for Needy Families Block Grant funds shall comply with all regulations and policies issued by the Division of Child Development and Early Education for the subsidized child care program.

SECTION 11B.3.(i) Noncitizen families who reside in this State legally shall be eligible for child care subsidies if all other conditions of eligibility are met. If all other conditions of eligibility are met, noncitizen families who reside in this State illegally shall be eligible for child care subsidies only if at least one of the following conditions is met:

- (1) The child for whom a child care subsidy is sought is receiving child protective services or foster care services.
- (2) The child for whom a child care subsidy is sought is developmentally delayed or at risk of being developmentally delayed.
- (3) The child for whom a child care subsidy is sought is a citizen of the United States.

SECTION 11B.3.(j) The Department of Health and Human Services, Division of Child Development and Early Education, shall require all county departments of social services to include on any forms used to determine eligibility for child care subsidy whether the family waiting for subsidy is receiving assistance through the NC Pre-K Program or Head Start.

SECTION 11B.3.(k) Department of Defense-certified child care facilities licensed pursuant to G.S. 110-106.2 may participate in the State-subsidized child care program that provides for the purchase of care in child care facilities for minor children in needy families, provided that funds allocated from the State-subsidized child care program to Department of Defense-certified child care facilities shall supplement and not supplant funds allocated in accordance with G.S. 143B-168.15(g). Payment rates and fees for military families who choose Department of Defense-certified child care facilities and who are eligible to receive subsidized child care shall be as set forth in this section.

CHILD CARE SUBSIDY MARKET RATE INCREASES/CERTAIN AGE GROUPS AND COUNTIES

SECTION 11B.4.(a) Beginning October 1, 2017, the Department of Health and Human Services, Division of Child Development and Early Education (Division), shall increase the child care subsidy market rates to the rates recommended by the 2015 Child Care Market Rate Study for school-aged children in three-, four-, and five-star-rated child care centers and homes in tier one and tier two counties.

SECTION 11B.4.(b) Beginning October 1, 2017, the Division shall increase the child care subsidy market rates to the rates recommended by the 2015 Child Care Market Rate Study for children birth through two years of age in three-, four-, and five-star-rated child care centers and homes in tier three counties.

SECTION 11B.4.(b1) Beginning October 1, 2018, the Division shall increase the child care subsidy market rates to the rates recommended by the 2015 Child Care Market Rate Study for children three through five years of age in three-, four-, and five-star-rated child care centers and homes in tier three counties.

SECTION 11B.4.(c) For purposes **of subsections (a) through (b1)** of this section, tier one, tier two, and tier three counties shall have the same designations as those established by the N.C. Department of Commerce's 2015 County Tier Designations.

SECTION 11B.4.(d) Beginning October 1, 2018, the Division shall increase the child care subsidy market rates to the one hundredth percentile as reported in the 2015 Child Care Market Rate Study for children birth through five years of age in three-, four-, and five-star-rated child care centers and homes in tier one and tier two counties. For purposes of this subsection, tier one and tier two counties shall have the same designations as those established by the N.C. Department of Commerce's 2018 County Tier Designations.

CHILD CARE ALLOCATION FORMULA

SECTION 11B.5.(a) The Department of Health and Human Services, Division of Child Development and Early Education (Division), shall allocate child care subsidy voucher funds to pay the costs of necessary child care for minor children of needy families. The mandatory thirty percent (30%) North Carolina Partnership for Children, Inc., subsidy allocation under G.S. 143B-168.15(g) shall constitute the base amount for each county's child care subsidy allocation. The Department of Health and Human Services shall use the following method when allocating federal and State child care funds, not including the aggregate mandatory thirty percent (30%) North Carolina Partnership for Children, Inc., subsidy allocation:

- (1) Funds shall be allocated to a county based upon the projected cost of serving children under age 11 in families with all parents working who earn less than the applicable federal poverty level percentage set forth in Section 11B.3(a) of this act.
- (2) The Division may withhold up to two percent (2%) of available funds from the allocation formula for (i) preventing termination of services throughout the fiscal year and (ii) repayment of any federal funds identified by counties as overpayments, including overpayments due to fraud. The Division shall allocate to counties any funds withheld before the end of the fiscal year when the Division determines the funds are not needed for the purposes described in this subdivision. The Division shall submit a report to the Joint Legislative Oversight Committee on Health and Human Services and the Fiscal Research Division, which report shall include each of the following:
 - a. The amount of funds used for preventing termination of services and the repayment of any federal funds.
 - b. The date the remaining funds were distributed to counties.
 - c. As a result of funds withheld under this subdivision and after funds have been distributed, any counties that did not receive at least the amount the counties received the previous year and the amount by which funds were decreased.

The Division shall submit a report in each year of the 2017-2019 fiscal biennium 30 days after the funds withheld pursuant to this subdivision are distributed but no later than April 1 of each respective year.

- (3) The Division shall set aside four percent (4%) of child care subsidy allocations for vulnerable populations, which include a child identified as having special needs and a child whose application for assistance indicates that the child and the child's family is experiencing homelessness or is in a temporary living situation. A child identified by this subdivision shall be given priority for receiving services until such time as set-aside allocations for vulnerable populations are exhausted.

SECTION 11B.5.(b) The Division may reallocate unused child care subsidy voucher funds in order to meet the child care needs of low-income families. Any reallocation of funds shall be based upon the expenditures of all child care subsidy voucher funding, including North Carolina Partnership for Children, Inc., funds within a county. Counties shall manage service levels within the funds allocated to the counties. A county with a spending coefficient over one hundred percent (100%) shall submit a plan to the Division for managing the county's allocation before receiving any reallocated funds.

SECTION 11B.5.(c) When implementing the formula under subsection (a) of this section, the Division shall include the market rate increase in the formula process rather than calculating the increases outside of the formula process. Additionally, the Department shall do the following:

- (1) Implement the final one-third change in a county's allocation beginning fiscal year 2018-2019. A county's initial allocation shall be the county's expenditure in the previous fiscal year or a prorated share of the county's previous fiscal year expenditures if sufficient funds are not available. With the exception of market rate increases consistent with any increases approved by the General Assembly, a county whose spending coefficient is less than ninety-two percent (92%) in the

previous fiscal year shall receive its prior year's expenditure as its allocation and shall not receive an increase in its allocation in the following year. A county whose spending coefficient is at least ninety-two percent (92%) in the previous fiscal year shall receive, at a minimum, the amount it expended in the previous fiscal year and may receive additional funding, if available. The Division may waive this requirement and allow an increase if the spending coefficient is below ninety-two percent (92%) due to extraordinary circumstances, such as a State or federal disaster declaration in the affected county. By October 1 of each year, the Division shall report to the Joint Legislative Oversight Committee on Health and Human Services and the Fiscal Research Division the counties that received a waiver pursuant to this subdivision and the reasons for the waiver.

- (2) Effective immediately following the next new decennial census data release, implement (i) one-third of the change in a county's allocation in the year following the data release, (ii) an additional one-third of the change in a county's allocation beginning two years after the initial change under this subdivision, and (iii) the final one-third change in a county's allocation beginning the following two years thereafter.

CODIFY CERTAIN CHILD CARE SUBSIDY PROVISIONS

SECTION 11B.6. Article 3 of Chapter 143B of the General Statutes is amended by adding a new Part to read:

CHILD CARE SUBSIDY RECIPIENTS TO COOPERATE WITH CHILD SUPPORT SERVICES/DEMONSTRATION PROJECT

SECTION 11B.7.(a) Beginning January 1, 2018, or 30 days from the date the U.S. Department of Health and Human Services, Office of Child Care, approves the revised Child Care and Development Fund (CCDF) plan, or whichever occurs later, the Department of Health and Human Services, the Division of Child Development and Early Education (DCDEE) and the Division of Social Services (DSS), shall implement a one-year statewide demonstration project in accordance with S.L. 2015-51 requiring a custodial parent or other relative or person with primary custody of the child who is receiving child care subsidy payments to cooperate with the county child support services program as a condition of receiving child care subsidy payments. DCDEE and DSS shall conduct the demonstration project in at least three counties, but no more than six, that represent the three regions of the State in both rural and urban settings. DCDEE and DSS may solicit counties to volunteer for the demonstration project. In selecting counties to participate in the demonstration project, DCDEE and DSS shall (i) consider the various methods counties employ in receiving and processing child care subsidy applications and (ii) compare the data from the counties participating in the demonstration project to counties that are similarly sized and situated that do not participate in the demonstration project.

SECTION 11B.7.(b) The statewide demonstration project shall include, at a minimum, the components described in Section 1(a) of S.L. 2015-51, as well as any criteria DCDEE and DSS identified in its report as submitted to the Joint Legislative Oversight Committee on Health and Human Services dated February 1, 2016. Specifically, as identified in that report, DCDEE and DSS shall consider, at a minimum, each of the following factors in evaluating the demonstration project:

- (1) The number and percentage of applicants for whom the requirement to participate in child support services was presented who actually submitted a child support application and applied for and received subsidized child care assistance.

- (2) The number and percentage of families exempted from the requirement under subdivision (1) of this subsection through good-cause exceptions.

- (3) The number and percentage of families that initially receive child support payments but become ineligible for subsidized child care assistance as a result of their increased income or family status.

- (4) The number and percentage of families enrolled in the subsidized child care assistance program at the beginning of the demonstration project that exit the program due to imposed requirements for child support cooperation.

- (5) The number and percentage of applicants who declined to apply or withdrew their application as a result of the requirement to cooperate with child support services.

(6) The number and percentage of child care subsidy recipients who begin receiving child support or, if receiving child support, the average increase in the recipients' child support received due to imposed requirements for child support cooperation.

SECTION 11B.7.(c) The Division of Child Development and Early Education and the Division of Social Services shall report on the results of the demonstration project to the Joint Legislative Oversight Committee on Health and Human Services and the Fiscal Research Division no later than March 1, 2019, or if the CCDF plan is approved after January 1, 2018, no later than three months from the date the one-year demonstration project is completed, whichever occurs later. The report shall include, at a minimum, each of the following:

- (1) The factors evaluated under subsection (a) of this section.
- (2) A detailed project plan and any costs associated with implementing the plan, specifically, any technology needs.
- (3) Any recommendations for or challenges with sustaining the plan long term.

Additional legislation from the 2017-18 biennial session

House Bill 1083 -Appointments Bill Session Law 2018-127

PART II. PRESIDENT PRO TEMPORE'S RECOMMENDATIONS

SECTION 2.37. Ronald Patrick Waters of Alamance County is appointed to the North Carolina Partnership for Children, Inc., Board of Directors for a term expiring on December 31, 2019, to fill the unexpired term of Marie Inscore.

House Bill 1111 -Appointments Bill Session Law 2018-139

SECTION 2.7. Nell Rose of Rockingham County is appointed to the North Carolina Partnership for Children, Inc., Board of Directors for a term expiring on December 31, 2019, to fill the unexpired term of Ronald Waters.

H90 (SL 2018-2)

PART VII. NC PRE-K STATUTORY APPROPRIATION

SECTION 7.

Chapter 143B of the General Statutes is amended by adding a new section to read: "§ 143B-168.10B. NC Prekindergarten Program Funds. The General Assembly finds that due to the continued growth and ongoing need in this State to provide early childhood services and education to North Carolina children from birth to five years, it is imperative that the State provide an increase in funds to the General Fund for two fiscal years for the NC Prekindergarten (NC Pre-K) program. To that end, there is appropriated from the General Fund to the Department of Health and Human Services, Division of Child Development and Early Education, the following amounts each fiscal year to provide funds for NC Pre-K slots for the NC Pre-K program: Fiscal Year Appropriation 2019-2020 \$82,001,394 2020-2021 and each subsequent fiscal year thereafter \$91,351,394 When developing the base budget, as defined by G.S. 143C-1-1, for each fiscal year specified in this section, the Director of the Budget shall include the appropriated amount specified in this section for that fiscal year.

Innovative Financing to Expand Services So Children Can Thrive

POLICY BRIEF CO-AUTHORED BY THE CHILDREN'S FUNDING PROJECT AND THE
EDUCATION REDESIGN LAB AT THE HARVARD GRADUATE SCHOOL OF EDUCATION



Introduction

A movement has been unfolding across the U.S. with local leaders charting ambitious agendas to provide children in their communities the supports, opportunities and education they need to thrive. With the federal government stepping back from its leadership role and states still recovering from the Great Recession, a “New American Localism”¹ has emerged with a recognition that investing in children and youth is a social responsibility as well as an economic imperative.

In most communities there are large gaps in funding for necessary services and supports from early childhood to college or career access. Income inequality has worsened, flexibility in the budget is very limited, and the result is disparate opportunities and outcomes. A scan of the federal, state, local and philanthropic funding landscape indicates current resources are not enough to meet the needs of children, and highlights the need to generate new revenue.

This policy brief shines light on ten innovative methods to finance services for children and youth. Some of these methods have been successfully implemented by communities while others are strategies that should be considered as we look to use all the tools available to prepare America’s youth for the future.

Acknowledgements

This policy brief was written by Amelia Vaughn, Project Manager, The Children’s Funding Project, Jennifer Davis, Senior Advisor, the Education Redesign Lab at the Harvard Graduate School of Education, and Elizabeth Gaines, Founder and Director, The Children’s Funding Project. Generous support for this publication came from the Chan Zuckerberg Initiative and the Carnegie Corporation of New York. Special thanks to Caroline Kenney for designing the brief.

10 Innovative Strategies for Financing Children and Youth Services



1. Local Dedicated Funds

Localities are responding to the cut backs in state and federal funding by securing local funds for dedicated purposes. This includes increasing local taxes to create a fund dedicated to the provision of children and youth services. Tax increases can occur through voter-approved ballot measures, or through legislative action. Localities have worked to increase multiple types of taxes for the benefit of a dedicated fund, including sales tax, commercial and private property taxes, 'sin' taxes on tobacco, marijuana and alcohol, and taxes on sweetened beverages.

What are the challenges?

The idea of raising taxes continues to be contentious in many communities. In order to succeed, localities need to build a strong coalition, poll and test their campaign messaging, and develop a strong advocacy plan. Also, research needs to be performed to make sure such changes to the local tax code are legally viable in the state. Nevertheless, a movement for more localized control is growing across the country, and constituents tend to support measures that benefit children and youth.

Where has this been successful?

In recent years more than three dozen communities have established these kinds of "children's funds." In 2018 alone, new funding was dedicated to child and youth services in Jackson County, MO, San Francisco, CA, Yolo County, CA, Richmond, CA, Kent County, MI, and Alachua County, FL.¹

Generating Revenue through Taxes for Early Childhood Education

For more info on state and local revenue options, see the BUILD Initiative's paper on raising revenue for quality early care and education. And to learn how to design and win a campaign to enact those options, see Funding the Next Generation's "Creating Local Dedicated Funding Streams for Kids" guide.

2. Community Benefit Agreements (CBAs)

Many communities are experiencing a boom in housing, entertainment and infrastructure development without realizing that these large projects can benefit children and youth. CBAs are contracts between community groups (which can include coalitions, city councils or

¹The Children's Funding Project keeps an updated map and chart of local dedicated funds. See their website for more information <https://www.childrensfundingproject.org>

governing bodies) and developers that detail how the developer’s new project will benefit the community. The process of negotiating a CBA is a more collaborative, constructive and effective way to meet community needs compared to the adversarial and highly structured approval hearings of a traditional governmental land use approval. Also, a CBA is a private agreement and therefore it is free from certain legal constraints that municipal land use approvals face, and the negotiations can cover a wide variety of projects that result in creative approaches to financing children’s services.¹¹ Nonprofits working with localities can insert a range of provisions into CBAs such as requirements to construct youth centers, recreation areas and childcare facilities, or agreeing to source local products, services and to hire local workers for the development project.

