MINUTES – WORKSHOP/RETREAT
BOONE TOWN COUNCIL
January 23, 2018

CALL TO ORDER

A special meeting of the Boone Town Council was called to order at 8:48 a.m. in the Council Chambers located at 1500 Blowing Rock Road. Mayor Rennie Brantz presided. Council Members present were Mayor Pro Tem Loretta Clawson, Lynne Mason, Sam Furgiuele, Connie Ulmer and Marshall Ashcraft. Staff present included Town Manager John Ward and Town Clerk Nicole Worley. Human Resources Director Peri Moretz, Police Captain Dana Crawford, Communications Supervisor Kevin Hardy, Planning Director Jane Shook, Cultural Resources Director Pilar Fotta, Fire Chief Jimmy Isaacs and Public Works Director Rick Miller also attended the meeting as needed.

The purpose of the meeting was to hold the annual Town Council retreat.

TOWN-WIDE DISCUSSION ITEMS

Town Manager John Ward began the meeting by outlining the items on the retreat agenda and by presenting town-wide discussion items. Mr. Ward described the budget process to new Council members and went over numbers from last years budget and explained that since it was very early in the process, he would not know revenue numbers until later in the process. Mr. Ward noted that in the past couple of years, the state eliminated the need for business licenses, and therefore, fees could not be collected.

HUMAN RESOURCES

Current Human Resources Director Peri Moretz introduced Dale Presnell, who will be assuming her duties after her retirement at the end of the month. Ms. Moretz detailed the past year's accomplishments within the Human Resources department and noted the high turn-over rate. Ms. Moretz stated that it was her belief that scheduling conflicts and non-competitive pay were contributing factors in the high turn-over rate and later noted her support of a Town-wide pay study. Discussion ensued regarding law enforcement staffing needs and the hiring of new firefighters through grants whose salaries will be absorbed into the budget once grant funding has been exhausted. Town Manager John Ward noted that in the past couple of years, staff has worked to compile a compensation study to distribute to each employee in hopes of bringing to light the value of benefits given to Town employees. Historical information was offered on employee raises and brief discussion was held regarding alternatives to merit raises to recognize outstanding Town employees. Ms. Moretz noted that there had not been an increase in health insurance costs in five years and warned that this year may be different due to a number of factors. Council Member Furgiuele noted that the Town could request a copy of the pay study recently performed by Watauga County. Council Member Mason inquired as to whether a pay study could be performed in-house, to which Ms. Moretz answered that staff did a comparison of figures available from the North Carolina League of Municipalities and discovered that salaries in certain areas were as much as 10% less than the average. In response to a question raised by Council Member Furgiuele, Ms. Moretz stated that around 65% of Town employees received a merit raise in FY 2017/18. Council Member Furgiuele asked whether a connection had ever been made between cost of living adjustments and the increase in the consumer price index and offered that a policy be created to automatically give employees cost of living adjustments comparable to consumer price index increases, with a possibility of merit raises if there are additional funds available. Council Member Mason express that she favored cost of living adjustments over merit raises. Discussion ensued regarding the effects of potentially increasing an employee's salary instead of increasing the job title listed on the pay scale. Mr. Moretz finished by stating that HR would soon be offering new training opportunities online so that they would be able to reach out to all Town employees at a lower cost.

Human Resources Department

ACCOMPLISHMENTS

- The Town's Administration Department and Public Services will be receiving their fourth Consecutive Year of Gold Awards from NCDOL/OSHA. The Public Utilities Department will be receiving their third Consecutive Year Gold Award from NCDOL/OSHA. The Fire Department will be receiving their first Year Gold Award from NCDOL/OSHA. To be eligible for these awards departments must be at half of the national average for their line of work and no lost work day cases. The Police Department will receive their first Silver Award form NCDOL/OSHA.

- Ø We renewed our Workers Compensation and our General Liability insurance with Travelers Insurance Co. Due to the good work of the employees keeping down accidents we only had a 4.7 percent increase, 3 percent of this was due to increases in payroll, property (automatic 3 percent increase due to property values) vehicles and equipment. The 1.7 percent increase was due to insurance trends and not losses.

- Ø Updated safety policies and Article X Alcohol and Drug Testing in the employee hand book.
- Ø Developed a Youth Protection policy for Cultural Resources.
- Ø Updated Insurance schedules, this is done annually for renewal purposes
- Ø Hired 19 new employees
- Ø Retired 4 employees
- Ø Provided a compensation summary to employees
- Ø BCBS medical and dental insurance ~ no rate increase to employees for the 5th year
- Ø No increase in our Life Insurance Coverage for at least 16 years
- Ø Wellness program provided a $500 wellness gift card to employees for the 2nd year.

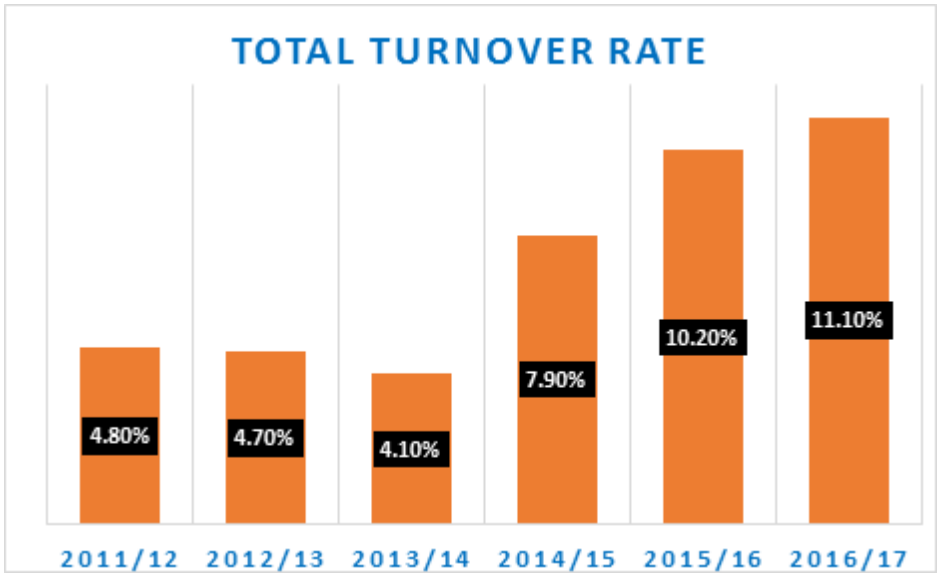
GOALS

- Ø Establish on-line training with the JER HR Group for all employees to include Human Resource and safety topics such as Workplace Diversity, Workplace Harassment, Prevention of Sexual Harassment, Slips, trips and fall, Emergency Action and Fire Prevention just to name a few.
- Ø Our last pay study was completed in 2006 and in order to maintain competitive salaries, we need to hire a consultant through the NC League of Municipalities. The cost approximately $21,000 plus travel, meals and accomodations.
- Ø Update and improve insurance schedules of Town equipment, vehicles, buildings, and computers.
- Ø Invite OSHA Consultative Division to come and inspect our Fire Stations 1, 2, 3 and the Police Department. The consultation is confidential and will not be reported routinely to the OSHA inspection staff. No citations or penalties are issued and our only obligation is to correct serious job safety and health hazards. We had this as last year's goal, but had to wait a year from the last inspection before we were eligible.

OTHER INFORMATION

- Ø Turnover rate year to date is 4.40% (as of 1/31/2018). Last year the fiscal year turnover rate was 11.20%.

FISCAL YEAR TURNOVER COMPARISON



Mayor Brantz declared a break at 10:25 a.m. Council reconvened at 10:35 a.m.

CULTURAL RESOURCES

Cultural Resources Director Pilar Fotta presented her budget retreat memo to Council and gave a brief overview of the department and its duties. The recent re-organization of the Downtown Boone Development Association was discussed, as were the impacts that this move had on the Cultural Resources department. Council Member Furgiuele questioned whether the parking contract with McLaurin Parking was managed by the Downtown Boone Development Association during its time in the Jones House and asked why the department was moved to administration. Mr. Ward answered that the department was moved due to the fact that it was unclear to the public to visit the Jones House for questions regarding the opening of businesses downtown. Council Member Furgiuele stated that he would like to see statistics in the future of how many requests for business information came to the DBDA Coordinator. He went on to express his concern with the fact that the decision to remove the DBDA from the Cultural Resources department did not go before Council and that future structural changes should always go before Council for discussion. Council Member Mason added that the concept was presented to Council and that the transition was a matter of greater efficiency. Brief discussion ensued regarding the purpose of the budget retreat. Ms. Fotta stated that she needed more staff and an expanded programming budget in order to handle the Council's request for additional programming. The Cultural Resources budget was briefly discussed with Mayor Brantz applauding the department's music program, which offers lessons to the public two days a week. Ms. Fotta noted that the program utilizes a scholarship program with Council Member Furgiuele inquiring about the rates for Town of Boone residents and those who reside outside the Town limits, as well as the possibility of looking to Watauga County for possible funding. Ms. Fotta answered that rates were the same for Town residents and non-Town residents. The possibilities of grant funding was discussed at length with Ms. Fotta mentioning that the Town currently partners with We Can So You Can on the Daniel Boone Rail Jam and that a portion of the funds from that event being donated to the Town for improvements at Daniel Boone Park. The possibility of new programming at the park was discussed as was a fee structure for the use of the park. Discussion ensued regarding Souther Appalachian Historical Association and the Town's use of long-term leases with outside parties. Council Member Mason expressed the need to reach out to various groups, as well as a need for a license agreement with clear parameters for non-profit organization usage. MSD funds and their relationship to programming were discussed, as were the hours the Jones House was open to the public. Council Member Mason added that the limited public hours at the Jones House was one of the reasons the DBDA position was moved from Cultural Resources to Administration at Town Hall. Ms. Fotta noted that the department has felt the effects of the loss of the MSD funds in terms funding and staffing. Mr. Ward noted the improvements Ms. Fotta has made in terms of communications between the Farmers Market and SAHA. Discussion turned to the Rivers House with Ms. Fotta noting that since the Rivers' estate file was closed, it would be easier to investigate potential options for the property. Ms. Fotta continued to add that staff had a good working relationship with Downtown Boone Post Office employees and outlined funding priorities including ADA requirements for the sidewalk on the property. Council Member Furgiuele added that he would like to see the Town use impervious surface for sidewalks to help eliminate drainage issues throughout the Town. Ms. Fotta went on to address needs listed in her memo including the department's need for a functional kitchen and a dedicated department vehicle. Mr. Ward noted that there was a possibility that a vehicle being used by the Fire department could be transferred to the Cultural Resources department which would enable Cultural Resources staff to pull a trailer if needed. Ms. Fotta explained that one of the department's goals for the upcoming budget year was to install a protective screen for the mural located at the Downtown Boone Post Office. Discussion ensued regarding potential improvements to the website, possible future programming and the use of TDA funds.