What are the challenges?

- Developers often favor community groups whose proposals will least impact them. There have also been examples of developers “buying off” community groups to agree to weaker benefits.
- Too often, coalitions that are negotiating the CBAs are not truly representative of the community, resulting in an agreement that does not address the needs of the most disenfranchised community members.
- When a governing body is a partner within a CBA negotiation, there are federal laws that prevent the government from setting certain conditions on developers. Therefore, if you are interested in enacting a CBA with a governing body, it is important to learn what provisions can or cannot be proposed in the agreement.¹¹¹

How to negotiate a CBA

You can use the following steps that are adapted from the [Community Benefits Agreements: A Framework for Success](#), an interactive online tool published by the Partnership for Working Families, on how to negotiate a CBA.

1. Build a coalition that is representative of all stakeholders and has its own legal representation.
2. Learn the needs and issues of the developers and the community.
3. Identify a project that has some leverage (generally through a public subsidy or other public approval) or that is “mixed use” (which will help bring multiple stakeholders to the table), and that involves several community issues.
4. Research to find points of leverage including the development process, the development area, key players, legal considerations, alternative regulations and economic best practices.
5. Perform a community assessment
6. Identify community priorities to develop a platform for negotiating with developers.
7. Apply leverage using community pressure and ‘muscle’ generated by the coalition.
8. Form a Negotiating Team that includes legal counsel, a community spokesperson, and a protocol for asking/posing questions.
9. Enter negotiations with a clear idea of essential and core commitments, an understanding of where concessions can be made, and openness to creative solutions.
10. Sign the CBA with members of the coalition and coalition organizations, the developer, and possibly the municipality. Seek legal counsel to ensure the legality and enforceability of the agreement.
11. Show public support of the project.
12. Implement, monitor and enforce the CBA through continuous oversight of the project.



Where has this been successful?

- In 2008, the [One Hill Coalition](#), which is representative of about one hundred community groups from varying sectors in Pittsburgh, PA, brokered a CBA with the developers of the new Pittsburgh Penguins arena. The agreement created a youth center and gave the community \$8.3 million in neighborhood improvements, much of which went towards youth development programs.^{iv}
- In 2017, [The Boston Planning & Development Agency \(BPDA\)](#) brokered a CBA with the Melnea Hotel and Residences project, which resulted in \$400,000 of revenue for twelve organizations that serve the residents of Roxbury, MA. Among these organizations are a handful that support life-skills training, apprenticeships, paid internships, career exploration and job readiness training for youth.^v
- In 2001, the [Valley Jobs Coalition](#) entered into a CBA with the developer of a residential, retail, and office project in North Hollywood, a low income area of Los Angeles. The project received \$44 million in public subsidies and loans. The CBA was designed to be enforceable by the Coalition, and included commitments to on-site space for a child care center, with at least fifty spaces reserved for very-low, low, and moderate-income families. Also, it was written in the CBA for the developer to work with community partners to select a quality child care provider to lease the facility, and for the Coalition to assist the provider in fundraising and other efforts to maintain the quality and affordability of the child care center.^{vi}

3. Individual or Business Tax Credits

Tax credits are being used as incentives for individuals and businesses to support child-serving funds and services. In some localities, individuals and businesses receive tax credits as rewards for donating to designated children's funds or programs. Tax credits can also be given to families that participate in, and organizations that provide services to, help mitigate some of the associated costs of high quality programming (see the Louisiana example below). Typically, states create a formula to calculate the tax credit.

Tax credits generate new revenue if they are based off of donations to a particular fund or service. The amount generated will depend on the amount contributed throughout the year. Other tax credits that are available to families or businesses for using/providing particular services do not generate revenue, but are a great way to support families and providers.

What are the challenges?

- Commitments from local government officials and state legislatures are essential, which may not be feasible in all localities.
- There are always many competing demands for the allocation of the new funds generated by changes to the tax code.
- Legislators can add provisions such as sunset clauses, caps on donations, or pauses to the credit when the locality's GDP drops below a certain amount.
- The tax credits are only beneficial if they are widely used, and therefore individuals and businesses need to be made aware that they are eligible or can use this type of credit.

Where has this been successful?

- The [Oregon Child Care Contribution Tax Credit](#) provides a fifty-cent state tax credit for every dollar donated to the Child Care Contribution Tax Credit Program/Child Care Fund. Contributions can be made either in cash or by stock, by businesses or by individuals. The only cap on funding is the \$500,000 maximum credit by person or business annually.^{vii} The Office of Child Care/Child Care Fund in the Early Learning Division of the Oregon Dept. of Education distributes funds to community agencies for the purpose of improving the quality and affordability of child care in Oregon, with a specific focus placed on supporting professional development and bolstering provider wages.^{viii}
- Businesses subject to certain taxes in Pennsylvania (including corporate net income tax, malt beverage tax, etc.) can receive an [Educational Improvement Tax Credit](#) for donations to an Educational Improvement Organization, Scholarship Organization, or Pre-Kindergarten Scholarship Organizations (PKSO). In the case of donations to PKSO's, businesses receive a 100% tax credit on donations up to \$10,000 annually, and 90% on donations up to \$200,000 annually.^{ix}
- The [Louisiana School Readiness Tax Credits](#) are five refundable tax credits for a variety of child care-related expenses or activities. In some cases, the credits provide incentives for spending on quality early care and education and act as a match to draw down federal funding, and in others they reward quality and continued education/certification for

providers and teachers. Activities and spending that are eligible for the tax credits include: spending on quality child care attendance in programs for children under six, serving foster children or children participating in the Child Care Assistance Program (as a provider), working as an employee in a quality child care center, making donations to child care resource and referral agencies, and business spending on capital expenses, supporting employees, or childcare slots.^x

4. Pay For Success (PFS) or Social Impact Bonds (SIBs)

A Pay for Success initiative, or Social Impact Bonds, are types of public-private partnership where private dollars are used as capital for funding programs or interventions, and public dollars are used to repay the investors once, and only if, the program or intervention has improved a predetermined social outcome (i.e. reduction in chronic absenteeism or prison recidivism). PFS/SIBs are designed to support proven prevention programs that governments do not currently fund by transferring the financial risk of program creation and/or expansion to private organizations who are prepared to analyze and accept that risk. PFS/SIBs afford localities the ability to scale-up programs and interventions or test new models of service delivery with little risk and no up-front cost.^{xi} A PFS/SIB contract is made between a governing body, a private funder, and an intermediary (usually a non-profit) that will be using the dollars to implement the program or intervention. The result is a funding stream that is longer than a typical grant in duration, is broader in scope, and in some ways is more flexible than existing public sources.

In 2018, the federal bipartisan budget bill included the Social Impact Partnerships to Pay for Results Act (SIPPPRA), which allocated \$100 million to support state and local PFS/SIB initiatives over a ten-year period.^{xii} The 2019 Notice of Funding Availability (NOFA) was released in January and included \$66.3 million to support outcomes payments and evaluation costs of PFS/SIB projects that directly benefit children.^{xiii} Localities can leverage this federal resource to support their policy initiatives for children and youth and to build a foundation for outcomes-based decision making.^{xiv}

What are the challenges?

To develop a sound PFS/SIB contract (one that is outcomes-based with a clearly defined target population, intervention, data collection method, and robust evaluation plan) requires a lot of time and investment from all partners. Also, attracting private investors may be a challenge given the “low risk-adjusted returns that these projects often offer.”^{xv} Since the PFS model is fairly new, there are some potential unintended consequences. One challenge is that social impact is hard to measure, requiring significant investment in data collection and evaluation, thereby reducing available funding for the programs and participants.

Where has this been successful?

- [Salt Lake County, Utah is using a SIB](#) to address the problem of limited access to quality early education for low-income families. The SIB provides high impact and targeted curriculum to preschool-aged children from low-income communities in hopes of increasing

school readiness and performance and ultimately reducing future use of special education services. The University of Utah monitors school performance outcomes, and uses data on utilization of remedial and special education programs in order to bill the United Way, and county and state governments. Payments go towards 'repaying' the initial investment made by Goldman Sachs and the J.B. & M.K. Pritzker Family Foundation.[i] Therefore, Utah is using the PFS model to finance an improved approach to early education, with an agreement to repay some of those funds if the program meets its goal of reducing the use of remedial and special education services.

- [The Chicago Public Schools Child Parent Center also received a \\$17 million SIB](#) from the Goldman Sachs and the J.B. & M.K. Pritzker Family Foundation in order to increase kindergarten readiness, reduce the need for special education services, and increase third grade literacy in four years. The City of Chicago Office of the Mayor and Chicago Public Schools are set to repay the SIB annually for any decreases in special education costs for K-12, as well as for net improvements in Kindergarten readiness and 3rd grade outcomes.^{xvii, xviii}

5. Entering a Community Reinvestment Act (CRA) Agreement with a Financial Institution

The Community Reinvestment Act was a banking regulation passed in 1977 to combat the negative effects of redlining by encouraging commercial banks to contribute to community development

and increase accessibility to credit. Advocates are beginning to discover that these same regulations can be used to help generate funds for children and youth services. Also, the Federal Reserve, which performs and monitors CRA evaluations of financial institutions, has recently expressed an interest in advancing early childhood and youth development opportunities.

CRA agreements are made between community organizations or governing bodies and financial institutions that pledge a multi-year program of lending, investments, and/or services from the bank towards CRA activities for the community.^{xix} Two of the regulatory definitions of CRA activities are for banks to focus on community development and business development. For example, CRA funds may be used to invest in child care and pre-k services, which support community growth by encouraging families to work and help small private child care businesses to thrive. With more financial institutions realizing the economic benefits of expanding and improving early care and education and providing increased out-of-school time opportunities to support parents in the workforce, CRA agreements may be an untapped source of new revenue.

Local organizations can begin to form relationships with banking institutions by inviting executives to join their boards and involving them in special events. Also, CRA reviews are made available for public review and comment. Those interested in this type of agreement can research a

bank's past CRA scores, review what projects they have already invested in, and if the review recommended improvements to their community outreach.

What are the challenges?

- What constitutes a "CRA qualified" community development activity is very specifically defined and does not align with all children's services and support. (See text box below.)
- Investments supported by CRA commitments need to be focused on low to moderate income families and communities. Some communities will have designated CRA areas where investments must be focused.
- Sufficient time is needed to plan for and enact CRA agreements since some financial institutions allocate their CRA investments well in advance of their IRS review.

CRA Qualified Activities related to children, youth and families include:

- *Community or tribal-based child care, educational, health, social services.*
- *Community facilities like youth centers, homeless centers, soup kitchens, health care facilities, battered women's centers, drug rehab centers, day care*
- *Environmental clean-up*
- *Lead paint abatement*
- *Local, state, tribal community development activities*
- *Creating, retaining, improving jobs*
- *Affordable housing*

CRA pledges are not always a direct grant and can also include service-related pledges or other commitments like fiscal/asset mapping, job training and mentoring, serving on boards, etc.



Where has this been successful?

- PNC Bank, which is headquartered in Pennsylvania and operates in 20 states, consistently receives a high rating in its CRA review and has a special interest in early childhood services through its flagship program, [Grow Up Great](#). Now in its fifteenth year, Grow Up Great is a \$500 million bilingual early childhood education initiative to improve school readiness for children from birth to age five.^{xx, xxi} Since Grow Up Great began in 2004, PNC has distributed \$160 million in grants to organizations committed to early childhood education. Grants have been awarded to a vocabulary-building initiative in Atlanta's Vine City and English Avenue neighborhoods, Pittsburgh Public School District to help build the principles of green design into spaces for the school system's youngest students, and to premier science institutions in Chicago to enhance science education for underserved students in preschool programs operated by Chicago Public Schools and the Big Shoulders Fund, among others.^{xxii}
- Currently, rural communities in North Carolina are proposing CRA agreements with area banks to help finance various early childhood services and supports such as expanding quality care and education spaces, supporting Head Start salaries, and developing a mobile pre-k unit.

6. Payment in Lieu of Taxes (PILOT)

Part A. PILOT Recapture

PILOT (payment in lieu of taxes) is a voluntary agreement entered into between a local

government and a business to create jobs or build facilities. Instead of paying the normal property and/or sales taxes the business would owe under the law, the PILOT allows the business to pay some fixed yearly contribution over a set period of time. Once this PILOT agreement sunsets and the business begins to pay taxes, localities can plan to direct, or 'recapture' the newly received tax dollars into a dedicated children's fund.

PILOT recapture is a way to create a local dedicated fund without generating revenue from a change to the tax code. PILOT recapture essentially redirects 'existing' funds, or funds that newly emerge for use after a PILOT agreement sunsets.

What are the challenges?

These agreements are usually created by state or local officials which means that a strong lobbying effort is necessary to influence how the funds will be dedicated. Research to stay on top of when PILOT agreements will be ending is an ongoing task someone must take on.

Where has this been successful?

- In 2018, Memphis Mayor Jim Strickland and members of the [Memphis City Council](#) created a dedicated fund using PILOT recapture revenues to provide increase funding for pre-k programming. The city set a goal to dedicate \$6 million by 2022. Once the city reaches the maximum commitment of \$6 million, the remaining recaptured revenue will go into the general fund.^{xxiii}

Part B. Voluntary PILOT Payments from Non-Profits

PILOT agreements are also commonly entered between local government and non-profit organizations such as higher education institutions, medical facilities and hospitals, and cultural institutions to maintain good local (and public) relations. Non-profits are exempt from paying property taxes in all fifty states, but can hold valuable property that imposes a cost on municipalities by consuming public services, such as police protection and roads.^{xxiv} Therefore, the yearly PILOT payments help provide funding to support the communities where the institutions are located.

Similar to PILOT recapture, PILOT payments from non-profits offering the opportunity to finance children's services without generating revenue from a change to the tax code.

What are the challenges?

- Many communities do not have large, wealthy, nonprofit organizations able to pay PILOT payments. PILOT payments are most applicable for nonprofits that own significant tax-exempt property and provide modest benefits to local residents relative to their tax savings.^{xxiv}
- PILOT payments – and what will be funded through those payments – are often not transparent to the public and can cause friction between the non-profit entities and community members. In addition, municipal leaders are often not satisfied with the level of payments because they are technically "voluntary," which can result in negative publicity for the institutions.

Where has this been successful?

- PILOTs have been used in over one hundred municipalities in at least eighteen states. Large cities collecting PILOTs include Baltimore, Boston, Philadelphia, and Pittsburgh.^{xxiv}
- Boston has one of the longest standing and the most revenue productive [PILOT program](#) in the United States. In 2013, the city collected \$23.2 million (82.4% of the requested PILOT amount) from educational, medical, and cultural institutions. A portion of this revenue goes towards children's supports and services.^{xxv}

7. Community Benefit Obligations from Non-Profit Hospitals

Non-profit hospitals are mandated by federal tax code to invest in the health of their communities. The Affordable Care Act (ACA) requires charitable 501(c)(3) hospitals to provide community benefits including conducting a Community Health Needs Assessments (CHNA) every three years, creating a community benefits plan to address those needs, and reporting to the IRS whether and how they engaged voices from the community when creating their plan.^{xxvi}

What are the challenges?

Complex language in the ACA has led hospitals to be unsure about what activities and expenditures count as a "community benefit."^{xxvii} Research shows that 80% of community benefit resources have gone towards charity care, unreimbursed



Medicaid, and subsidized health services, instead of investing in social determinants of health and community health improvement.^{xxviii} States, however, are able to hold hospitals more accountable. For example, New Hampshire requires hospitals to report how hospitals' community benefits obligations and investments specifically address the social determinants of health and meet the needs of underserved populations in their communities.^{xxix} Also, states can mandate that hospitals spend a minimum amount on community benefits.