Cultural Resources Department

TO: Mayor, Boone Town Council, and Town Manager
FROM: Pilar Fotta, Cultural Resources Director
DATE: **January 17, 2018**
RE: 2018 - 2019 Budget Retreat

Thank you for your continued support of the Cultural Resources Department. It has been a busy year with many changes. I am thankful for my staff and I am proud of our accomplishments. I look forward to working with you in the upcoming year.

2017 Highlights:

Programs/Events

- We had another successful outdoor concert series in 2017, attendance was strong, and we received insightful feedback.
- The indoor concert series continues to grow, and we are excited to present the 2018 winter/spring schedule.
- This year we added a new event, Touchdown Boone. The event served as a "pep rally" for the ASU vs. Wake Forest football game and featured beer samples from local breweries, giveaways from the ASU Alumni Association, and activities for families. It was well attended and very well received.
- We partnered with community groups to add the ASU APPtoberfest and Homecoming Street Party on Howard Street, the Haunted Horn: Curse of the Wendigo at Daniel Boone Park, and the High Country Toast at the Jones House.
- We had our largest ever attendance at the 17th annual downtown Boone Boo!.
- We hosted a very successful 4th of July Parade and after-party at the Jones House. In addition, we added food trucks to the fireworks celebration at Clawson/Burnley Park.
- We had a record number of registrations for the Christmas parade.
- We expanded music lessons to two days a week to accommodate an increase in demand for lessons.
- We added one-on-one music lessons to a growing number of students at the Jones House.
- We added additional content and upgraded our events calendar to respond to the new job description for the Director.

The Jones House:

The Jones House remains a popular location for meetings, events, programs, and visitors seeking information. Visitors most often inquire about the history of the Jones House, history of the area (most ask if there is a local museum), restrooms and local places to go and things to do.

- This year we were open to the public Saturdays and Sundays for the majority of the year.
- Additional hours, increased participation in events and programs, and private rentals/meetings takes a toll on a historic building. We continue to discuss how we can continue to grow our programs while also being mindful to take great care and maintain the historical integrity of the house.

Daniel Boone Park

- Attendance for user groups at Daniel Boone Park continues to grow. There has been an increase usage by community groups for events like the Village Vision Festival, the Haunted Horn: Curse of the Wendigo, and the Daniel Boone Rail Jam. We continue to receive new requests to use the facility.
- We look forward to working with the new Farmer's Market Manager, David Nicklaw.

- The partnership with the We Can So You Can Foundation has been beneficial. It has provided new and creative programming at Daniel Boone Park, as well as income to repair and improve the facility. Providing new programs and finding new income sources were two of the priorities given to the Cultural Resources Department and Cultural Resources Advisory Board when established.

River's Property

Staff continues to work with the Cultural Resources Advisory Board to develop ideas for use as well as funding sources for redevelopment of the house and property. Staff continues to look for potential partners and uses that would be in compliance with the deed and zoning restrictions.

- Staff explored a grant to potentially help fund trail development at the River's property, but were asked not to pursue it at this time because the Town has another potential property with a higher priority.

Priorities and Goals for the Cultural Resource Department for 2018-2019

Staffing

Increase part-time staff position to FTE. I maintain that our customer service and efficiency would improve with a full-time Administrative Assistant for the department. With the loss of the full-time DBDA position, the FTE is essential for us to maintain current programs. Otherwise, it will be necessary to reprioritize and restructure our programs and staff schedule. I submitted a proposed job description for the to the HR Department for review and consideration.

- Continue the partnership with DBDA to fund weekend staff at the Jones House.
- With the change in structure for the CR department, staff has modified our advertising and marketing plan. We will continue to modify our advertising strategies to stay within the CR budget.

Expand Programming Budget and New Programs and Events

Council has expressed a desire to expand public events and programming. Staff has successfully applied for and received grants to maintain current programs, and we will continue to look for new funding sources; however, if the Council would like to expand programming, it will require an increase in funding for the department.

I would also like to discuss the expected revenue line for the Cultural Resources Department and the Jones House. For the past two years, I planned my budget based on the current FY's expected revenue; however, the expected revenue increased both years when the final budget was presented. In order for me to plan an accurate budget, understanding the expectation in advance is crucial.

- Potential new activities with increased funding:
  - Expanded activities for the Annual Doc Watson Day Celebration
  - St. Patrick's Day Parade
  - Santa at the Jones House for a few select days and hours in December
  - Three Touchdown Boone events
  - Fall Ciderfest
  - Historic walking tour and brochure
  - Outdoor Summer/Fall movies at the Jones House
  - Expanding the street boundaries of Boone BOO!
  - Continued expansion of music lessons, programs and offerings.

The Jones House

- **Sidewalk**

  The brick sidewalk leading from the parking lot to the front of the house is

deteriorating and is in need of replacement. I would like to contract an architect to redesign the layout to accommodate guests with disabilities. There is currently no way for wheelchairs to easily access the front lawn or King Street from our parking lot.

- **Kitchen Updates**
  The kitchen in the Jones House does not adequately meet our needs for programming. I have discussed a plan with staff from Planning and Public Works to alter the layout of the kitchen/storage space and create a more functional work space. I would like contract an architect to design the space and make the changes in January 2019.
- **Cleaning Schedule**
  I would like to increase the number of times the Jones House is cleaned from three times per week to 5 times per week. For the majority of the year, the Jones House is open to the public 6 days a week. Our restrooms are used frequently and our floors are regularly covered with water and salt.

Vehicle

In October, I was notified by Fleet Maintenance that our vehicle was no longer safe to operate, and the vehicle was subsequently disposed. The department has been without a dedicated vehicle since that time.

Downtown Post Office

My recommendations for the downtown Post Office are the same as they were last fiscal year.

- Installing a protective screen for the mural: The restoration of the mural was costly, installing a protective screen would be a wise investment. After discussions with Mr. Goist, I feel confident that it would not detract from nor damage the mural.
- New shelving and storage: I would like to work with the Public Works Department and the Postmaster to design new shelves and storage compartments to replace the cardboard boxes and plastic containers currently being used by the USPS on the Main level of the Post Office. I would also like to explore the possibility of adding a small rack for brochures, maps, and visitor information.

Daniel Boone Park

I will defer to the Public Works Department to address the larger maintenance and repair priorities for the buildings and grounds, as that responsibility has been reassigned to them.

- The revenue received through our partnership with We Can So You Can on the 2017 Rail Jam, provided the funding to add much-needed lighting at the amphitheater and surrounding walkways.
- The revenue received through our partnership with We Can So You Can on the 2017 Haunted Horn: Curse of the Wendigo and Daniel BOO, will provide for repair and maintenance to the stone steps in the amphitheater.
- If we want to host larger events in the amphitheater, upgrades are needed to the electrical system in order to accommodate larger sound equipment and lighting.
- If the current budget allows, I plan upgrade the tissue and towel dispensers in all of the restrooms before the season opens in May.

Overarching Branding, Promotions and Marketing

Each member of the CR staff works diligently to promote our programs and events. Social Media has become the main source of information and advertising for a large part of our demographic. We have increased our online presence, which requires a significant amount of dedicated time and resources.

Last year, I recommended a comprehensive branding, marketing and social media plan for coordinating, promoting, and marketing Cultural Resources programs, Town of Boone special events, and activities of our partner organizations. I maintain that this would be beneficial, particularly with the separation of the Cultural Resources Department and the DBDA. We are directing residents and visitors to several locations

rather than directing them to one landing page (a single web page that provides links to the specific information they are looking for) for information and events.

Cultural Resource Cataloguing, Archiving, Acquisition and Storage: Our collection of cultural materials continues to grow. Currently, we do not have the preservation materials, storage equipment, storage space or software necessary to apply best practices as they relate to the cataloging and preservation of historic materials. I continue to receive inquiries from community members who would like to donate artifacts and memorabilia. I am unable to accept any additional items at this time due to lack of proper materials and storage.

My sincere thanks for your continued support. I look forward to discussing these items with you in greater detail at the annual retreat.

Mayor Brantz declared a break at 12:00 p.m. Council reconvened at 12:11 p.m.

POLICE

Police Captain Andy LeBeau and Communications Records Supervisor Kevin Hardy presented a power point presentation detailing the accomplishments and duties of the police department over the past year. Council Member Ashcraft asked for clarification between the Boone police department and the ASU police department to which Captain LeBeau replied that the Town shares a good working relationship with ASU police department and that the departments have overlapping jurisdictions. Capt. LeBeau explained that this meant that ASU police department is allowed only to operate on campus, while Boone police department operates in Town and also on campus. Capt. LeBeau stated that the department had a very high conviction rate and credited this to the department's detectives. Discussion ensued regarding fire alarms and the Town's burglar alarm ordinance requirements related to false alarms and the penalties that accompany them. Capt. LeBeau stated that less than one percent of alarms in the last year were attributed to theft and that the remaining percentage was due to user error. Council Member Furgiuele expressed that he would like the ordinance revisited by the Town Attorney to allow for costs to be passed along to users who choose not to maintain their system, and to allow for a longer roller-over period of at least a year instead of the current six months. Town Manager John Ward turned to the possible consolidation of emergency communications and noted that discussion has been had in the past. The possibility of applying for grant funding for additional officers was discussed, with Mr. Ward noting that certain grant-funded positions would be required to be traffic mandated. He continued to state that this would not pose a problem, as it would free up officers in other areas. Discussion then turned to the use of hybrid police cars with Capt. LeBeau explaining to Council that there was a current lack of technology to build a hybrid police car package. Communications Records Supervisor Kevin Hardy noted concern with the department's inability to communicate with the fire department on their new radios and referred to the budget memo's request for radio control base replacements and portable back-up radios. The department's need for a competitive pay schedule was discussed with Capt. LeBeau offering that the department's top three needs were employees, vehicles and radios. Council Member Furgiuele mentioned that he would like for Council to have a public forum with the police department in April so that the community can interact with the department. He inquired as to whether Narcan was carried by Town officers to which Capt. Lebeau replied that officers were currently being trained on the usage of Narcan, noting that medics have been relied on in the past for the treatment. The conversation turned to the Town's usage of body cameras, with Council Member Furgiuele expressing the importance of body cameras. The police department's presentation concluded with brief discussion regarding the number of employees who would be ready to retire in the near future, as well as the lease and/or purchase of police vehicles.

The complete PowerPoint presentation may be viewed online by following this link: http://boonenc.iqm2.com/Citizens/Detail_Communication.aspx?Frame=&MeetingID=1797&MediaPosition=&ID=1692&CssClass=

Memo

To: Mayor Brantz and Town Council

From: Dana Crawford, Chief of Police
CC: John Ward, Town Manager
Date: 3/8/2018
Re: Council Retreat Items

It has been another busy year for Boone Police Department. We reached a new milestone in the number of calls answered in 2017, with over 21,000 calls answered or initiated by officers. Coupled with this increase in calls was the fact that we had several openings in our patrol ranks. Most of our shifts were shorthanded for most of the year due to turnover and on-duty injuries. However, we have professional officers, who understood that we were working hard to hire good people to fill our ranks and become part of a great team, willing to serve this community in many ways.

In keeping with our mission statement: "We are committed to the ethical treatment of those we serve. We will strive to attain professional knowledge, so that we continue to be responsive to this community with unsurpassed, professional service."

Below, I have listed many of our accomplishments and a small sample of the community activities that our officers have undertaken to serve this community throughout the 2017 calendar year. These accomplishments take place because we have hard working, dedicated men and women that care about the community they serve on a daily basis.

Community Involvement

- The Bike Patrol conducted four bicycle rodeos, which teaches children bicycle safety.
- Boone Police Department helped raise over $26,000 with the annual bike tour of the Blue Ridge Parkway for NC Special Olympics. This was in partnership with many community businesses and citizens.
- Many officers participated in Emergency Fest.
- Several of our officers were guest presenters at ASU, in classes to speak about Boone Police Department, safety and crime issues.
- The Boone Police Department continues to be involved in community groups such as the NAACP and Leading for Equality. While we at the police department have our own mission in service to the Town of Boone, we recognize the importance of having established relationships with community members.
- We have also conducted multiple community presentations on a variety of topics, specifically to schools and business to educate members of the community on how to react in the event of an active shooter incident.
- Patrol Officers adopted two families for Christmas in partnership with Blood, Sweat and Gears.
- An Officer collected funds from officers to help a needy family to present a child a birthday party and gifts.
- A patrol shift bought gifts for a single father to present gifts to his family on Christmas.
- Boone Police Department helped collect over 1000 pounds of food for the Hunger and Health Coalition during the annual food drive.
- Our communications staff helped organize and participate with the Joe Knapp family fundraiser and provided much needed man power and organizational skills. Staff assisted with food preparation and gathering of supplies for the event.
- Our telecommunicators also assisted with compiling a care package for the telecommunicators at Las Vegas Police Department in response to their heroic service during the active shooter incident this past summer. This project was funded at their own cost.
- We are in our fifth year of our self-intiated Community Contact Program. Each day an officer is designated to refrain from enforcement activities and instead engage the community in various and asundry ways.

- Heavily involved in Special Olympics and raised over $27,000 to help fund and sponsor Special Olympics activities. Over the past three years Boone Police Department has raised over $73,000 to go toward this worthy cause.
- We have an active internship program that serves as a recruitment tool to hire police officers. Over 50% of our hires over the past 5 years have been interns that participated in our program.

Criminal Investigations Division/ Narcotics Unit

Accomplishments

CID has worked many important investigations this year, including 23 sexual assaults, 16 death investigations, 7 sexual predator investigations, an infant death, a large-scale embezzlement case (over 1.5 million dollars), and armed robberies. Below are some highlights of the good work that our detectives have performed over the past year.

- Our Criminal Investigations Division's Case Closed / Cleared rate for 2017 is 69% (the national average is 33%).
- Our narcotics unit opened 82 drug cases this year, including several federal level drug investigations, causing a major disruption for area drug traffickers. These cases included the seizure of well over 14 kilograms of methamphetamine and 40 pounds of marijuana.
- In partnership with the NCSBI and use of Internet Crimes Against Children (ICAC) grant funds, we completed the digital forensics lab, complete with forensics equipment and workstations. We now have the same capabilities at Boone Police Department as the State Crime Lab in regards to examining digital evidence.
- Our Detectives participated in a rare visit to the Western Carolina University "Body Farm," to learn from one of the nation's foremost Certified Forensic Anthropologist.
- Our CID maintains one of the strongest internet predator programs in North Carolina.
- Detective Corporal Kat Eller earned her Criminal Investigations Certification from the NC Justice Academy. This requires 500+ hours of training and many years of investigative experience.
- Our Narcotics Division added a narcotics detection K-9 this year, named "Kyra" (at no cost to taxpayers)
- In 2017 our K-9 teams assisted Officers in at least 230 law enforcement situations. They were instrumental in locating over 6,000 grams of marijuana, 300 grams of methamphetamine and seizing over $12,000 in currency.
- Boone Police K-9 teams also assisted other agencies on at least 20 occasions and assisted officers in tracking offenders on at least 5 occasions.
- Our K-9s and handlers continue to be a hit with citizens and participated in over 20 demonstrations for various community organizations and groups.

Patrol Division

Accomplishments

In 2017, the Boone Police Department Patrol Division answered or initiated 21,876 calls. This number represents a new record for Boone Police Department. This represents a 31% increase over the past 10 years with only a 5.7% increase in personnel.

Our Patrol Division was shorthanded much of this year due to three officers resigning to take other jobs, two officers being out on medical leave for an extended time, due to on duty injuries.

- Another overriding accomplishment I would like to point out is that 84% of current sworn officers have attained a Bachelor Degree or Master's Degree. I think this shows our dedication to education and developmental training
- This year Boone Police Department officers participated in 6,694 hours of training. This number averages out to 188 hours per officer.
- Sgt. TJ Proffit and Corporal Andrew Smith received their Advanced Law Enforcement certification in 2017.
- Patrol officers stopped a vehicle for a moving violation which led to the seizure of 427 grams (0.9 lbs.) of Butane Hash Oil, 199 grams (0.4 lbs.) of Marijuana, 30 dosage units of amphetamine salts, 4 Ounces of Cannabis Syrup, $4,020 in Cash, Multiple Firearms. This led to a search warrant being served at an apartment, which led to evidence of an armed robbery that occurred in Boone.

- Patrol officers stopped a vehicle containing 694 grams (1.5 lbs.) of Cocaine, 1,676 grams (3.6 lbs.) Marijuana and $1,729 in currency. This was one of the largest seizures of cocaine at the patrol level.

Communications

Education and Training

- All staff, including all new hires, are fully trained and certified. Staff completed 791 hours of training and continuing education in the past 12 months.
- Telecommunicator Bridget Klein and Supervisor Kevin Hardy were recipients of North Carolina Public Safety Answering Point Manager certificates. Completing 100 hours of class contact time over 18 months. This program was launched in 2017. Bridget and Kevin are among only 22 students who completed the course in the state.