Where has this been successful?

- In 2017, North Shore Medical Center provided a \$350,000 grant to Salem, MA through its [community benefits program](#) to support the implementation of the City Connects program in all pk-8 schools. Staff hired by City Connects and the school department assess each student's needs in four areas: academics, social-emotional, health and family—and work with community agencies to leverage the

programming and services children and families need.^{xxx, xxxi}

8. Reforming Tax Exemptions

Even though it has not yet been put into practice for the purposes of generating funding for children and youth services, theoretically, states could reform some of the tax exemptions they currently provide and put the money generated into a dedicated fund. There are many kinds of tax exemptions that apply to different tax bases, but all exemptions function as a type of government spending program. The government spends money on providing the intended recipients tax cuts instead of collecting tax revenue to fund public spending.^{xxxii} While there are tax exemptions that are appropriately tailored to reduce tax burdens for those of lower means, many tax exemptions benefit high earning individuals and businesses. Therefore, tax exemption reform offers progressive opportunities for revenue generation.

There are many types of exemptions that could be reformed to generate revenue. Advocates, such as the state-level partners of the Center for Budget and Policy Priorities, advise local advocates on particular tax exemptions offered in their states and localities.² Some of the more progressive and higher revenue generating options for tax exemption reform include:

- States with personal income taxes can limit exemptions and deductions for wealthy taxpayers or phase down deductions and

²Each state has a tax expenditure report that includes tax exemptions. The Institute on Taxation and Economic Policy (ITEP) has a glossary of state by state reports. <https://itep.org/state-by-state-tax-expenditure-reports/>

exemptions for high incomes;

- States with estate taxes can decouple from the federal estate tax parameters where very high exemption levels have eroded the amount generated from the tax. Also, exemption levels can be reduced to apply estate taxes to more inherited wealth.

Reforming tax exemptions has the potential to generate a large amount of new revenue for a locality. Exemptions make the 'actual' tax base smaller than the 'potential' tax base (by exempting certain things or amounts to be taxable). Therefore, closing or reforming the exemptions increases the 'actual' tax base which increases the amount of money a locality receives from taxes.

Also, if reforms in tax exemptions are targeted (rather than flat), this would be a progressive (rather than regressive) change in the tax code since tax expenditures usually benefit wealthier and higher earning individuals.

What are the challenges?

- Changes to the tax code are usually enacted through legislative action, but depending on the state can also be enacted through ballot measure. It is imperative to garner political and public will to advocate for the cause and help convince legislators and voters.
- Tax exemptions are usually less visible than other types of public spending programs, and therefore are harder for policymakers and the public to advocate for and evaluate.^{xxxiii}
- Closing tax exemptions are often viewed as a means to 'raise' taxes, therefore making it

difficult to gain support.

Where has this been successful?

There are no current examples of states closing tax exemptions to generate a dedicated children and youth fund.

9. Profits Made from Publicly Held Assets

Localities can revitalize and sell or rent publicly held property and assets, such as buildings, harbors, parking lots or port of entry spaces, and use the profits generated to create a dedicated children's fund. To implement this method, city leaders often first convene a diverse group of stakeholders from the public and private sectors to create a revitalization plan for the assets. Then, the proper legislation (at the local and/or state-level if necessary) will have to go into effect for the locality to be able to make a profit off of the assets and to create a dedicated children's fund.

What are the challenges?

Profiting from public assets is a creative solution, but it can also create an administrative burden and will require a lot of time to properly enact. It can be difficult to find public assets that are even available for revitalization, and even more difficult to craft a plan that can generate sustainable revenue a locality (instead of a one-time profit from selling). Stakeholders involved in planning also need to be mindful of the negative effects that revitalization can have on communities due to gentrification.



Where has this been successful?

- The city of [Copenhagen, Denmark](#), has built valuable physical infrastructure along its once industrial waterfront that made the land more viable for development, and therefore easy to sell to private parties.^{xxxiv} Now, the waterfront is vibrant and multipurpose, and the profits from development have been sufficient enough to finance a new metro transit system.^{xxxv} This is a novel concept in America, but offers a good alternative to raising taxes for public projects.

10. In-Kind Facilities Usage

Governments can support child-serving providers through in-kind use of existing public facilities. For example, school districts across the U.S. have opened their doors to after-school and summer programming for children and youth. Providing space free of charge or at a discounted rate can enable non-profit programs to serve more children by saving on the high costs of overhead.

What are the challenges?

Negotiating these shared space agreements can be complex involving such issues as custodian coverage, building security and liability issues.

Where has this been successful?

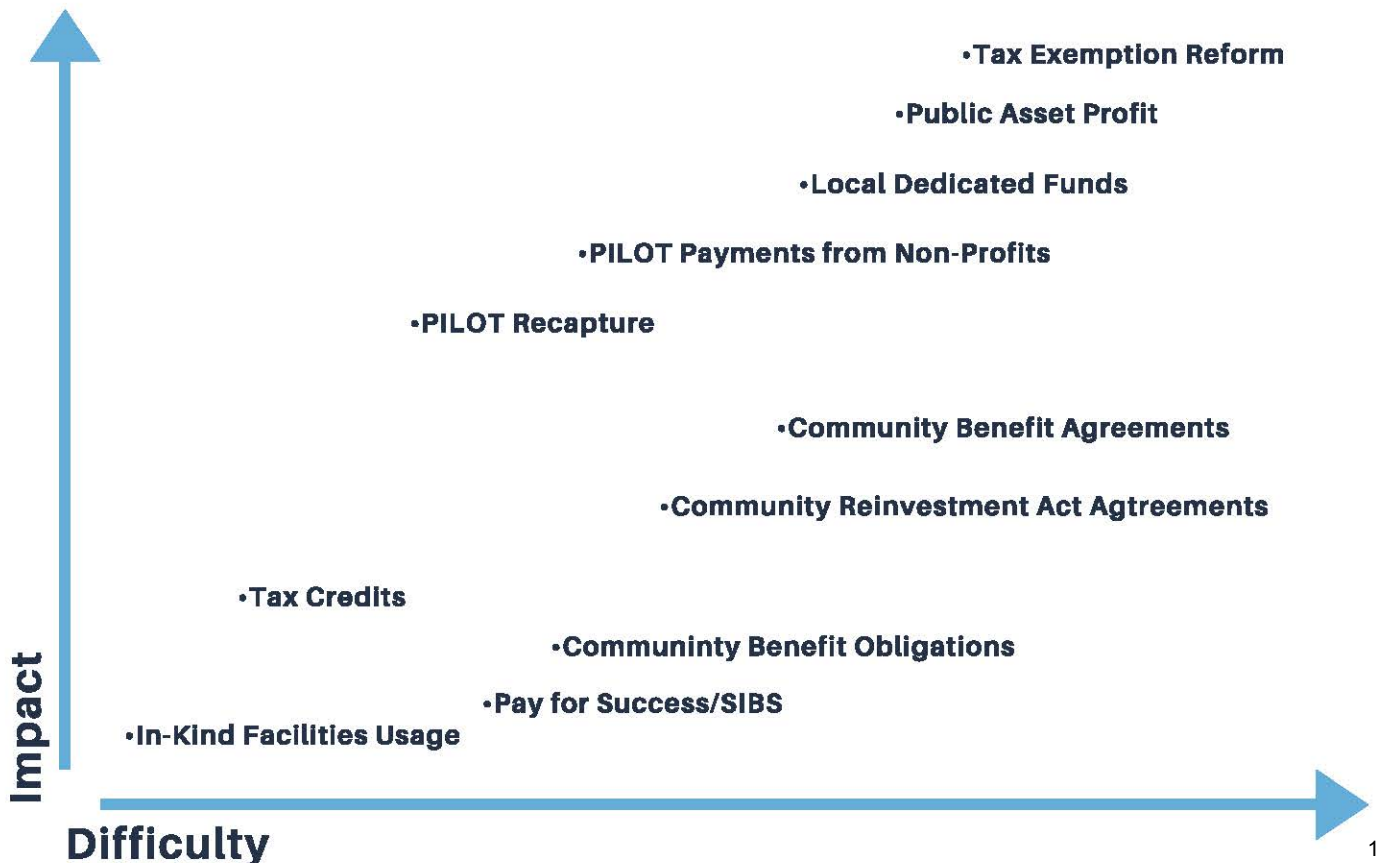
- Metro Nashville Public Schools matched \$400,000 of city funding with in-kind facilities usage, transportation and staff support to help the Nashville Afterschool Zone Alliance (NAZA) open a new 'zone' in 2010.^{xxxvi}

- The city of Redlands, CA has an on-going partnership with non-profit Music Changing Lives (MCL) to offer **high-quality music and arts enrichment programs** at city facilities to underprivileged and at-risk youth between the ages of eight and eighteen years old. During the recession, however, the city was

struggling with large program cuts. In order to maintain their support of the program, the city now offers critical in-kind support through staffing, maintenance and operations of the community center, and has leveraged federal grant funds to enhance the facilities that host MCL’s programs.^{xxxvii}

Weigh the Options

The strategic financing methods vary in: **1. Difficulty to implement and 2. Potential to generate significant revenue to make an impact. Determine which method best suits your locality. Are you willing to put in a lot of effort to make a bigger impact? Or are you looking for an easy win?**



Conclusion: "What gets budgeted, gets done."



Elizabeth Gaines, founder and director of The Children's Funding Project, frequently and notably tells partners, "It's not what gets measured that gets done, it's what gets budgeted, gets done."

As many child and youth serving agencies and advocates know, however, there are usually limited funds available, leaving a gap in quality and reach of services. The typical "go to" sources for new funding are what you would normally think of as 'public and private funds', including state dollars, federal dollars, United Way support, local and national foundations, individual donors, etc. In many instances, however, these resources have been fully tapped, come with many strings attached or are short-term. Private funds are often difficult to access and inequitably available across communities. Private philanthropy provides relatively small amounts of money when compared to total public dollars invested.

As for common sources of public funding, Federal grants come and go, and their heavy

reporting requirements and restrictions can inhibit access and implementation. Also, state funds tend to be limited to basic health and education needs. Therefore, when a locality has used and aligned existing resources to their maximum capacity, they may think about turning to more innovative methods of generating new dollars.

Strategic financing for children and youth helps generate new revenue to close current gaps in funding that are creating disparities among our youth and halting the improvement of outcomes. Through increased investments and more innovative financing mechanisms, we believe that localities can be at the forefront of improving the outcomes of our youngest generation by improving the quality and availability of services.

Investing in the services and opportunities that will help more children thrive is a national imperative. Localities have the power to help close the opportunity gaps that exist for children and youth. America's future social and economic well-being depends on it.

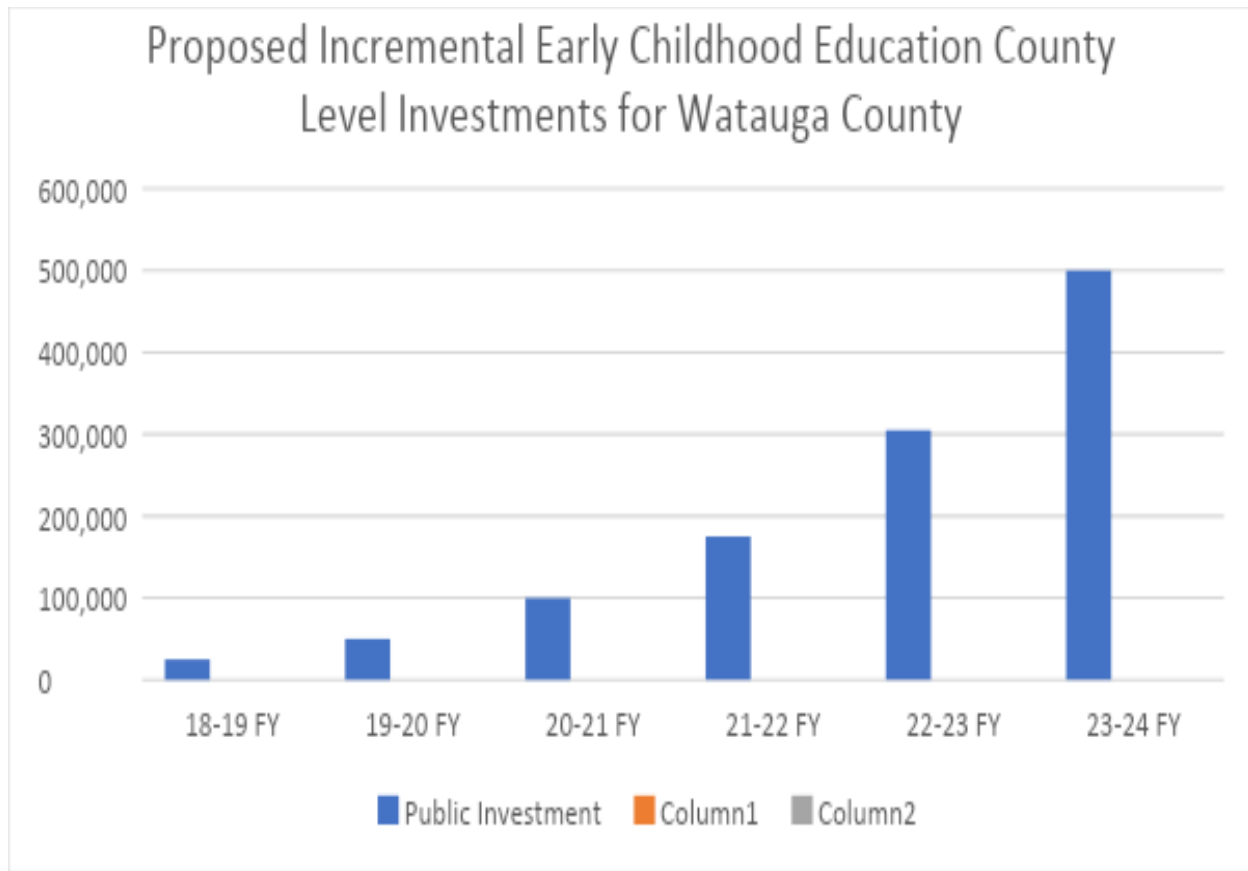
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- <https://www.brookings.edu/wp-content/uploads/2017/08/investing-in-the-next-generation-a-bottom-up-approach-to-creating-better-outcomes-for-children-and-youth.pdf>
- <https://www.forworkingfamilies.org/page/community-benefits-101>
- <https://www.bostonfed.org/publications/communities-and-banking/2017/spring/do-community-benefits-agreements-benefit-communities.aspx>
- <https://www.chicagoreporter.com/how-neighborhoods-have-held-developers-accountable-to-their-needs/>
- [http://www.bostonplans.org/news-calendar/news-updates/2017/10/12/city-announces-\\$400,000-in-community-benefits-for](http://www.bostonplans.org/news-calendar/news-updates/2017/10/12/city-announces-$400,000-in-community-benefits-for)
- <https://www.goodjobsfirst.org/sites/default/files/docs/pdf/cba2005final.pdf>
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- <https://dced.pa.gov/programs/educational-improvement-tax-credit-program-eitc/>
- <http://revenue.louisiana.gov/IndividualIncomeTax/SchoolReadinessTaxCredit>
- https://www.nj.gov/dcf/home/child_trust_fund_history.html
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- <https://pfs.urban.org/faq/what-are-challenges-pay-success>
- <https://www.payforsuccess.org/project/utah-high-quality-preschool-program>
- <https://www.brookings.edu/wp-content/uploads/2016/07/Impact-Bondsweb.pdf>
- <https://www.payforsuccess.org/project/chicago-child-parent-center-pay-success-initiative>
- <https://community-wealth.org/sites/clone.community-wealth.org/files/downloads/report-silver-brown.pdf>
- <https://www.pnc.com/en/about-pnc/topics/pnc-pov/commentary/pnc-pov-howcroft-niederberger-pnc-cra-rating.html>
- <https://www.pnc.com/en/about-pnc/topics/pnc-pov/commentary/pnc-pov-mccrady-investment-in-childrens-future.html>
- <https://www.pnc.com/en/about-pnc/corporate-responsibility/grow-up-great/our-great-story.html>
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- <https://www.lincolnst.edu/publications/policy-focus-reports/payments-lieu-taxes>
- <http://dls.maryland.gov/pubs/prod/InterGovMatters/LocFinTaxRte/Property-Tax-Exemptions-and-PILOT-in-Maryland.pdf>
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- <https://www.brookings.edu/wp-content/uploads/2016/07/Rosenbaum-PDF-Layout-FINAL.pdf>
- <https://www.ncbi.nlm.nih.gov/pmc/articles/PMC5636059/>
- https://nashp.org/wp-content/uploads/2018/05/Hospital-community-benefits-chart-final-5_3_2018.pdf
- https://www.salemnews.com/news/local_news/salem-looking-to-connect-with-city-connects/article_7ee3c76b-5e9e-53c8-995e-785334adc594.html
- <https://www.salemeducationfoundation.org/news-and-tidbits/2018/6/24/mapping-a-city-wide-approach-to-education-reform-that-aligns-resources-to-support-all-kids>
- <https://itep.org/wp-content/uploads/pb4exp.pdf>
- <https://itep.org/wp-content/uploads/pb4exp.pdf>
- <http://www.bu.edu/oc/bruce-katz/>
- <https://www.brookings.edu/research/copenhagen-port-development/>
- <https://www.nlc.org/sites/default/files/2016-12/city-strategies-to-engage-older-youth-in-afterschool-programs-oct-12.pdf>
- <https://www.nlc.org/sites/default/files/users/user76/small-cities-report-may-2013.pdf>
- <https://www.homeschoolfacts.com/teaching-kids-about-money-2/>