Operational Achievements

- In 2017, Boone Police Department telecommunicators answered 51,746 telephone calls. This included Fire, Police and EMS, along with other Town services. Of those 51,746, over 7,600 were 911 calls. Over 99% of those calls were answered in less than 15 seconds.
- We have begun our upgrade of backroom radio equipment. We purchased four consolettes of the 14 total consulates to be replaced over the next seven years. This equipment has been in service for up to 14 years and should be replaced every 7 years to ensure public safety performance.
- We updated our current database of emergency contacts by contacting each business in the town and verifying the information on file was current and correct. This gave us time to also ask if each location had any issues that an officer could assist them with. The results were positive and the information has already proven valuable. In 2016 Boone Police Department was able to complete the renovation of Boone Communications 911 Center. Our center now has "state-of-the-art," 911 equipment.

Departmental Needs

Item 1: Two Full-time Patrol Positions: On A GHSP GRANT: $0 (Includes Benefits and Retirement and ALL EQUIPMENT)

Three years ago, I provided Town Council with a plan to hire five full-time patrol officers over a fouryear period; two officers for the first year and one officer per year for three consecutive years. We were funded one of those positions in 2015-2016 and one in 2017-2018. We are now into the fourth year of this plan. This year I renew my request for funding for two new patrol positions, but with a plan to acquire two officers with a Governor's Highway Safety Plan grant.

Please find below information pertaining to a 4-year Highway Safety Grant with 2 personnel. The basic parameters of the grant are:

- Grant Deadline is January 31st, 2018, for the initial application period. After submission the GHSP grant staff will work with us to tailor our application to meet the available funding;
- Grant is to address alcohol related crashes by increased, dedicated enforcement, and public education programs;
- The term is for 4 years (October 1 - September 30, annually - Federal Budget Year);

The local match is:

- Ø 0% Year 1
- Ø 15% Year 2
- Ø 30% Year 3
- Ø 50% Year 4

***Year 1 also includes 100% federal funding for vehicle, equipment, and uniforms.**

*The grant will pay up to a Sergeants' level salary;

*Local Government Resolution would not be required until all of the details are decided. An anticipated timeframe would be July or August.

Over the four-year grant life, the total estimated cost to the Town will be $138,959. The Federal portion of the grant will be $566,128. A yearly breakdown is listed below:

	Federal Cost	Local Cost
Year 1	$266,271	$0
Year 2	$124,331	$21,941
Year 3	$102,390	$43,882
Year 4	$73,136	$73,136
	Total: $566,128	**$138,959**

Year 1 above includes vehicle, equipment, and uniforms:

Item	Qty	CAP	Cost
Patrol Vehicle	2	$35,000	$70,000
Mobile Data Terminal	2	$6,000	$12,000
In-car Video System	2	$6,000	$12,000
Radar	2	$2,500	$5,000
Uniforms & Portable Radio	2	$7,000	$14,000
Lidar	2	$3,500	$7,000
Total			$120,000

Ultimately these two officers would be combined with our current peak time officer to form a dedicated Impaired Driving / Traffic Unit. While regular patrol shift officer would still be able to work impaired driving enforcement, this would free them up to address other special programs within the community.

****This grant would also aid us in meeting our targeted staffing levels at a vastly reduced cost. I think it is worth noting that the cost to hire two entry-level officers with vehicles and all equipment would be $549,624 for 4 years. This grant requires $138,959 in Local funds to accomplish this. This is a 74.7% savings to the Town.**

Item 2: Fleet Replacement 5 Patrol Vehicles: $172,000 (Includes total equipment up-fit, title, tags and tax)
Please find information pertaining to fleet capital expenditures for fiscal year 2018/19. All the vehicles are all wheel drive. Up-fit costs for the vehicles are included.
Our fleet rotation plan is a sound plan, but must be funded properly to keep safe, dependable cars responding to our citizens' needs.
Over the last eight budget years we have averaged just over 3.50 vehicles per year, which represents a 50% funding level for our fleet replacement. Although we are significantly in arrears, if we can achieve funding for a stable fleet replacement program, we can reverse this process and be able to maintain a quality fleet.

Item 3: Radio Control Base Replacement- 2 VIPER Consolettes: $20,000 This year we will continue with year 2 of our 7 year equipment replacement and maintenance plan. We plan to replace 2 more old VHF Control Base stations for an increase of approximately $2,630 for the term of the lease. We currently have 13 control bases that service all of our emergency responder radio channels, from the police department to medics and fire. Some of these control bases are over 15 years old and are no longer being supported by the manufacturer. By replacing two control bases per year we are lessoning the financial impact on the Town and spreading that over a seven year period. I will stress that this replacement program needs to be ongoing, so that this very crucial equipment is trustworthy and operational at all times. **Item 4: 3 Multi-Band Portable Back-Up Radios: $8,700** Currently we are unable to communicate with Boone Fire Department or Public Works. As part of the Boone Communications Emergency Plan, we need inter-operability and redundancy in all of our systems. This includes the ability to communicate in the event of a catastrophic failure. Currently, we do have this capability. I am asking for the ability to upgrade to digital radios that have VIPER capabilities that will allow us to communicate with all of the agencies we serve, including Public Works. **Item 5: High Capacity Filing System: $5,100** During a recent agency audit of our records retention system, we found that

our current case management storage was not meeting the requirements for security or the legal requirements for retentions guidelines. To solve this problem, we are in need of high capacity filing storage system to allow all original case files to be stored in our records division. This change in our operation will allow proper management of departmental files and decrease liability and legal responsibility. **Item 6: Motor Vehicle Crash Reporting ECrash Software: $3,500** The addition of ECrash and the automated Vehicle Stop Form will increase the expenditure line item by $3,500. This year we will discontinue use of one of our data reporting systems, Southern Software's Rambler. This will save the Town $790 annually. This will help offset the cost of ECrash, so the net increase will actually be $2,710 annually. ECrash is an update to our current Records Management System (RMS), which allows officers to complete the NC Crash reports with current DMV information automatically and complete the accident diagram with more ease. This has become the new standard product for completing crash reports in the state. The Vehicle Stop Form is a form that is required to be submitted after each traffic stop and is mandated by the SBI. The form information is a statutory requirement. The State is moving to an automated system for compliance with this mandate. Furthermore, the State uses these statistics when awarding grants to state and local agencies. The automation of this form will improve efficiency and our compliance with general statute and with grant reporting. **Item 7: Essential Radio Replacement: $278,208 (Recommend Leasing/Financing over 3-7 years)** Over the past twenty years the infrastructure our radio systems that include our portable and mobile radios has largely been neglected. A lack of funding has led to deficient technology and obsolete radios in our patrol cars. While the system is operable, it has become very dated and problematic. Many components are nearing end of life or support or even past end of life and out of support from the manufacturer. The failure rate on our current radios continues to increase each year. This past year Boone Fire Department upgraded their operational radio system from analog to a digital system. Because of this our police officers are unable to initiate communications with Boone Fire. We continue to use an antiquated analog system. We are unable to program over half of our current portable equipment to operate on a digital system. Over the past three years we have made significant progress on our entire system, but much more needs to be done. Now, we need to upgrade our portable and mobile radios to be P25, digital and VIPER compatible. This replacement program will: • Replace all antiquated VHF portable radios with P25 dual-band radios VHF & 7/800 mhz. Currently these portable radios will not communicate with the new digital repeater and radios utilized by Boone Fire; • Replace all VHF mobile radios with P25 compliant VHF radios. Our current VHF mobile radios are a mixture of consumer grade radios and a few "hand-me-down," surplus public safety grade radios given to us from Boone Fire. • Add P25 7/800 mhz. radios to all patrol vehicles. This will give us the ability to: ✓ Have interoperability with all State and Federal partners, ✓ Allow us secure communication during high risk calls, and ✓ Provide backup radio system in the event of a catastrophic failure of the VHF infrastructure. The most cost-effective replacement plan will be to replace all our current obsolete mobile and portable radios. This will require the purchase of 20 dual-band portable radios and 84 mobile radios, 42 VHF and 42 7/800 mhz. The forecast cost for this project is $278,208.

Multiband Portable	20	$3,045	$60,900
7/800 MHZ (VIPER) Mobile	42	$2,772	$116,424
VHF Mobile	42	$2,402	$100,884
			$278,208

****Financing of this project can be accomplished from 3 to 7 years. The life span of the mobile radios is projected to be 11-13 years and the life span of the portable radios is projected at 7-9 years. Item 8 Town of Boone Pay Study** My last request for this year is to have a pay study to review Town wide salaries and evaluate our processes for employee pay, compression and retention of employees. In the past 5 years Boone Police Department attrition rate has increased from 5% to 14% annually. A turnover rate of 14% is equal to 5 officers. I think it's important that the Town look for ways not only to recruit good employees, but also to retain those employees.

****Once again, I would like to thank Mayor Brantz and Town Council for their continued support of Boone Police Department.**

FIRE & GIS

Fire Chief Jimmy Isaacs began discussions by informing members of Council that fire department employees have carried Narcan for around four years and it has been utilized several times. The topic moved to alarms and the inability to penalize users for false alarms due to the fact that fire alarms are required for certain structures. Mr. Isaacs stated that the department tried to work with those with faulty alarms to find a solution, rather than fining them and stated that false alarms on campus have been significantly reduced. Mayor Brantz asked Mr. Isaacs if fire department employees have medical training, to which Mr. Isaacs responded that employees are required to at least be a certified emergency medical technician (EMT). Mr. Isaacs explained to Council the different fire districts and that due to the fact that the department serves a rural fire district, funding was received as a result of the fire tax collected. Mr. Issacs noted that the department has been working with the National Park Service and the National Forest Service and explained the departments duties including inspections, rescues, fire prevention and public relations. He went on to state that fees from inspections and permits typically generate around $50,000 per year. Council Member Mason offered that she would like to see the fee schedules reviewed Town-wide. Council Member Furgiuele suggested that a development coordinator who writes grants for all Town departments might be helpful. Discussion moved to stormwater issues and the rescue situations that come along with the issue with Council Member Furgiuele inquiring about the areas to which the department has responded to as a result of stormwater run-off. Mr. Isaacs responded that rescues have taken place recently in the Perkinsville area, around the golf course and on Meadowview Drive, but that between 70-80% of rescues due to stormwater run-off happen on Blowing Rock Road.

Memo

To: Mayor Brantz, Council Members and Town Manager
From: Jimmy Isaacs, Fire Chief
Date: Wednesday, January 17, 2018
Re: 2018 Annual Retreat Summary

The Boone Fire Department strives daily to improve the safety of its 33,000 plus citizens and visitors. We are continually making improvements in multiple areas bettering our efficiency and effectiveness to meet all-time highs in incident responses. Over the past five years, we have seen a 25% increase in incidents and a 53% increase in required man hours to protect the $4.1 billion in property value of our district. These numbers show that not only is our call volume increasing, but the workforce required to bring a safe resolution to these incidents is doubling the call volume increase. Also, the department completed 9265 hours of training in 2017 denoting a 13% increase from 2016.

ACCOMPLISHMENTS

- Fire Prevention
    - 4128 various inspections were conducted during 2017

Education and outreach programs continue to increase as we instruct citizens on how to prevent and respond to emergency situations. Citizen contact in this area continues to see yearly increases.

- Volunteer Staffing
  Through an active recruitment process of new volunteers, the department has worked to increase volunteer staffing to help with workforce needs. Our current number of volunteer firefighters is 16 personnel.
- Energy Efficiency
  The following changes have been made to save money and lessen energy demands.
  - A switch to an on-demand gas water heater from electric is in place at Station 1 and 3 with solar water heater at station 2.
  - The 30-year-old HVAC at fire station 1 has been upgraded to a high-efficiency natural gas system
  - Upgraded light fixtures to LEDs
- Fitness Program
  We have continued to expand our functional fitness equipment enabling on and off-shift personnel to follow the interdepartmental fitness program. Through a minimal expense, tangible results can be seen as some have reached more advanced levels of fitness while improving the department's overall health and wellness.
- Rescue Task Force (RTF)
  Boone Fire along with local law enforcement agencies created a Rescue Task Force. These teams treat, stabilize and remove the injured during an on-going hostile threat. Our agencies continue to train together and improve our response capabilities
- Grants
  The department applied for and received two federal grants and continues to apply for a third grant.
  - The first grant awarded was for a point source capture exhaust system for each station which safely removes exhaust fumes keeping them out of the bays, offices and living areas.
  - The second was for staffing allowing an additional firefighter on each shift. The grant will pay for these three positions for two years.
  - We continue to apply for a third grant for the replacement of 40 Self Contained Breathing Apparatus (SCBA). If awarded, the grant will replace this equipment with new ones to meet current NFPA standards.

NEEDS

- Job and pay classification review
  - A review will help our department recruit and retain quality personnel. It is imperative that the department remain competitive with other fire departments and job classifications.
- Replacement of portable radios
  - We need to continue to replace older portable radios used by the department. These older units are reaching the end of their useful life and replacing them is a priority. These portable radios are our lifeline during emergency operations and are necessary to ensure clear and consistent communication for the safety of our firefighters.
- Replacement of Fire Channel repeater
  - The Fire tac one Backup Repeater was purchased in 1999 and is in need of replacement. This repeater has reached the end of its useful life and replacing it is a priority. This repeater is our lifeline during emergency operations and is necessary to ensure clear and consistent communication for the safety of our firefighters.
- Splitting the Assistant Chief/Fire Marshal positions

- The splitting of these two areas will allow a higher and more concentrated focus on the respective demands. New construction, plans review, education and fire investigative responsibilities of a Fire Marshal added to the administrative and training portions of an Assistant Chief have grown to the point where it is no longer feasible for one person to cover both positions.

- The addition of another driver operator for "D" Shift
  - With the continued increase of manpower required and call volume increase it becoming vital to maintaining full shifts for response. This position will help to keep shifts at minimum staffing while reducing overtime costs.
- Engine Replacement
  - Engine 6 is 15 years old and in need of replacement. It is vital for apparatus replacement to remain on schedule to prevent the budgetary burden of having to replace multiple apparatus in a single budget year.
- Station repairs
  - Station 1 and 2 are in need of structural repairs and cosmetic upgrades. All fire stations are heavily used for housing operational personnel, interdepartmental training sessions, Rural Fire Board meetings with County Commissioner's liaisons and general interaction with the public. Repairs and upgrades will give an overall better working environment while providing the public an aesthetically pleasing facility.
- Station 2 paving
  - The existing pavement has deteriorated over the last 20 plus years and is in need of milling and repaving.

Mr. Isaacs presented information on behalf of the Geographic Information Systems department including supporting storm water system management throughout the Town. Increased resolution on current state-provided orthophotography was noted as a project slated for the upcoming year, and capital requests were a new GPS unit and plotter.

TO: Mayor & Town Council
FROM: Jimmy Isaacs, Fire Chief
Amy Davis, Finance Director
DATE: January 17, 2018
RE: Retreat Update

GIS — Priorities for the upcoming fiscal year include supporting storm water system management. Projects will include increasing the resolution of state provided orthophotography. Capital outlay requests will include a new GPS unit, and plotter (both units are currently nearing end of life).

Mayor Brantz declared a break at 2:12 p.m. Council reconvened at 2:20 p.m.

PLANNING & INSPECTIONS

Planning Director Jane Shook presented her budget memo which included a request for at least one new vehicle in the upcoming fiscal year, but noted that there would be difficulty obtaining a four-wheel drive electric vehicle. Training for planning department employees was discussed with Council Member Furgiuele stating that the Town should look into adopting a policy in regards to the durational commitment of employees once they have completed Town-funding training. Ms. Shook presented an example of a newly updated zoning sign and stated that the sign template was changed to address concerns including wind damage, etc. Council Member Mason asked whether signs such as these were exempt from the sign ordinance, to which Ms. Shook answered that zoning signs were exempt since state law required them. Council Member Mason inquired about the placement of flood zone signs, with Town Manager John Ward explaining that flood signs were placed only on public property. Discussion ensued regarding the possibility of a stormwater workshop to discuss the issue as well as raising height restrictions for new constructions in know flood zones. Ms. Shook noted the need for high resolution photography and planimetrics within the Town with Council Member Furgiuele expressing support for this project since it serves a dual for both Planning & Inspections and GIS. Conversation moved to the creation of a new Town-sponsored program called "Caring for our Neighborhoods" which will kick-off in the coming weeks. Ms. Shook mentioned the importance of the Neighborhood Conservation program as there are 337 properties located in the neighborhood conservation zoning district. Ms. Shook express the need for an intern to perform GPS work for an urban forestry project and that the schedule would consist of 8.5-10 hours a week for six weeks.

Town of Boone
Planning and Inspections

To: Mayor Brantz, Council Members and Town Manager

From: Jane Shook, Director of Planning and Inspections

Date: January 16, 2018

RE: FY2018-2019 Budget Retreat

Budget Priorities Needs:

1. **Technology:** 3 computers & monitors, 3 wireless portable printers for inspectors, recurring costs for tablets and phone.
2. **Vehicles:** The Planning and Inspections Department currently has 6 vehicles. Two of the vehicles are 12-13 years in age and contain higher mileage. Staff would request consideration to replace at least one of the vehicles this year (either the 2004 Explorer or the 2005 Liberty based upon Fleet's recommendation, with consideration to replace the other vehicle during a future budget cycle.