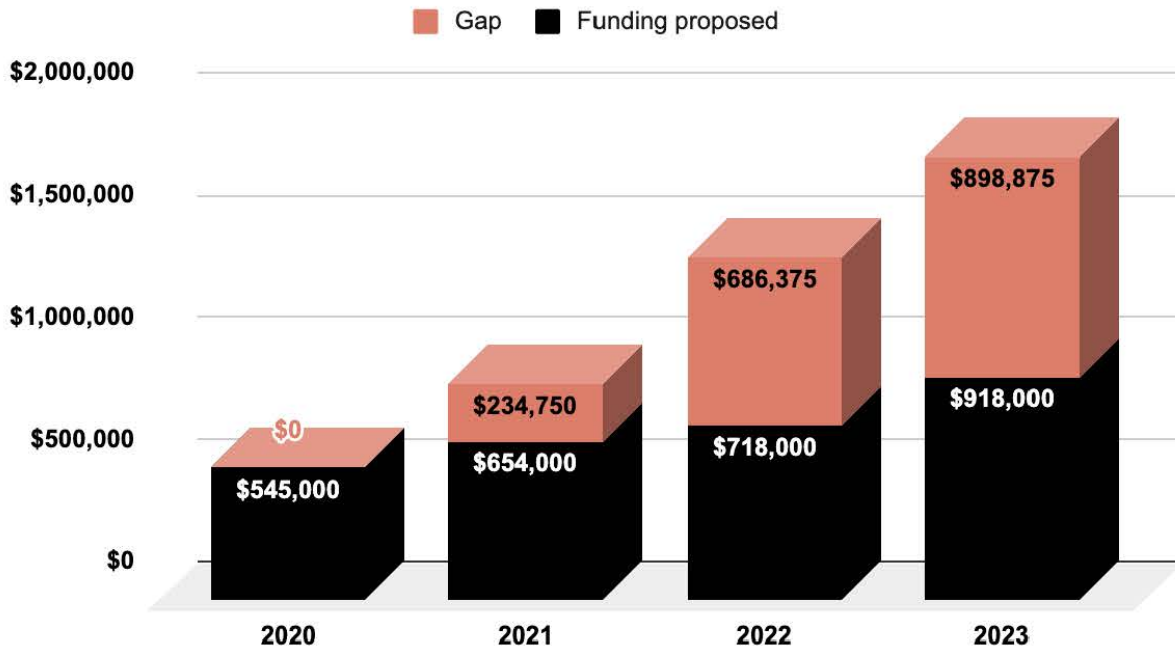
In order for the county to sustainably scale investments, an incremental growth structure is being proposed over the next 3-5 years to be able to reach the goals of reaching all families in our county through a universal family connection and referral strategy (Family Connects); reach up to 75% of at-risk families through intensive home visiting models; and subsidize the early childhood system by providing financial incentives to child care centers that meet higher quality standards. Our preliminary estimates are that the cost for this plan will be approximately \$1,816,875.00. County level commitments and investments will allow for greater leverage of the private and philanthropic sectors in order to meet the anticipated funding gaps.

Proposed county investment scaling based on funding model:

- 2020 -- 2021: \$100,000.00
- 2021 -- 2022: \$175,000.00
- 2022 -- 2023: \$305,000.00
- 2023 -- 2024: \$500,000.00

Even with proposed funding, there will be significant gaps in funding for implementation. The Children’s Council will be the lead organization to identify and leverage additional funding streams through state, federal, and private sources in order to fill the gap.

A) Funding Proposed vs. Gap per Year



Memorandum**Date:** February 3, 2020**To:** County Manager, Board of Commissioners**From:** Joe Furman **RE:** Guy Ford Road paddle access update

Attached are photos of the Guy Ford Road paddle access project to date. Thanks to the County's Solid Waste and Recycling Department for completing this work, and doing a great job! You may recall the County had \$175,000 funding from the General Assembly, Tennessee Valley Authority, and Watauga Tourism Development Authority for the project; approximately \$10,000 remains unspent. Items remaining to be completed include paving and striping, signage, picnic area, and any other desired amenities for which funding is available. The State budget proposal, yet to be adopted by the General Assembly, contains funding for the project. Since prospects for adoption of the budget, and what it will include, are unknown, I requested County capital project funding.

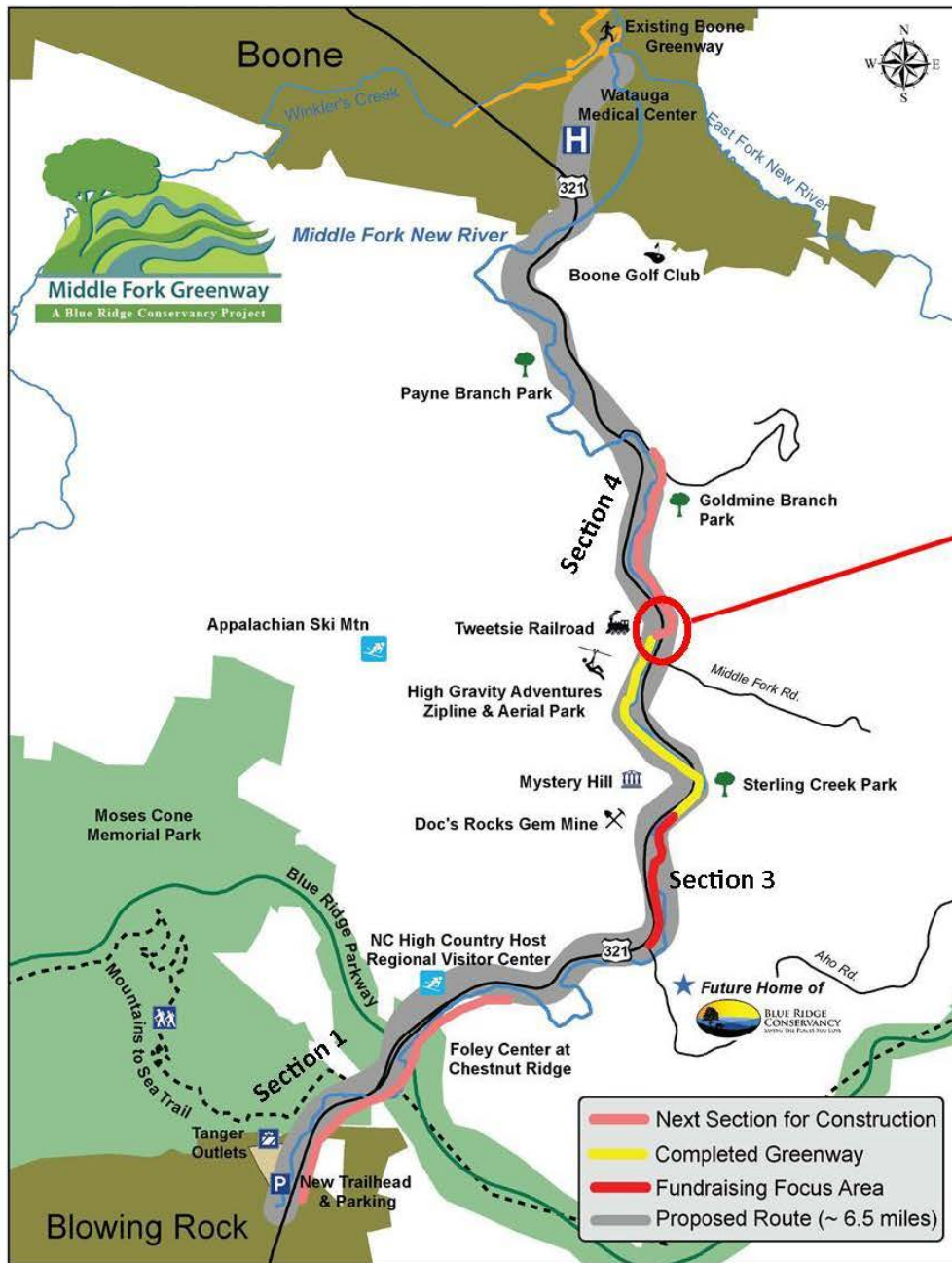












2019 Progress

2020 Annual Pre-Budget Retreat

Section One—Blowing Rock

\$2.3 million raised to construct 1.2 miles

—To be completed by Dec 2021

\$150K Trailhead completed

— Fall 2019 ribbon cutting

Section Four— Tweetsie Railroad to Goldmine Branch Park

Phase A: \$1.3 million raised to construct 0.75 miles

Phase B: \$400K -Wells Fargo, BB&T, & Round Up

Final Design and Engineering Completed—now in permitting phase

Section Three—Land Acquisition

Critical 2.5 acres purchased with \$90K raised

Raised = \$4,240,000

2020 Fundraising Needs

Section 4 Connector (0.25 mi) —\$300,000 includes bridge, boardwalk, highway underpass, paved trail

Section 3 (0.9 mi) - \$2.5 million includes land acquisition, design/ engineering, construction

Future Fundraising Needs

Depending on route taken an additional **\$8-10 million** is needed to make the connection from Blowing Rock to Boone .

The Middle Fork Greenway is a multi-use recreation trail from Blowing Rock to Boone, providing residents and visitors of all ages safe and healthy access to the natural world while protecting the environment and strengthening our local economy. The Middle Fork Greenway is a Blue Ridge Conservancy project in partnership with the Town of Boone, Town of Blowing Rock, and Watauga County. Visit www.middleforkgreenway.org to learn more.

THANK YOU TO OUR ROUND UP 2019 PARTNERS



2020 Annual Pre-Budget Retreat

1 Adam Hill, DDS	44 Foscoe Rentals	87 New River Building Supply
2 Anna Banana's Fine Consignment	45 Fun 'N' Wheels	88 Optimal Performance Physical Therapy
3 Anne Cannon Trust	46 Gideon Ridge Inn	89 OrthoCarolina
4 Appalachian Antique Mall	47 Grandfather Mountain Marathon/The Bear	90 Peabody's Wine & Beer Merchants
5 Appalachian Mountain Brewery	48 Green Park Inn	91 Peak Group Insure
6 Appalachian Ski Mtn	49 Gregory Alan's Unique Gifts Furnishings	92 Price Lake Boat Rentals
7 Arete Engineers	50 Hatchet Coffee	93 Precision Printing
8 Ben and Jerry's	51 Hawksnest Snow Tubing & Zipline	94 Ray's Weather
9 Be Natural Market	52 Hemlock Inn	95 Ray's Weather App
10 Best Cellar	53 Hess and Hess, CPA	96 Recess Skate & Snow
11 Bistro Roca	54 High Country Regional Visitor Center	97 The Red Onion
12 Black Cat	55 High Country Yoga	98 Rhoddie Bicycle Outfitters
13 Blowing Rock Brewing	56 High Gravity Adventures	99 Ridgeway Inn
14 Blowing Rock Chamber of Commerce	57 Highland Hills Motel and Cabins	100 Riverside Log Cabins
15 Blowing Rock Inn	58 Highlands Union Bank	101 Rivergirl Fishing Company
16 Blowing Rock Market	59 High Mountain Expeditions	102 Rock Dimensions
17 The Blowing Rock Attraction	60 Hillwinds Inn	103 The Rug Company
18 Blue Ridge Plastic Surgery	61 Hominy Mill Mercantile	104 Sky Valley Zip Tour
19 Boone Area Chamber of Commerce	62 Horton Hotel & Rooftop Lounge	105 Sleep Inn
20 Boone Bagelry	63 Hospitality Mints	106 Solid Rock Engineering
21 Boone Bike & Touring	64 The Incredible Toy Company	107 The Speckled Trout
22 Boone Drug at Deerfield	65 Inn at Ragged Gardens	108 The Spice & Tea Exchange
23 Boone Drug at Greenway	66 J&M Produce Stand	109 Stepping Stone of Boone
24 Boone Drug at King Street	67 Jenkins Realtors, Inc.	110 Stick Boy Bread Company
25 Boone Drug at New Market	68 Kannaway CBD	111 Stick Boy Kitchen
26 Boone Drug - Village Pharmacy	69 LaQuinta Inn & Suites	112 Sunny Rock Eggs & Things
27 Booneshine Brewing Company	70 Lost Province Brewing Company	113 Sunset and Vine
28 Brass Exchange	71 Magic Cycles	114 Super 8
29 Brushy Fork Environmental	72 Marland Architecture	115 Tanger Outlets
30 Canvas Beauty Bar	73 Mast General Store	116 Town Tavern of Blowing Rock
31 Capital Bank	74 Melanie's Food Fantasy	117 Under the Sun
32 Carolina West Wireless	75 Mellow Mushroom Boone	118 US Buildings
33 Charleston Forge	76 Mellow Mushroom Blowing Rock	119 Vibrant Vessel Wellness
34 Chetola Mountain Resort	77 Mike's Inland Seafood	120 The Village Cafe
35 Clean Eatz	78 Mosaic Civic Studios	121 The Village Inn
36 CoBo Sushi Bistro & Bar	79 Mountain Construction	122 Village Jeweler's Boone
37 Dan'l Boone Inn	80 Mountaineer Inn and Log Cabins	123 Wahoo's Adventures
38 Doc's Rocks Gem Mine	81 Mountaineer Cleaners	124 Watauga Medical Center
39 Due South Outfitters	82 Mprints	125 Watsonatta Western World
40 Foggy Rock Eatery & Pub	83 Mustard Seed Market	126 Waypoint Outfitters
41 Foggy Mountain Gem Mine	84 Mystery Hill	127 The Wellness Center
42 Footsloggers Blowing Rock	85 neaco	128 Westglow Spa and Resort
43 Footsloggers Boone	86 Neighborhood Yoga	129 White Blaze Marketing
		130 Wildlands Engineering

We met our 2019 Goal!

130 Businesses and
84 individual donors
raised
over \$200,000

Which inspired
Wells Fargo Foundation
and
BB&T Charitable Fund to
each give \$100,000



FUNDING PARTNERS

ZAP Endurance
Anne Cannon Trust
Curtis Andrews
Blue Cross and Blue Shield of NC
Blue Ridge Energy

Lee Carter & Greg Bradley
The Pipes & Flanigan Family
Tweetsie Railroad
Appalachian Ski Mtn
Blowing Rock Tourism Development Authority

Bob & Susan Hambright
Ken & Donna Lewis
Watauga Tourism Development Authority
Watauga Economic Development Commission



Many individuals and businesses have made the Middle Fork Greenway a reality. Their names are listed at www.MiddleForkGreenway.org.

GRANTS

Eastern Federal Lands Access Program
NC Clean Water Management Trust Fund
NC Division of Water Resources
NC Parks & Recreation Trust Fund

NC Recreational Trails Program
State of North Carolina
AppHealthCare

Additional grants, foundations, and community partners are listed on our website www.MiddleForkGreenway.org

LANDOWNERS

The Sterling Whitener & Donald Whitener Families
The Ronard & Marie Cook Family
Mystery Hill
Blue Ridge Parkway/National Park Service

Tweetsie Railroad
Appalachian Regional Healthcare System
FaithBridge United Methodist Church
Appalachian State University

Thanks to Charleston Forge for providing custom benches throughout the trail.

THANKS

to the dedicated community volunteers who give their time, talent and treasure to make the Middle Fork Greenway a reality.

You can already enjoy completed sections of the trail!



See the map on other side for how to get there.



Middle Fork Greenway

Blowing Rock Trailhead now open

2020 Annual Pre-Budget Retreat





NC DOT Funded Trailhead Features



Bike runnel for safe and easy stair access



Custom Bike Racks

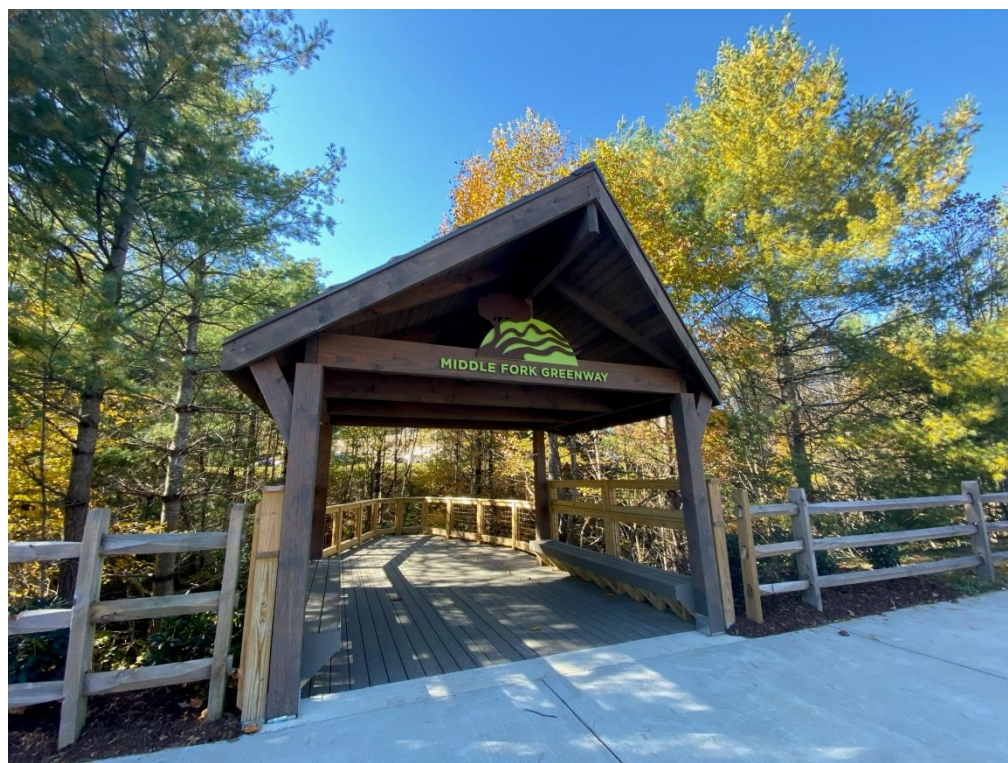


NC DWR Funded Trailhead Signage



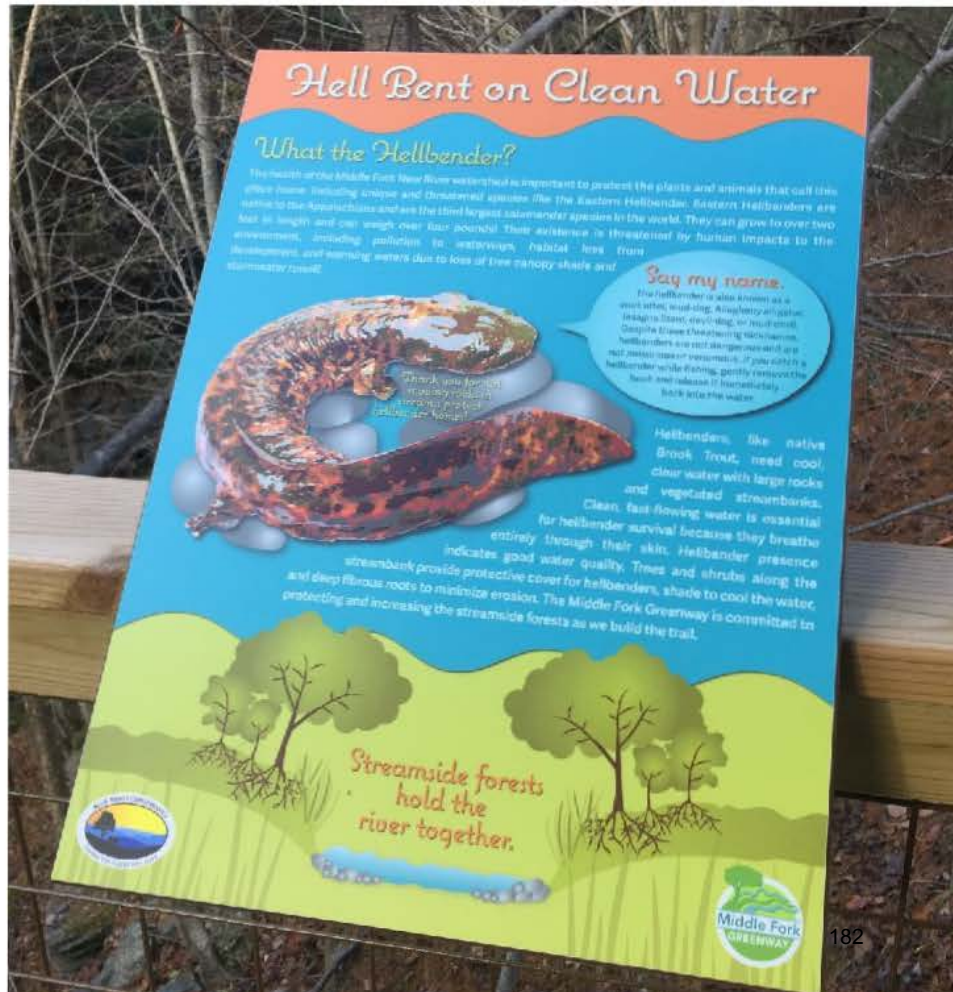


NCDWR Trailhead River Overlook





Trailhead Interpretive Signs



CENSUS 101: WHAT YOU NEED TO KNOW

The 2020 Census is closer than you think!
Here's a quick refresher of what it is and why it's essential that everyone is counted.

Everyone counts.

The census counts every person living in the U.S. once, only once, and in the right place.

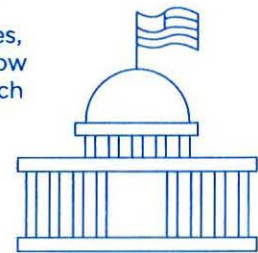


It's in the constitution.

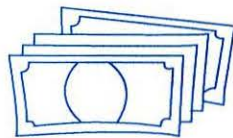
The U.S. Constitution mandates that everyone in the country be counted every 10 years. The first census was in 1790.

It's about fair representation.

Every 10 years, the results of the census are used to reapportion the House of Representatives, determining how many seats each state gets.



It's about \$675 billion.



The distribution of more than \$675 billion in federal funds, grants and support to states, counties and communities are based on census data.

That money is spent on schools, hospitals, roads, public works and other vital programs.

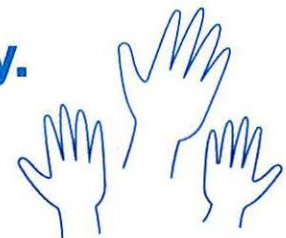


It's about redistricting.

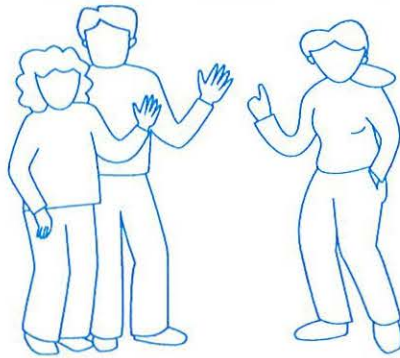
After each decade's census, state officials redraw the boundaries of the congressional and state legislative districts in their states to account for population shifts.

Taking part is your civic duty.

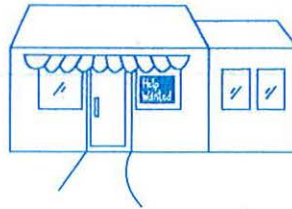
Completing the census is mandatory: it's a way to participate in our democracy and say "I COUNT!"



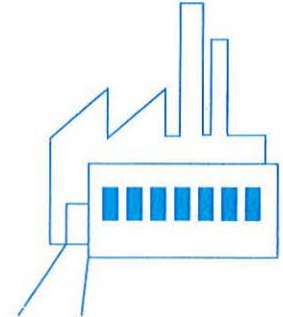
Census data are being used all around you.



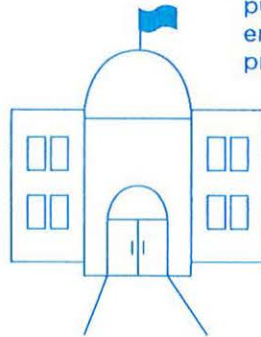
Residents use the census to support community initiatives involving legislation, quality-of-life and consumer advocacy.



Businesses use census data to decide where to build factories, offices and stores, which create jobs.



Local governments use the census for public safety and emergency preparedness.



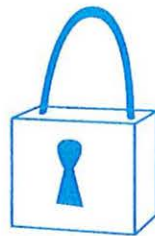
Real estate developers use the census to build new homes and revitalize old neighborhoods.



Your privacy is protected.

It's against the law for the Census Bureau to publicly release your responses in any way that could identify you or your household.

By law, your responses cannot be used against you and can only be used to produce statistics.



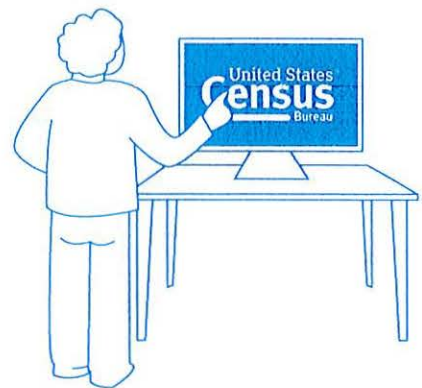
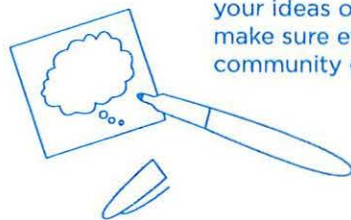
2020 will be easier than ever.

In 2020, you will be able to respond to the census online.



You can help.

You are the expert—we need your ideas on the best way to make sure everyone in your community gets counted.



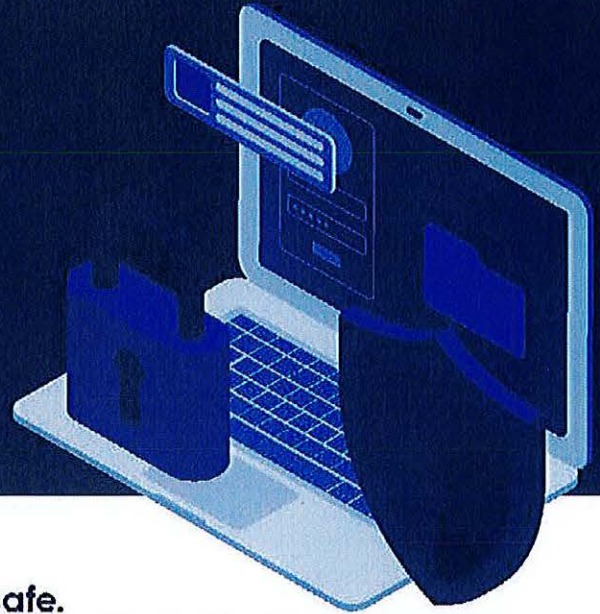
2020 CENSUS KEY DATES

COMMUNITY INVOLVEMENT – OFFICES – DATA COLLECTION OPERATIONS

January 2018 through December 2019	Engage & Educate Local Leaders, Partners & Communities
January 2019	Early Area Census Offices Open (these offices run the Address Canvass Operation)
June 2019	Additional Area Census Offices Open (ACOs)
August 2019 through October 2019	Address Canvassing Operation
March 2020	Call to Action for Residents to Respond (starting March 23 rd)
February 2020 through June 2020	Group Quarters Operations (Count of Residents in Shelters, Dorms, Nursing Homes, Transitory Locations, Prisons, Military Bases, RV Parks, etc. Local governments & Census identify & plan these operations)
Mid-March 2020	Residents Invited to Respond
Individual Housing Units (Hus) Invited by either:	
Mail (to USPS Mailable Addresses)	or Hand Delivery (to Rural/PO Box, non-USPS HU delivery)
1. Letter Mailed	1. List Housing Units (operation is called Update Leave)
2. Reminder Postcard	2. Leave Questionnaire (Spanish in certain areas) &
3. Then Paper Questionnaire	Letter w/other Response Options (internet & Phone
Options to Self-Respond (all residents will have these 3 options & decide what is best for them)	
Internet	Telephone Paper
March 23, 2020	Self-Response Begins
April 1, 2020	Census Day – Reference Date = where you live on April 1
April 2020	Early Non-Response Follow-up begins (primarily areas around Colleges/Universities where the population leaves before early May)
May 2020	Non-Response Follow-up (NRFU) begins for households that do not self-respond (Households can continue to self-respond during this time)
Late August 2020 through September 2020	Areas Census Offices Begin Closing
August 2020 through December 2020	Quality Evaluation (re-contact of select Housing Units)
December 31, 2020	Deliver Counts to the President



2020 Census Safety and Security



Your responses to the 2020 Census are safe.

Your responses to the 2020 Census are protected by law. Under Title 13 of the U.S. Code, the U.S. Census Bureau cannot release any information that identifies you individually. Every Census Bureau employee and contractor is sworn for life to always protect your information. Violating that oath carries stiff penalties for all Census Bureau workers — a fine up to \$250,000 and/or up to five years in prison.

The Census Bureau uses your information for statistical purposes only, such as helping to inform decisions for new hospitals, schools and roads.

Responses to the 2020 Census are secure.

The Census Bureau has a team of cybersecurity experts who monitor and protect all agency technology around the clock. Our cybersecurity meets the highest standards for protecting your information. From the moment we collect your responses, our goal — and legal obligation — is to keep them safe. The Census Bureau's technology is protected by strong authentication and authorization methods and is fully "locked down" so that it can only be accessed by fully vetted individuals who are trained in data and cyber security. These individuals make sure we keep pace with evolving threats and security advancements.