YEAR	MAKE/MODEL	COST	Mileage	Estimated Replacement Date	Estimated Replacement Cost
2004	FORD	$24,500.00	77,850	…	$30,000.00*

	EXPLORER				
2005	JEEP LIBERTY	$16,000.00	67,100	…	…
2009	TOYOTA RAV	$22,000.00	46,245	…	…
2011	JEEP LIBERTY	$16,500.00	31,568	…	…
2015	CHEVY EQUINOX	$24,500.00	18,717	…	…
2017	TOYOTA PRIUS	$22,600	89**	…	…

***For a small or mid-size hybrid SUV (need for vehicle with ground clearance); cost increases for full electric vehicle due to requirements for a charging station**

****Low mileage due to this being a replacement vehicle for the prior 2017 which was replaced due to a car accident this past year (replacement vehicle acquired in January 2018)**

3. **Travel & Training**: The Planning and Inspections Department has an increased need for travel and training in the upcoming year due to new employees. We now have three building inspectors who need to obtain the appropriate levels of certification so that the Town may continue to be self-reliant for high level reviews and inspections. Additionally, we have an employee who is required to obtain one additional certification (Certified Profession in Erosion and Sediment Control), maintain 2 existing certifications (Arborist, Certified Floodplain Manager) and a new employee who may be required to attend introductory classes at the School of Government.
4. **Code Books:** New building code books are expected to be released in mid-2018. Need 3 sets. (Approximately $1,500.00).
5. **Signs:** The Planning and Inspection Department will be using a more durable "Zoning Sign". Cost will increase for materials.
6. **Funding for Community Rating System program -** paper & postage
7. **Costs associated with Council approved Work Plan:** postage, paper, GIS (higher resolution aerial photography & planimetrics), Staff time for any additional meetings, work etc. (work plan attached)
8. **Pay study** to ensure that the Department is competitive with other Planning and Inspections Departments in the area. We lost an employee to the County this past year due to pay. Additionally, attracting qualified Building Inspectors is difficult due to the pay range as compared to the cost of living in the area.
9. **Funding for Watch for Me NC program-** education & enforcement program for pedestrians, bicyclists, and motorists ($1,500)
10. **Funding for the Caring for our Neighborhoods program (P&I, Public Works, and PD)-** brochures, postage, and magnets ($1,000)

Wants

1. **Paid intern for Fall 2018 and Spring 2019** to assist with some of the upcoming planning projects
2. **Funding to construct window at front office desk** for temperature control- this area is open to the front door and administrative staff feels the extreme cold and wind that enters every time the front door is opened ($2,000)

FINANCE

Accountant I Guy Miller presented the finance budget memo. Mr. Miller noted the new water bill format as well as inserts that have been mailed out with bills. Mr. Miller explained to Council that the Town absorbs 2.95% plus a $.25 charge per transaction on credit card transactions and noted that there have been cost comparisons in the past, with the Town choosing to stay with the same provider. In response to a question raised by Council Member Furgiuele, Mr. Miller noted that a portion of his and Finance Director Amy Davis' time goes into technical support, with Fire Chief Jimmy Isaacs serving as liaison between technical consultants and working on the wide-area network. Council Member Furgiuele expressed concern with the request by the finance department for an additional employee when a part of the department is working in IT. Town Manager John Ward noted that he would research

how much an employee dedicated to informational technologies would cost the Town. Mr. Miller added that the addition of parking meters has added to the workload in the department, with Council Member Furgiuele questioning the true cost savings of accepting credit cards at meters and for water payments since it adds to workload and carries a transaction fee. After additional input from Council Member Furgiuele and Council Member Clawson, Mr. Ward stated that credit card transactions and the process provider would be revisited with Ms. Davis.

Department overview... Finance & Utility Billing is comprised of seven full time employees, and one part time seasonal employee. Functions provided included accounts payable, payroll for 193 staff & governing body, utility billing/collection for approximately 5,475 accounts, financing issues, fixed asset maintenance/disposal, investment of funds, billing of ABC licenses, reconciliation of Ad Valorem billing/collections.

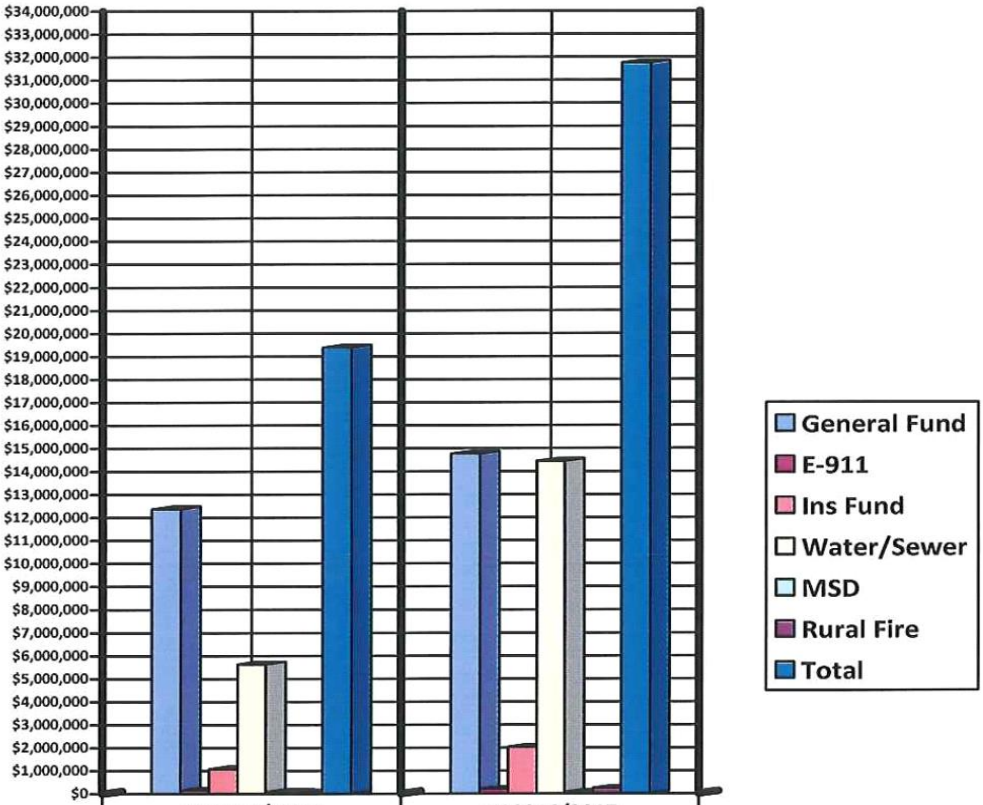
Goals for the upcoming fiscal year will continue to focus on improving efficiency of operations.

FINANCE & UTILITY BILLING - The Finance Department facilitated a second interim financing bond issue totaling $25,000,000 this past fall for the raw water intake project. The department has also seen significant increases in accounts payable functions due to the project.

Bill production, E-billing, and on-line bill payment services transitioned from Arista to South Data in August 2017. The Town has realized cost savings in bill production, and there has been positive feedback on the online payment component. We are seeing steady increases in on line payment utilization. We have also worked with South Data's payment processor to automate payment posting, which has allowed for increased productivity in staff.

Staffing levels in Finance and Utility billing have been at the same level since 2000. Due to organizational changes such as the implementation of new Town departments/programs, parking meters, and expansion of water/sewer service the overall workload has increased tremendously. We are nearing the point where another staff member will be necessary. Following is a ten-year comparison based upon Town wide expenditures which illustrates an increase in total expenditures of 63.7%.

10 YEAR EXPENDITURE COMPARISON



	FY 2006/2007	FY 2016/2017
General Fund	$12,377,542	$14,765,367
E-911	$152,821	$195,043
Ins Fund	$1,077,500	$2,033,491
Water/Sewer	$5,627,266	$14,446,139
MSD	$80,607	$68,797
Rural Fire	$77,527	$238,574
Total	$19,393,263	$31,747,411

WIDE AREA NETWORK - During the current fiscal year, focus has been on the replacement of servers, server racks, network switches, wireless links, and upgardes to the VOIP telephone system. Priorities for the upcoming fiscal year include switch replacement, one server replacement, and continuation of virus protection, email filtering, and service maintenance contracts.

PUBLIC WORKS

Public Works Director Rick Miller presented Council with the public works budget memo and gave a break-down of the approximately 75 employees in the department. Current and potential future projects involving the department. Recycling was discussed at length due to confusion about items that can and cannot be recycled on residential routes with suggestions that staff research ways to advertise recyclable items, including having Republic Services attend a

Council meeting to present information and take questions. It was noted that rain barrels were available for purchase at the public works building. Brief discussion ensued regarding the possible use of social media for advertising items such as services offered by the Town. The topic moved to how the list of sidewalk priorities is created, as well as the maintenance of Town water and sewer rights of way. Town park equipment was discussed, with Council Member Clawson noting that the equipment at Junaluska Park in particular was unsafe. Council Member Mason offered that the Junaluska Park equipment should be removed if it is deemed unsafe by staff. Mayor Brantz stated that staff had already removed part of the equipment. Discussion turned to New Market Boulevard and the need for paving, with Council Member Furgiuele noting that if New Market Boulevard was to be resurfaced, he'd like to see bike lanes integrated into the project. Mr. Miller noted that there was public out-cry to retain the middle turn-lane on New Market Boulevard, with Mr. Ward stating that the Town has held two public meetings regarding the topic. Council Member Clawson stated that she believed businesses in the area were against the removal of the center turn lane. Council Member Furgiuele noted that the road was heavily traveled at times and he believed that the Town needed to address the condition of the road to which Mr. Miller added that the road had deteriorated quicker due to the amount of large trucks traveling the road.

Upon a motion by Council Member Clawson, seconded by Council Member Ulmer, Council moved to adjourn the meeting at 5:05 p.m. until February 8, 2018 at 8:30 a.m. at Town Council Chambers located at 1500 Blowing Rock Road.

Council reconvened the meeting on February 8, 2018 at 8:34 a.m.