No matter how you respond, your information remains protected.

The Census Bureau designed the information collection process with layers of security to keep your information safe and secure.

Whether you respond online, by phone, by mail, or if a census employee comes to your door, your information is collected, transmitted and kept secure throughout the process. When you are on our secure website, you can verify it's safe by making sure the address begins with 'HTTPS' and includes a lock symbol. If you're visited by a census employee, know that the technology they use has the same strong security controls, and is fully compliant with the standards mandated for Federal systems.

The Census Bureau works with the federal intelligence cyber community and industry experts to stay abreast of emerging cyber threats to continuously update protections and safeguards for your information.

Connect with us:

@uscensusbureau

For more information:

2020CENSUS.GOV

**Shape
your future
START HERE >**

United States[®]
**Census
2020**

Memorandum

Date: February 3, 2020

To: County Manager, Board of Commissioners

From: Joe Furman 

RE: Broadband update

Last summer, the Appalachian Regional Commission (ARC) awarded a \$100,000 grant to the Education and Research Consortium of the Western Carolinas, Inc. (ERC) to expand broadband coverage in Watauga County. I assisted ERC with the application, and will continue to assist throughout. ERC issued a Request for Proposals from broadband providers, and chose RiverStreet Networks as the successful provider. Attached is information about ERC and the first pages of RiverStreet's proposal. I'll provide more detail at the Commissioners' retreat.

- SERVICES
- ABOUT US
- POLICIES
- SERVICE MAP
- TOOLS
- CONTACT

ABOUT ERC

6

ERC is a project of the Education and Research Consortium of the Western Carolinas, Inc.



Offering Fiber-Based Network Services

ERC provides fiber-based network services to the Western Carolina region. Our fiber optic network allows us to provide fast, reliable, and secure services to our clients in multiple locations.



We Are Locally Focused

We are a locally focused non-profit organization that works in the areas of education, healthcare, government, and economic development.



Promoting Technology

ERC's goal is to promote the adoption of new technologies in order to advance the growth of the broader community.

ORIGIN

Former Congressman Charles H. Taylor identified a need to expand western North Carolina's and Upstate South Carolina's educational technology-focused infrastructure. After meeting with regional college presidents it was determined an organization should exist to fulfill this need.

ERC BOARD OF DIRECTORS

We are sincerely grateful to these individuals for there investment of time and wisdom.

Dan G. Lunsford, Ed. D. (Chair) // President Emeritus, [Mars Hill University](#)

Troy Tolle // Chief Technology Officer, [DigitalChalk](#)

Don Cline // President, [Pisgah Astronomical Research Institute](#)

Paul Maurer // President, [Montreat College](#)

John Connet // City Manager, [City of Hendersonville, NC](#)

USER LOG IN

Remember Me

[Log In](#)

CONTACT US

Office Hours //

Mon – Fri 8 a.m. – 5 p.m.

E-mail Us //

Phone // (828) 350 – 2415

After Hours / Emergency //

(866) 372 – 7110

Address // 151 Patton Ave. Box 170

Asheville, NC 28801

[Facebook](#)

NETWORK STATUS

As of February 03, 2020 -- 07:59am

Network Normal

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Mailing Address: 1985 Tate Blvd SE #43
 City: Hickory State: NC Zip: 28602

Corporate Office: Wilkesboro, NC

Telephone: 828-322-1555 Email: joshstrickland@myriverstret.net
 jodycall@myriverstreet.net

Name and Title of Project Contact: Joshua Strickland, Wireless Operations Manager
 Jody Call, CTO

INTRODUCTION

RiverStreet Networks would like to thank ERC and the ARC for this opportunity to allow us to expand Broadband Services to the unserved and underserved in Watauga County, NC. Our proposal is comprised of a real-world evaluation based on our deep proven experience on this topic, building rural Broadband networks that are effective, scalable, on a solid business case with relative quick deployment. We have proven to be a state-wide leader with unique background and experience to deploy, operate and manage rural broadband networks leveraging strong local relationships and ingenuity to produce the most impact for the resources invested.

Further, RiverStreet Networks and NCW began partnering in 2018 to combine Fiber-to-the-Home and Fixed Wireless technologies to reach underserved and unserved areas of North Carolina and Virginia. This relationship resulted in RiverStreet's agreement to acquire NCW in 2019. Together our groups will play an integral role in fulfilling the requirements of this RFP if we are awarded the project.

Our parent company, Wilkes Telephone Membership CoOp (WTMC) is a North Carolina non-profit, cooperative corporation organized under Chapter 117 of the North Carolina General Statutes. WTMC is a cooperative incumbent LEC and it has provided telecommunications services in four rural exchanges located in and around Wilkes County, North Carolina since 1951. WTMC's CLEC subsidiary Wilkes Communications, Inc. (WCI), began offering competitive communications and broadband services in areas around WTMC's service areas in 2006.



PROJECT SUMMARY

We propose building an extension of our Wilkes and Avery Area networks to streamline as much of our mutual investment toward delivering infrastructure for “last-mile” delivery of broadband to many of the underserved homes and businesses in your county via reasonable investments in proven PtMP Fixed Wireless infrastructure.

Our following proposal offers coverage to strategic areas of Watauga County based on need and density (ref coverage maps):

Grant Funds Requested:	\$100,000	New Vertical Asset Deployments:	2+
<u>RiverStreet Investment:</u>	<u>\$250,000+</u>	Estimate of Population Covered:	1,620
Minimum Project Total:	\$350,000+	Service Area of:	57 mi ²
		Estimate of Households Covered:	675

FIXED WIRELESS

Our technology of choice for this project is PtMP Fixed Wireless. 3rd Party Research shows that this is the most economic and realistic method for providing Broadband in many rural environments where household and business densities do not support traditional wire-line deployments of broadband. We have 16 years of experience in Fixed Wireless and have local resources on both sides of Watauga County (Avery Co. and Wilkes Co.) and within Watauga itself with a track record of success beyond all expectations.



Watauga Medics Inc.

921 W. King St. Boone NC 28607 Ph: 828 264 9486 Fax: 828 264 9482 email: medics@boone.net

Year 2019 at a Glance

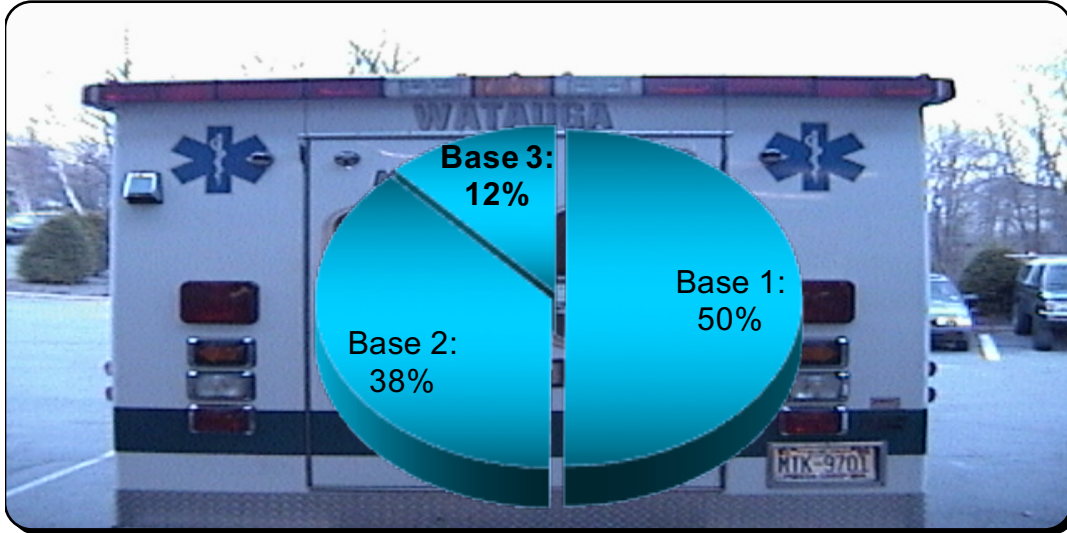
Total Number of Calls:	6,142
Number of No Transports:	1,742
Total Patients Transported:	4,400
Yearly Average Response Time:	0:09:01
Total Out of County Transports:	666
Total Out Of County Emergency Tranports:	211
Total Number of Emergency Calls:	2,701
Total Number of Patients Transported Emergency:	806
Total Number of Calls in Boone Fire District:	3,826
Total Calls other than Boone:	2,316
Busiest Fire District other than Boone:	Blowing Rock
Average Number of Calls per Day:	16.8
Busiest month:	July and August
Busiest day of the week	Friday
Busiest time of the day:	Between 4:00pm and 5:00pm
Yearly average percent increase in calls over last 28 years:	4.23%
Increase percentage in calls from previous year	3.09%
Percentage of Calls that resulted in No Transports (NTP's):	28%%
Total Number of DOA's for Year:	62
Total Number of Patients flown from the scene:	18

Watauga Medics Inc. Year 2019 Annual Report

For year ending 2019

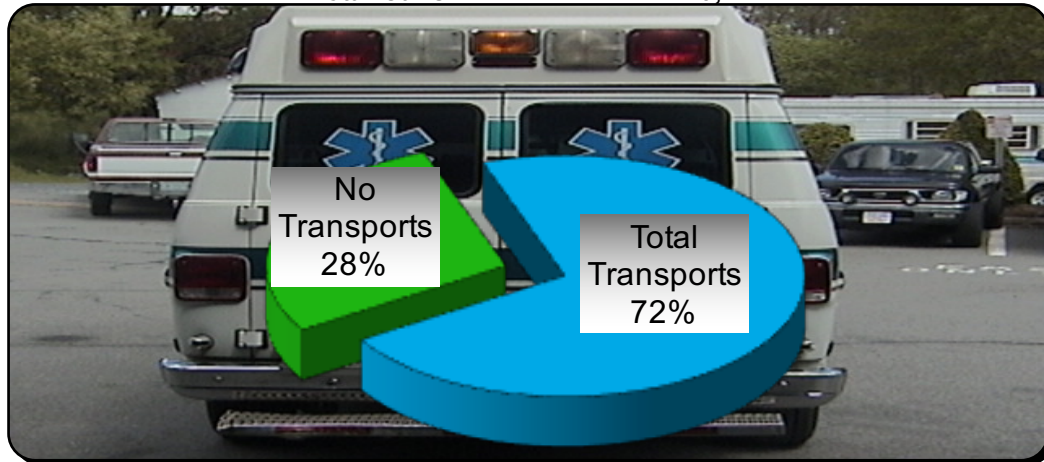
Calls for each Base

Base 1:	3,080
Base 2:	2,330
Base 3:	732
Total Number of Calls	6,142



No Transports compared to Total Calls

Total Transports	4,400
No Transports	1,742
Total Calls	6,142

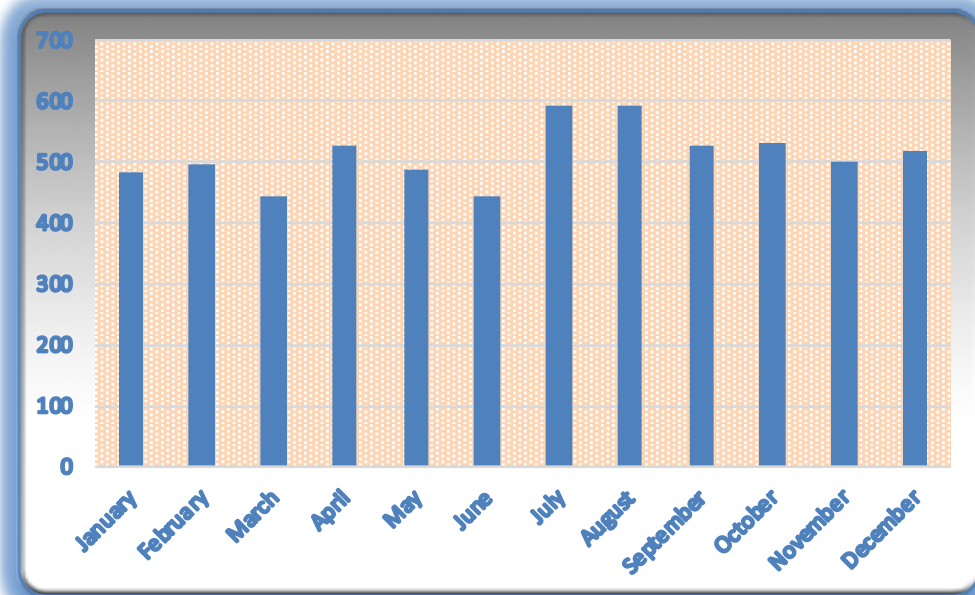


Watauga Medics Inc. Year 2019 Annual Report

For Year ending 2019

Calls by the Month

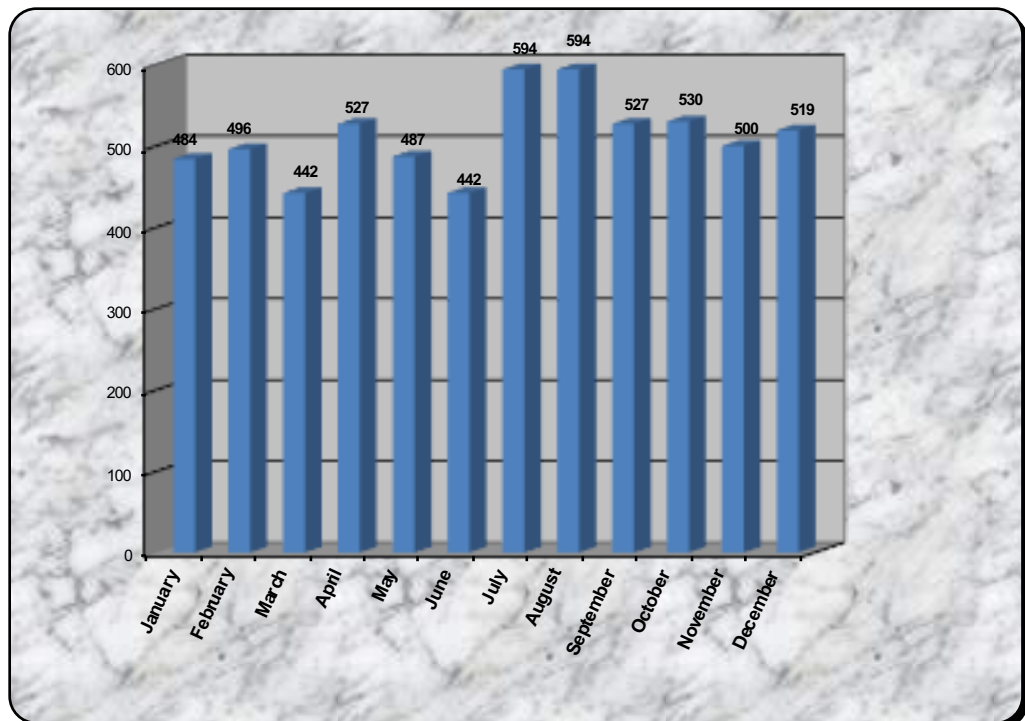
Month	Calls
January	484
February	496
March	442
April	527
May	487
June	442
July	594
August	594
September	527
October	530
November	500
December	519



Total Calls 6,142

No-Transports by Month

Month	NTP's
January	130
February	148
March	124
April	154
May	148
June	104
July	147
August	182
September	139
October	158
November	159
December	149

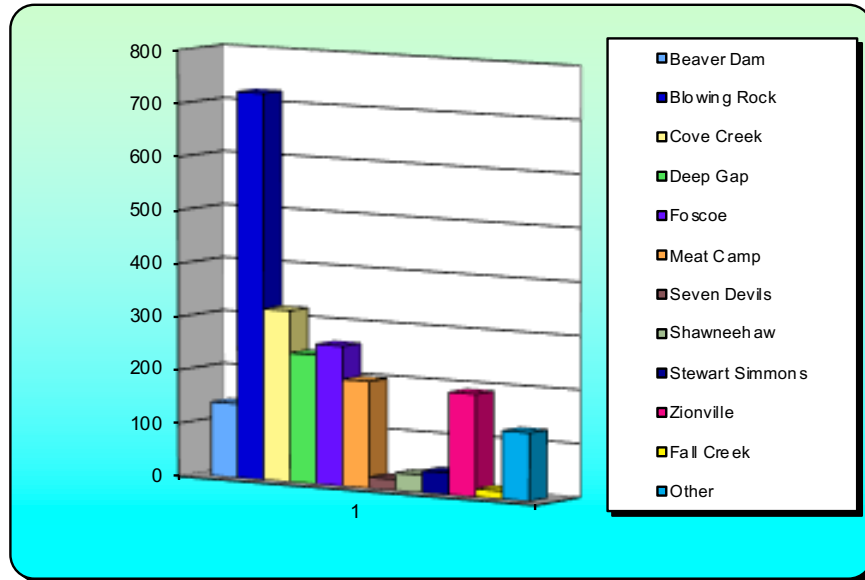


Total 6,142

Watauga Medics Inc. Year 2019 Annual Report

For Year Ending 2019

<u>Calls by Fire District</u>	<u>Number</u>
Beaver Dam	139
Blowing Rock	724
Cove Creek	321
Deep Gap	242
Foscoe	262
Meat Camp	200
Seven Devils	21
Shawneehaw	33
Stewart Simmons	41
Zionville	191
Fall Creek	15
Other	127

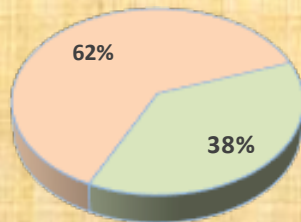


Calls by Fire District Other Than Boone: 2,316

Calls in Boone vs other districts

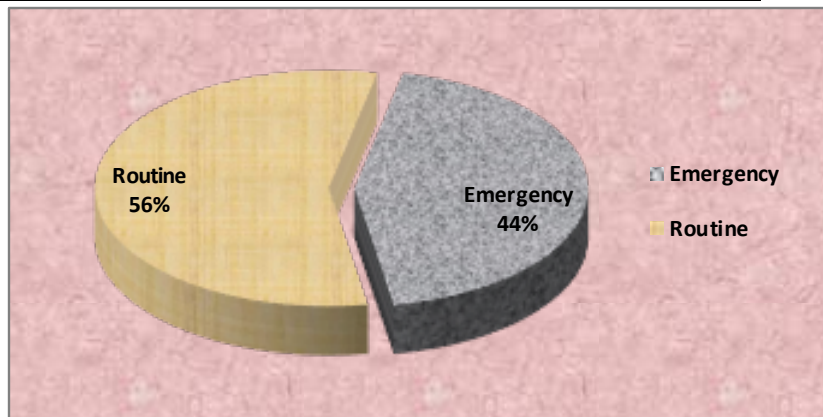
Calls other than Boone	2,316
Calls in Boone Fire Dist.	3,826
Total	6,142

Calls in Boone vs all other fire districts



Calls by type of response used:

<u>Type of Response</u>	<u>Number</u>
Emergency	2,701
Routine	3,441
Total	6,142

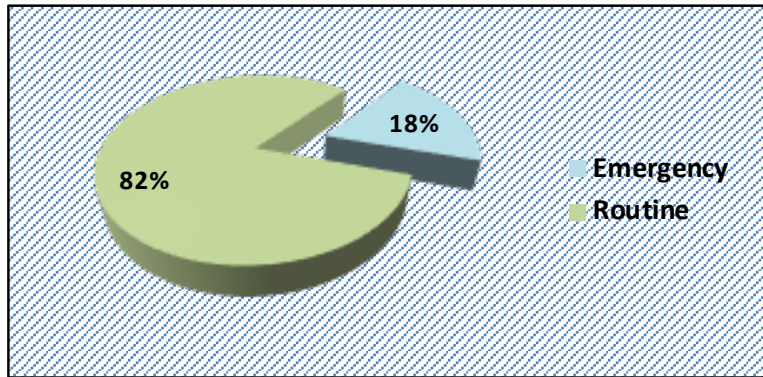


Watauga Medics Inc. Year 2019 Annual Report

For Year Ending 2019

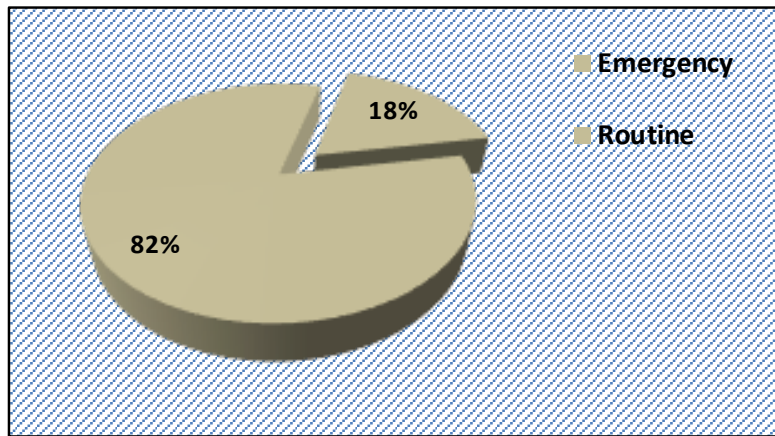
Type of response used while transporting patients

<u>Transport Type</u>	<u>Number</u>
Emergency	806
Routine	3,594
Total Transports	4,400



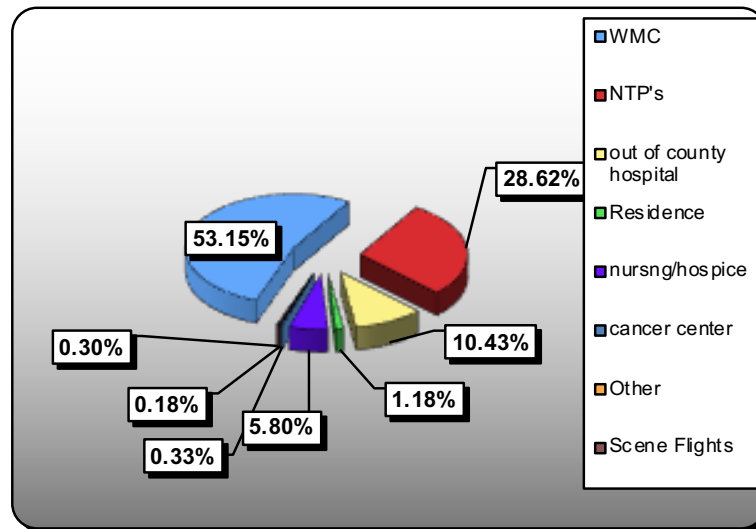
Type of Traffic for Out-Of-County Trips

<u>Traffic</u>	<u>Number</u>
Emergency	211
Routine	455
Total Out of County	666



Destination of Calls

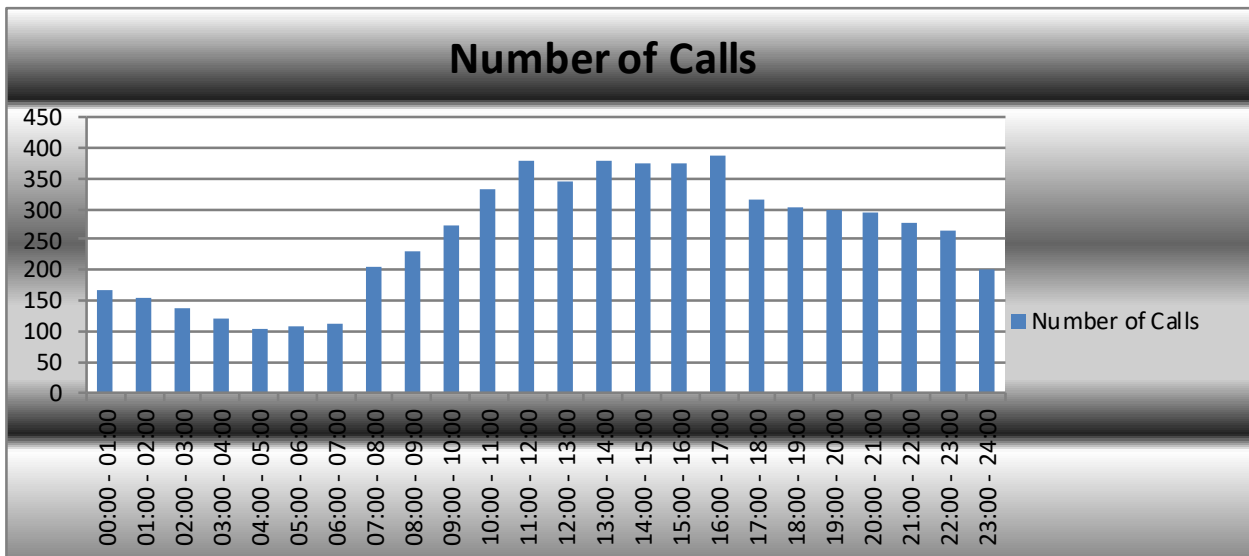
<u>Destination</u>	<u>Number</u>
WMC	3,235
NTP's	1,742
out of county hospital	635
Residence	72
nursng/hospice	353
cancer center	20
Other	11
Scene Flights	18
Dr. Office	56
Total	6,142



* WMC: Watauga Medical Center
 * NTP: No Transports

Watauga Medics Inc. Year 2019 Annual Report

<u>Time of Day</u>	<u>Number of Calls</u>
00:00 - 01:00	167
01:00 - 02:00	156
02:00 - 03:00	139
03:00 - 04:00	123
04:00 - 05:00	103
05:00 - 06:00	108
06:00 - 07:00	114
07:00 - 08:00	206
08:00 - 09:00	231
09:00 - 10:00	272
10:00 - 11:00	332
11:00 - 12:00	379
12:00 - 13:00	343
13:00 - 14:00	379
14:00 - 15:00	373
15:00 - 16:00	375
16:00 - 17:00	389
17:00 - 18:00	315
18:00 - 19:00	302
19:00 - 20:00	299
20:00 - 21:00	293
21:00 - 22:00	279
22:00 - 23:00	265
23:00 - 24:00	200
6,142	



Watauga Medics Inc. Year 2019 Annual Report

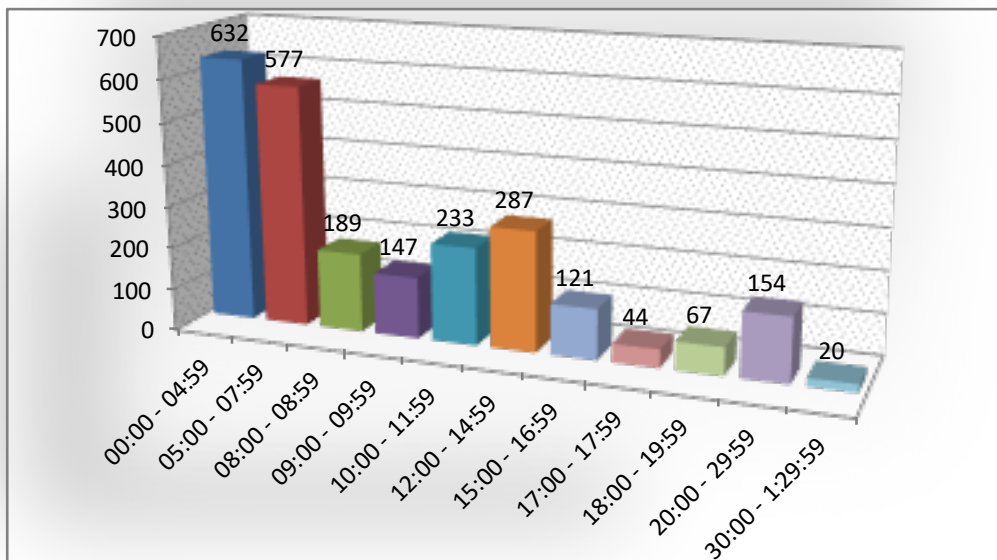
Response Times For Year Ending 2019

<u>Response Times</u>	<u>Number</u>
00:00 - 04:59	632
05:00 - 07:59	577
08:00 - 08:59	189
09:00 - 09:59	147
10:00 - 11:59	233
12:00 - 14:59	287
15:00 - 16:59	121
17:00 - 17:59	44
18:00 - 19:59	67
20:00 - 29:59	154
<u>30:00 - 1:29:59</u>	<u>20</u>

Total Emergency Responses **2,471**

Yearly Average Response Time: **0:09:01**

Number



Watauga Medics Inc. Year 2019 Annual Report

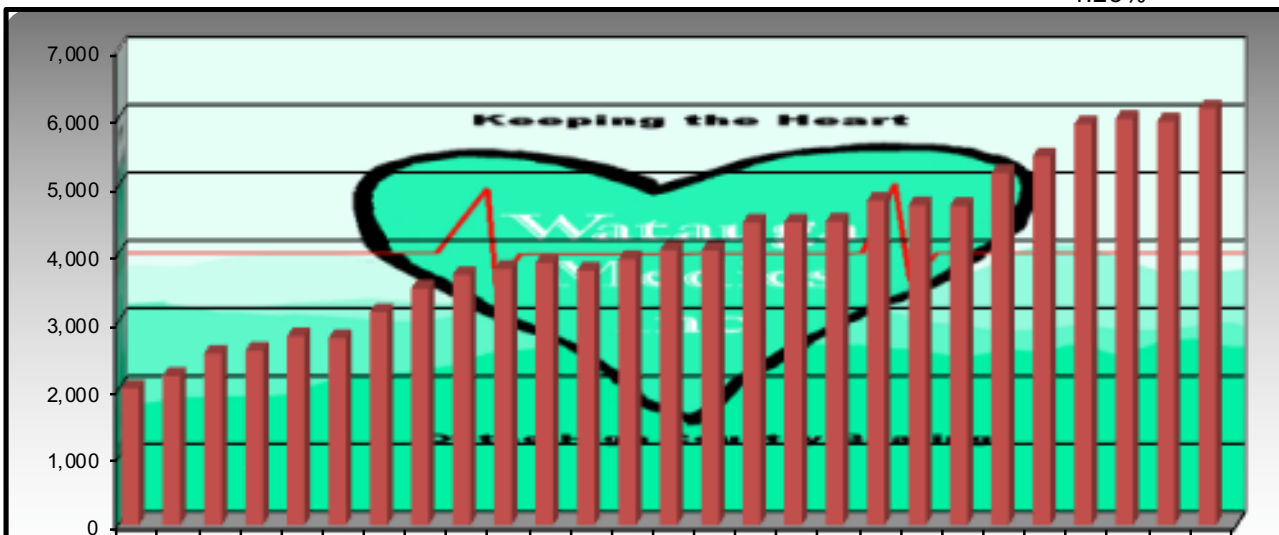
Total Number of Calls by Year

Year	Total Calls
1991	1,782
1992	1,921
1993	2,017
1994	2,198
1995	2,527
1996	2,571
1997	2,784
1998	2,755
1999	3,139
2000	3,487
2001	3,688
2002	3,775
2003	3,866
2004	3,752
2005	3,922
2006	4,053
2007	4,048
2008	4,460
2009	4,461
2010	4,473
2011	4,783
2012	4,714
2013	4,705
2014	5,191
2015	5,435
2016	5,912
2017	5,990
2018	5,952
2019	6,142