Public Works director Rick Miller began by clarifying discussion held at the previous meeting on January 23rd regarding playground equipment at Junaluska Park, stating that staff is researching a public-private partnership to replace equipment at the park. Clarification was also given to state that in order to set a list of paving priorities, staff had driven the streets and collected the information contained on the priority list presented. Mr. Miller also clarified that Powell Bill funds can be used to pave New Market Boulevard, but that project would exhaust Powell Bill funds for the year. The need for an engineer for the project was discussed at length, as was water line repairs on New Market Boulevard. Mr. Miller went on to explain the term "complete street" was a concept which included bike lanes, sidewalks and traffic islands and stated that the complete street concept in relation to New Market Boulevard would add $450,000 in engineering costs. Council Member Mason added that the public had voiced that they would like the left-turn lane left in tact and that the Transportation Committee believed New Market Boulevard could accommodate a complete street. Mr. Miller recommended that if Council decided to prioritize New Market Boulevard that they have an engineer look into the possibility of having a sidewalk on both sides of the street with Mr. Ward noting that the easiest course of action would be to rely on the existing sidewalk. Discussion ensued regarding the potential inclusion of complete street amenities and the poor condition of the curb and guttering along the street. Mayor Brantz asked members if they were in agreement about the priorities for the public works department with Council Member Furgiuele stating that he would like to see the addition of bike lanes along New Market Boulevard, but would like to stay within Powell Bill funding for the project. Council Member Mason stated that the community had been clear on the desire for a more walkable, bikeable Town and that she would like to wait until the project could be properly executed and offered that the Town could initiate a savings program for the project. Council Member Furgiuele that it may benefit the Town to look into hiring a Town engineer for projects such as this; Council Member Mason agreed. After additional discussion, it was the consensus of Council to direct staff to re-pave New Market Boulevard during the 2018/19 fiscal year. Discussion turned to sidewalk priorities and in particular along Highway 194 in the area of Hardin Park School. Mr. Miller noted that property owners had been approached regarding the installment of a sidewalk and pathway to the school, but that he wasn't sure the project would take place this year. Council Member Clawson added that the western side of Town was also dangerous due to a lack of sidewalks. Discussion turned to the responsibilities of various boards and the fact that staff worked with the Alternative Transportation Sub-Committee to develop a list of sidewalk repair priorities, which Council Member Furgiuele believed should be solely a staff decision.

Mr. Miller explained the general operations of the Town water and sewer systems stating that as a requirement of the wastewater collection permit, the Town is required to complete one capital improvement project each fiscal year. Mr. Miller stated that this year, the projects will be done in house, which is cheaper, but does bring up force account laws. He continued on to state that staff is researching Automatic Meter Reading for Town water meters. He explained that the department currently has a crew of four employees that reads meters twenty days out of the month and change out meters ten days of the month. Mr. Miller stated that the current water meter system had an accuracy

issue in that the Town is losing approximately 27% due in part to leaks, fire department usage and meter inaccuracies. Mr. Miller explained that the same wastewater collection permit requires the Town to clean and inspect 10% of the water/sewer system per year, which takes staff away from other Town projects. Mr. Miller stated that the Town has six certified meter testers and could potentially test each water meter, but that would take an excessive amount of staff time. He added that employees have installed ten updated water meter units as a part of a trial system and that everything went well. Mr. Ward stated that the alternative to upgraded meters would be to raise water rates to offset revenue lost by inefficient meters and noted that the court case involving availability fees was not yet settled, but that staff had identified ways to potentially offset costs.

Each division of the Public Works Department successfully provided the quality of service the citizens of Boone have come to expect from us this past year with the existing staff, however, as explained below within this summary, Public Works is beginning to realize the need for additional staff or the hiring of outside contractors to maintain these levels of expectations due to additional projects and needs of the Town. While we will see major changes in staff due to retirement this upcoming year, our priority continues to be staff development and training, as well as succession planning.

Below I have listed some of the Public Works Department successes for 2017:

1) Special Projects:
    a. Completed our fourth year of "*Watch for Me NC*" safety and education campaign in partnership with the Police and Planning Departments.
    b. Completed geophysical survey, retaining wall, hazardous tree removal, fence installation and assisted with installation of Junaluska Heritage Association monument at the Boone Cemetery.
    c. Completion of New River Aquatic Ecosystem Restoration Project along with U.S. Army Corps of Engineers and partners, Appalachian State University, Clean Water Management Trust Fund and New River Conservancy. Ribbon cutting was on May 25, 2017.
    d. The Howard Street Enhancement Project is currently wrapping up the 65% Plan Review of Phase 1. Current estimated costs and time table will be updated soon.
2) Sidewalks and Streets:
    a. Completed downtown King Street sidewalk improvements from Appalachian Theater to Appalachian Tees with brick pavers.
    b. Completed sidewalk on Hwy 105 Extension from Sunset Drive to State Farm Road. (Sidewalk Priority #7).
    c. Completed Meadowview Drive sidewalk Phase 2 from Bavarian Village to Hwy 321. (Sidewalk Priority #4).
    d. Five streets, totaling 2 miles have been resurfaced this year. We will continue with paving priorities in the spring. In addition, 3.75 miles of streets have been crack sealed this year.
3) Storm Water and Bridge Projects:
    a. Completed Owens Drive storm water and sanitary sewer replacement project.
    b. Completed Chandy Street culvert replacement project.
    c. Substantial completion of Shadowline Drive culvert replacement. (Streambank plantings to be completed in spring).
    d. Completed bridge deck/chloride content analysis for State Farm Road Bridge.
    e. Hunting Hills Lane Bridge Replacement Project has been included in the STIP. The Bridge Agreement has been signed by the Town and returned to NCDOT for processing.
4) Water and Wastewater Projects:
    a. The Raw Water Intake, Booster Pump Station, Water Treatment Plant Upgrades, and Transmission Main are currently under construction.
    b. Completed Pinnacle Drive Sanitary Sewer Improvements Project
    c. Completed construction of the New Market Blvd. water line loop project.
    d. Completed the Deck Hill Water Storage Tank re-hab project.

e. Davis, Martin, and Powell are in process of design for our "In-House" Glendale Drive Sanitary Sewer Improvements Project slated for construction in Spring/Summer 2018.

I offer the following items as Public Works priorities for your consideration for FY2018/2019.

1) Facility Needs: As was reported at last years' Budget Retreat, one priority continues to be Councils' consideration for construction of a new Public Works Center/ Municipal Complex (The 2007 Space Needs Assessment conducted by HSM&M reported that Public Works current facility "appears to have serious functional as well as potential safety issues"). We will continue to look for direction from Council with respect to development of a Public Works Facility/Municipal Complex.

2) Staffing Needs:

The Public Works Department is realizing the need for additional staffing. We see the need for an additional Maintenance Worker(s), Grade 5, to be placed in the Department's construction, maintenance and mowing operations, plus additional Trade Specialist(s) for our sidewalk crew. With some cross training some of these positions could be used in the Garage during winter snow shifts and eliminate the positon previously requested in the Fleet Division. Additionally, we see the need for a position for plan review, inspections and special projects possibly ranked as a Grade 13 similar to a Utility Services Technician within the Utilities Division. As an alternative to a new position(s) in the Landscape Division, we could utilize the use of contract mowers for three days of mowing per week at an approximate cost of $35,000 per season. Currently the Landscape Division consists of three employees, mows approximately 39 acres on a regular rotation, requiring 78 man hours weekly. This division is spending more time mowing and less time on other landscape duties such as flowerbed maintenance, tree maintenance, pruning, weeding, mulching and trash pickup.

3) Streets and Sidewalks:

Our biggest resurfacing needs continue to be New Market Boulevard, (which is reflected as a Special Project in the Capital Improvement Plan) at an estimated cost of $450,000. This cost represents milling, resurfacing and curb and gutter repair/replacement. Additionally, the

Transportation Committee has been looking at the possibility of adding a mid-block pedestrian crossing at Boone United Methodist Church. Estimated cost for a high visibility cross walk with beacons and refuge island is $50,000. This cost needs to be allocated separately from other asphalt funds.

In addition to New Market we have added Perkinsville Dr. to the Special Projects section of the CIP. Perkinsville Dr. is a #5 Sidewalk Priority. As part of that project we see the need for storm water improvements as well as lane widening. We currently have an on-call engineer evaluating this for us.

Our #9 Sidewalk Priority, a 10' wide sidepath from Grove Street to the corporate limits east on US 421 was submitted by Town Council for inclusion in the 2019-2028 State Transportation Improvement Program. If funded, the Town's 20% share of the 2.5M project would be $500,000. We would recommend that we start putting funds aside for projects like these.

The Transportation Committee/Alternative Transportation Committee will be updating the Sidewalk Priorities for your consideration. It will also be facilitating a Bike/Ped Stakeholders Meeting this spring as recommended in the *2014 Town of Boone Pedestrian and Bicycle Plan*.

Finally, the last Pavement Condition Survey conducted was by US Infrastructure in 2003 which recommended that we resurface approximately 3 miles of street segments each year to maintain a 15 year resurfacing cycle. We request that council continue to fund our resurfacing line at its current level so that we can maintain a manageable 15 year resurfacing cycle for our streets.

4) Water and Wastewater:

In lieu of recent changes within the state of North Carolina concerning Availability Fees we are exploring alternative methodology in rate and fee structure, plus we are exploring the possible implementation of Advanced Metering Infrastructure (AMI) which would include replacement of aging meter infrastructure, billing services technical aid and support, data hosting and

management (cloud based), customer service and support and analytics including web and mobile applications. More information will be forthcoming in the near future.