Number Increase/Decrease

Year	Change	
1991		
1992	139	7.24%
1993	96	4.76%
1994	181	8.23%
1995	329	13.02%
1996	44	1.71%
1997	213	7.65%
1998	-29	-1.05%
1999	384	12.23%
2000	348	9.98%
2001	201	5.45%
2002	87	2.30%
2003	91	2.35%
2004	-114	-3.04%
2005	170	4.33%
2006	131	3.23%
2007	-5	-0.12%
2008	412	9.24%
2009	1	0.02%
2010	12	0.27%
2011	310	6.48%
2012	-69	-1.46%
2013	-9	-0.19%
2014	486	9.36%
2015	244	4.49%
2016	477	8.07%
2017	78	1.30%
2018	-38	-0.64%
2019	190	3.09%

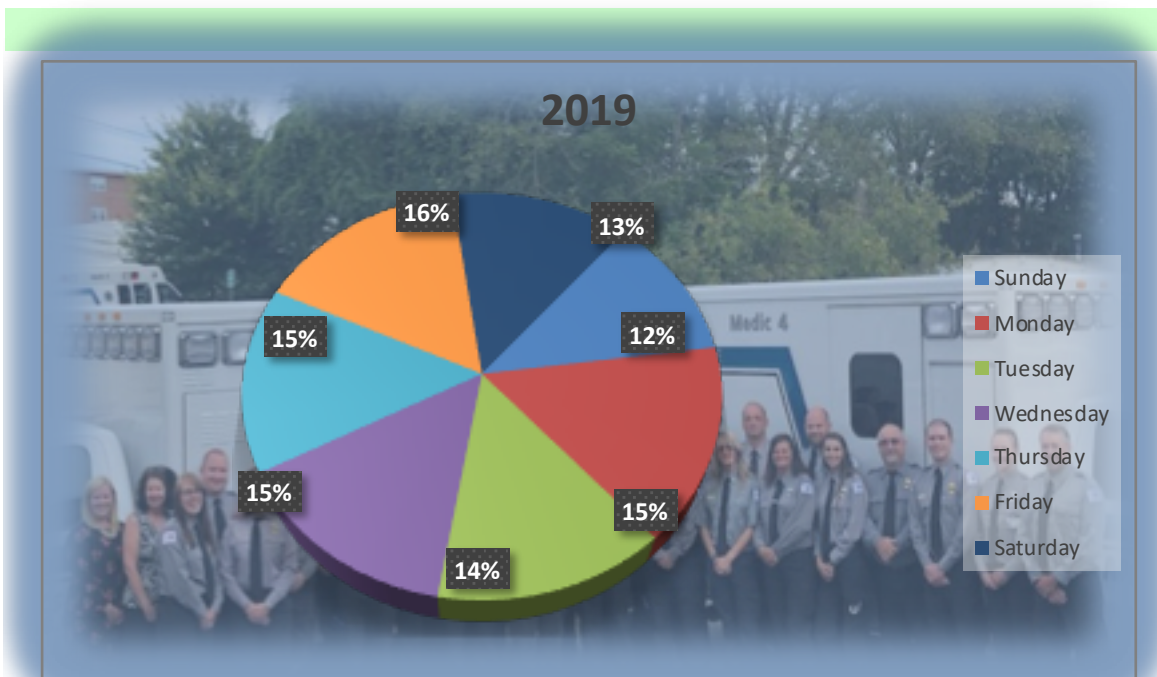
4.23%



2019 Calls by the day of the week

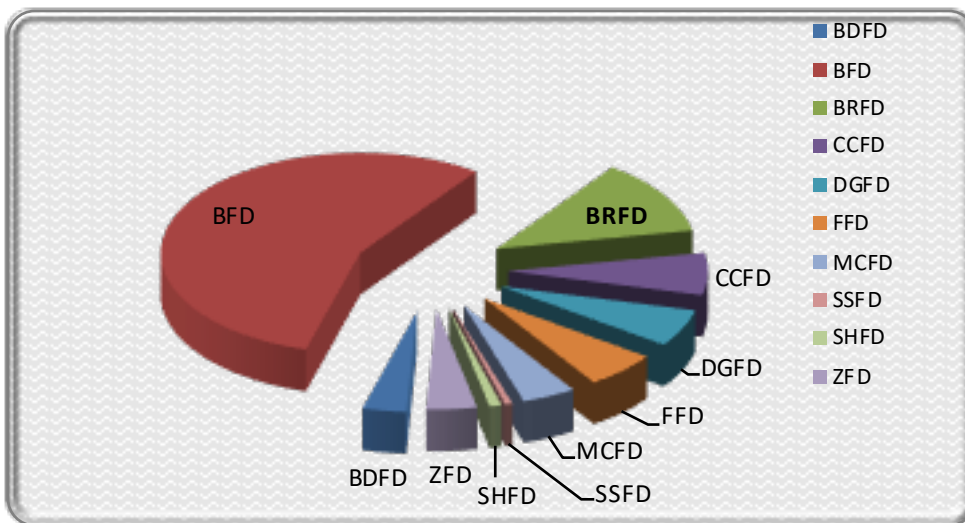
Total Calls by Day of The Week

	2019	2018	2017	2016	2015
Sunday	721	733	840	822	682
Monday	957	855	790	843	811
Tuesday	874	824	852	822	756
Wednesday	896	865	879	818	793
Thursday	908	871	863	844	742
Friday	966	918	873	915	819
Saturday	820	886	893	848	832
	6,142	5,952	5,990	5,912	5,435



2019 Number of Emergency calls by district

2019 data		2016 Data:	
BDFD	83	BDFD	41
BFD	1298	BFD	1271
BRFD	285	BRFD	282
CCFD	159	CCFD	195
DGFD	141	DGFD	119
FFD	138	FFD	154
MCFD	102	MCFD	109
SSFD	14	SSFD	20
SHFD	23	SHFD	35
ZFD	96	ZFD	55
	2,339		2,281



Avg. emergency response time by district

2019 data		2016 data:		Diff of:
BDFD	00:18:52	BDFD	00:25:32	improve 0:06:39
BFD	00:06:10	BFD	00:06:12	improve 00:00:02
BRFD	00:12:01	BRFD	00:12:35	improve 00:00:34
CCFD	00:10:24	CCFD	00:12:33	improve 00:02:09
DGFD	00:13:39	DGFD	00:14:28	improve 00:00:49
FFD	00:14:19	FFD	00:13:07	dec 00:01:12
MCFD	00:14:46	MCFD	00:14:02	dec 00:00:44
SSFD	00:24:51	SSFD	00:25:37	improve 00:00:46
SHFD	00:21:32	SHFD	00:21:46	improve 00:00:14
ZFD	00:11:47	ZFD	00:15:04	improve 00:03:16

yearly totals for 2019

Responding from and responding to for 2019:**All Calls:**

Calls responded to from base 1:	3087		
Calls responded to from base 2:	2338		
Calls responded to from base 3:	740		
		4th. QTR	
		Move Ups	12
Calls from base 1 to base 1:	1870	911 calls in BR	23
Calls from base 1 to base 2:	1045	911 Calls at ski mtn. or Foley Cent	16
Calls from base 1 to base 3:	164	911 Calls outside BR	26
		out of county tports	12
Calls from base 2 to base 2:	2022	in County tports	16
Calls from base 2 to base 1:	277		105
Calls from base 2 to base 3:	36		
Calls from base 3 to base 3:	523		
Calls from base 3 to base 1:	40		
Calls from base 3 to base 2:	172		

Just emergency calls

Calls from base 1:	1257
Calls from base 2:	954
Calls from base 3;	360
calls from BR	168
Calls from base 1 to base 1:	861
Calls from base 1 to base 2:	340
Calls from base 1 to base 3:	98
Calls from base 2 to base 2:	813
Calls from base 2 to base 1:	132
Calls from base 2 to base 3:	21
Calls from base 3 to base 3:	295
Calls from base 3 to base 1:	22
Calls from base 3 to base 2:	46
calls from BR to BR	75
Calls while at BR to base 1	42
Calls while at BR to Base 2	44
Calls while at BR to other	6

Watauga Medics Training Hours Summary 2019

Regular in-service hours:

January	
Cardiology	22 hrs
February	
Trauma	20 hrs
March	
Inter-facility Transport	24 hrs
April	
CNS Emergencies	20 hrs
May	
Health and Wellness	20 hrs
June	
Rescue/Extrication	18 hrs
July	
Operations	14 hrs
August	
Mass Casualty/Triage	18 hrs
September	
Cardiopulmonary Emergencies	18 hrs
October	
Pharmacology	14 hrs
November	
Pediatrics	18 hrs
December	
Pediatrics	6 hrs
Total In-Service Hours	192 hrs

Additional Training Hours:

ACLS/PALS/ITLS Guest	24 hrs
Speakers	6 hrs
ALS/BLS Skills	12 hrs
Total Training Hours	210 Hrs

Watauga Medics Inc.

921 W. King St. Boone NC 28607 Ph: (828) 264-9486 Fax: (828) 264-9482

January 12, 2020

2020 Billing Policy

Watauga Medics Inc. bills all claims for patients that are Medicare recipients. After Medicare has processed a claim, we receive a *Medicare Remittance Notice* stating how the claim was processed. If Medicare denies the claim and states that the Patient is responsible for the charges, we then bill the Patient. If the Patient has private insurance, we file a claim to their insurance company after Medicare pays.

If a patient is a Medicare and Medicaid recipient, Medicare is filed first. Medicaid pays after Medicare pays.

For all other Patients, we bill the patient the appropriate charges, in accordance with our contract, along with an insurance information sheet. If a completed insurance information sheet is returned, we submit the claim to the insurance company. If partial payment is received from an insurance company, the patient is responsible for the remainder. If the insurance company denies the claim, the Patient is responsible for the entire bill. Our billing cycle is setup on a 120-day schedule. If we receive no response after 120 days (four statements) the account is sent to a collection agency. If at any time during the 120-day billing cycle, the patient contacts our office and offers to make payments, we will hold the account as long as payments are made regularly. No interest charge is added to any patient account.

We are a participating provider with blue cross/blue shield which speeds up their payment procedures and protects the patient from expensive insurance denials.

It should also be noted that Watauga Medics Inc. was required by Medicaid and Medicare to write off well over \$200,000 in charges last year alone.

It is our policy to not turn any patient over to collections so long as they are making any effort to pay their bill.

Sincerely,

Craig Sullivan
Director

Organization

2020 Annual Pre-Budget Retreat

Type: Private, Non-Hospital

Status: Non-Volunteer

Agency License ^

Number	Issue Date	Expiration Date	Status
1554	11/30/1999	11/30/2021	Active

Agency Inspection ^

Nothing found to display.

Vehicles i

[+ Create](#) ^

VIN	Model Year	Unit Name	Permit	Expiration	Permit Type	Level	Status
1GB3KZC83GF165100	2016	M-1	NC000798	01/31/2021	Permanent	Paramedic	In Service
1FDSS3ES6CDB10235	2013	M9	NC002660	05/31/2021	Permanent	Paramedic	In Service
1GB3G2CL9F1234719	2015	MEDIC 7	NC003071	04/30/2020	Permanent	Paramedic	In Service
1GB3KOC8OEF117935	2014	M5	NC000797	01/31/2021	Permanent	Paramedic	In Service
1GB3KZCY5JF148967	2018	MEDIC 4	Nc003066	01/31/2020	Permanent	Paramedic	In Service
1GB3KZE89FF6680600	2015	M2	NC001387	01/31/2020	Permanent	Paramedic	In Service
1GB6G5C18F1112450	2015	M3	NC002661	05/31/2021	Permanent	Paramedic	In Service
1GBZGUCG3C1141635	2012	M6	NC001493	10/31/2021	Permanent	Paramedic	In Service

8 items found, displaying all items.

Export options: [CSV](#) | [Excel](#) | [XML](#)

Vehicle Availability

[Edit](#) ^

Institution: Watauga Medics Inc.

Location Information

Physical Address:

921 West King Street
Boone, NC 28607
Watauga County

Mailing Address:

921 West King Street
Boone, NC 28607
Watauga County

General Information

Website:

Work: (828) 264-9486

Fax:

Status: Open

Demographics ^

Institution Number: 095164

Associated System: Watauga

Contract Number:

Institution Category: EMS Provider Program

Institution Type: Advanced

Course Levels:

CE Local	Advanced Emergency Medical Technician	Emergency Medical Responder	Emergency Medical Technician	Paramedic
Initial	Advanced Emergency Medical Technician	Emergency Medical Responder	Emergency Medical Technician	Paramedic
Recertification	Advanced Emergency Medical Technician	Emergency Medical Responder	Emergency Medical Technician	Paramedic

Institution Credentials ^

Issue Date	Exp. Date	Status
07/25/2016	07/31/2020	Active

Contacts

+ Add

Roster



Name	Job Title(s)	Phone Number(s)
Nathaniel Keith McCoy P059893 SC509135	Instructor	Work: (336)-846-9111 Work: (828)-264-9486
Craig J Sullivan P007724	President Primary Contact	Work: (828) 264-9486
Matthew Johnson Walker P070769	Primary Contact	

Export options: CSV | Excel | XML

Offered Courses



Course Number	Course Name	Course Dates	Status
108700	CE Local Medical Responder	11/07/16 - 07/31/20	Approved
108701	CE Local EMT-Intermediate	11/07/16 - 07/31/20	Approved
108699	CE Local EMT-Basic	11/07/16 - 07/31/20	Approved
108698	CE Local Paramedic	07/26/16 - 07/31/20	Approved

Watauga Medics Inc.

921 W. King St. Boone NC 28607 PH: 828 264-9486 medics@boone.net

To: Deron Geouque

RE: Increase EMS staffing

From: Craig Sullivan

Date: 1/3/2020

This past year put the 20th. year of operation in the books for Watauga Medics Inc. I am very proud of the service we have been able to offer to Watauga County. Over the past 20 years our call volume has almost doubled and the increased demand on our system is not going to slow down anytime soon.

As noted the increase in demand for EMS is growing each year. The only fix to this is to add additional staffing and available units. Currently we staff 3-24 hour crews and a 12 hour crew all of those are 7 days per week. In addition to that we have a 9 hour crew that operates 6 days per week. My recommendation is to add an additional 24/7/365 crew. If that is not possible I would then suggest to change the 9 hour crew to a 24/7/365 crew. Which would save on personnel and equipment costs.

Below are the costs to add staffing:

Option A: Costs for an additional paramedic crew 24/7/365 this option includes all the equipment needed to run an additional crew: \$488,727.00 per year.

Option B: Costs to change 9 hour crew to 24 hour crew 7 days per week: \$316,619 per year.

Nationwide and locally there is a shortage of paramedics, which as you can imagine only drives the cost to provide paramedic coverage upwards. The state recently introduced a plan to require a 2 year degree in order to become a credentialed paramedic in NC which will go into effect in the near future. Another change that effects cost and workforce in EMS the state is now allowing Paramedics to work in alternative settings such as doctor's offices and in Hospitals. Watauga Medical Center recently started hiring Paramedics to work in the ER and are paying far more than even my top guys are making as a result we lost a couple of quality medics to those positions. Those things combined along with a few other increases are driving the cost to provide EMS to an all-time high for everyone. Many Counties are seeing their cost to provide the same service increasing as much as 25-50% or more from one year to the next. For example, Caldwell County had a 2019 budget of \$1,985,360 for the year 2020 the budget increased to \$3,129,864.00. They budgeted for a \$1,000,000 increase in salaries from 2019 - 2020.

I am happy to sit down and give a more detailed accounting of the costs associated with additional staffing. Thank you in advance if you have any questions please feel free to call me anytime 828-964-1706

Sincerely,

Craig Sullivan
Watauga Medics Inc.