Our Water and Wastewater Capital Improvement Plan recommends that a both a water and wastewater replacement project should also be considered. In order to better utilize resources including both staff and funding; Public Works ~ Utility Division plans two "In House" capital improvement projects from our strategic long-term plan. The first project will be replacement of the dilapidated water line located in Virginia Street. The second will be Sanitary Sewer Improvements Project on Green Street. These monies will be included within the existing budget as in years past. The Howard Street Improvements, (which is reflected as a Special Project in the Capital Improvement Plan) has an estimated cost of $750,000. And will require allocating separately from any other wastewater project funds.

5) Sanitation Contract:

The Solid Waste and Recycling Agreement between Republic Services, Inc. and the Town of Boone will expire on June 30, 2018. Request for Proposals (RFP) will be advertised in March and sealed bids will be received by early to mid-May. Recommendation for Council's approval will be presented at the May or June Council Meeting.

6) Storm Water and Bridge Projects:

We are in need of deck repair on the State Farm Road Bridge. We are recommending hydro demolition of several inches of bridge decking and filling with a latex modified concrete. Estimated cost is $218,000.

Our biggest need for culvert repairs is the Depot Street box culvert. A Short Term Repair (Extended life of 2-3 years) is estimated at $10,000-$20,000. An Intermediate Term Rehabilitation (Extended Life of 10-20 years) is estimated at $120,000. A complete replacement (Extended Life of 50-60 years) is estimated at $260,000 -$320,000.

7) Equipment and Vehicle Needs:

- Currently we are in need of replacing a 1994 excavator for the Street Department. Cost estimate for a new excavator is $115,000. Additionally, our oldest snow truck is a 1999. Current cost for a 4x4 dump truck with plow and spreader package is $150,000. The Facilities Maintenance Department is in need of replacing its 2004 Street Sweeper, (refurbished in 2013). Cost of a new mechanical vacuum sweeper is $295,000. The cab/chassis of the old sweeper could be repurposed as a self-contained leaf vacuum as we did in 2004. Leaf box and vacuum cost is $75,000. Additionally, the department has the need to replace 2 pickup trucks and a pool car. In addition, the Utilities Operations Division needs to replace a 2004 Service Truck, 1998 Ford F-150, and purchase a new 19,000-pound Excavator to accommodate the ongoing maintenance and capital improvement projects. The Water Treatment plant needs an additional vehicle as staff and hours of operation have and will continue in increase. We request Councils' consideration in continuing to fund the replacement of outdated equipment and vehicles.

8) Horn in the West Parking Lot

The Horn in the West Parking Lot including the Daniel Boone Gardens Lot is in need of resurfacing. Estimated cost including milling and base addition is $350,000.

9) Junaluska Park Playground Equipment:

The playground equipment still needs to be replaced at Junaluska Park, with under drainage installed sometime in the near future. The existing playground equipment does not meet current playground safety standards. This item has been on the Budget Retreat list for several years.

Thank you. I look forward to discussing these items with you at our annual retreat.

Mayor Brantz declared a break at 10:42 a.m. Council reconvened at 11:07 a.m.

ADMINISTRATION

Finance Director Amy Davis gave additional details to Council regarding the credit card fees incurred by the Town stating that the volume of transactions performed drives up the fee charged. She stated that staff has worked with three different firms for processing card transactions, and that the one currently used by the Town remains the cheapest.

Due to discussion held at the first part of the meeting held on January 23rd, Town Manager John Ward stated that he had worked with staff to pull together information regarding bringing certain Town services in-house. Mr. Ward estimated that it would cost the Town over $1,600,000 initially to bring in sanitation and that property tax billing would come at an increase in costs as well. Mr. Ward noted that working with the County on tax collections, the Town has a 99% collection rate with Council Member Furgiuele asking for staff to gather information on the services the Town works with the County to perform. Discussion moved to parking with Council Member Furgiuele expressing his concern with contracting services to companies that employe people at below a living wage. Brief discussion ensued regarding unallocated funds. Council Member Furgiuele stated that he would like to see a UDO amendment to have tax exemptions disclosed as a part of the allocation process. Council Member Mason noted that she would like to see brownfields addressed with brief discussion following. Stormwater was discussed in depth. The meeting concluded with the brief discussion of the new municipal complex, the Howard Street project as well as upcoming meetings.

Accomplishments

Item #1: Town Updates and Press Releases

During 2017, Admin staff developed 41 press releases involving town projects, events and special called meetings. In 2016, 26 press releases were issued. These coupled with the press releases now being generated by the individual departments have resulted in much more information being disseminated to the public. Local media sources have also been very cooperative and have utilized the information provided to often expand the release into larger coverage. In addition, there is now a new emergency notification tab that has been added to the town web site.

Item #2: Financial Administration

During 2017, Administration & Finance successfully managed Town of Boone funds and projects, which resulted in a successful audit with no audit findings. The government's total net position increased by $2,457,268 primarily due to increases in both the governmental and business type activities' net position. The Town's total long-term liabilities increased by $36,305,456 during the current fiscal year. This increase was primarily comprised of the Boone Water Intake and Water Treatment Plant Upgrades Project. At the close of the FY 16/17 budget year, the town's governmental funds reported combined ending fund balances of $14,398,041 with a net increase of $837,376 in fund balance. Approximately 26.70% of this total amount or $3,844,837 is restricted, committed or assigned. At the end of the fiscal year, unassigned fund balance for the General Fund was $10,553,204 or 71.47% of the General Fund expenditures for the year.

Item #3: Water Intake / Water Plant Upgrade

Significant progress has been made on the Water Intake & Water Plant Upgrade Project after staff received direction to move forward from Town Council last year. The project

was split into two contracts. The first was with Garney Construction in the amount of $18,629,312 and focuses primarily on the water pipeline. The second was with Harper Corporation in the amount of $14,150,000 and focuses on water plant upgrades, pump stations and the intake itself. There are currently 213 days remaining in the contracts which started Feb. 13, 2017.

Item #4: Meeting Management, Agenda Items & Online Code and UDO

Overall, 356 agenda items, averaging 27 per meeting, were addressed in 2017, a significant increase over previous years. In 2016, 285 agenda items were addressed. At the same time, there was a significant reduction of time spent in meetings, with the majority of time saved by relying on the Town Manager and Mayor for setting meeting agendas. The average meeting time for Town Council meetings was just under 3 hours per meeting. The success of Town Council utilizing paperless agenda management resulted in migration of the Planning Commission and the Board of Adjustment to the same system. These two boards are also realizing significant cost savings and the information they review is now also more readily available to the public. Also, the entire UDO has been codified and made available in word searchable format for all users. Beginning in January 2018, updates to the UDO will be made monthly instead of quarterly.

Item #5: Municipal Complex

During 2016, the Town of Boone acquired the Bolick Farm on 421 for $6,681,500. There is currently no debt associated with this property. A preliminary site plan for this 54 acres was developed and a future complex is planned that will replace the aging Public Works Department, Police Department and Council Chambers. Possible relocation of the Planning & Inspections Department could also possibly set up a one stop shop for development services while allowing for expanded use of the Post Office for other town services. A future surplus and sale of the Public Works property and the Police Department will provide a major funding source for the complex.

Items #6: Howard Street Project

The selected design firm is currently moving beyond the concept plans and are in the construction design stage of the project. Additional public meetings have been held and multiple property owners and citizens have visited Town Hall to review the plans on display. Additional easements have been obtained that will greatly improve the project between Depot Street and Water St. Design work is currently being completed by New River Light & Power that will enable the overhead lines between Depot St. and Water St. to be relocated to the alley running between King St. and Howard St. Once construction design is completed the design team will be able to provide more specific construction estimates. The construction estimates will assist in developing a plan to phase the project as well as assist in identifying potential funding sources.

Goals

Goal #1: Update of Capital Improvement Program

Development & update of an ongoing Town of Boone town-wide Capital Improvement Project Plan for all departments as part of the overall yearly budget preparation process.

Goal #2: Identify Funding Options for Priority Projects

Develop a detailed list of funding options involving grants, loans and bonds that would allow action on identified priorities.

Goal #3: Comprehensive Review of Town Fee Schedule

Complete a comprehensive review of all fees charged for services across all departments.

Goal #4: Media and Citizen Relations

Expand efforts to promote projects, accomplishments, and awareness of opportunities to contribute to the community within the Town of Boone. Our goal is to average 1 press release per week.

Goal #5: Expand Intern/Student Worker Options

Continue to expand a comprehensive Town of Boone internship program to capitalize on student interns and student-led projects where appropriate.

Goal #6: Grant Identification and Application

Work with each department to identify and apply for a minimum of one grant per department for the FY20172018 budget year.

Goal #7: Web site Updates

Work with the Mayor & Council to incorporate your ideas and requests involving the existing Town of Boone web site.

Goal #8: Seek guidance on the support for a Downtown Parking Deck

Goal #9: Seek guidance on the use to plan for the Municipal Complex and guidance involving the surplus of the Police Department & Public Works properties.

Goal #10: Seek guidance on the support for moving forward with the Howard Street Project with and without burying overhead utilities.

Needs:

#1: Repairs and Maintenance at Town Hall. Cracks are visible on wall on the west side of Town Hall facing the King Street Public Parking Lot. In addition, multiple windows have lost their seal and need replacing.

Upon a motion by Council Member Clawson, seconded by Council Member Ulmer, Council moved to adjourn the meeting at 1:24 p.m.

Nicole Worley, Town Clerk

Rennie Brantz, Mayor