

MINUTES OF THE MEETING OF THE BOARD
OF ROWAN COUNTY COMMISSIONERS
PLANNING RETREAT
MID PINES RESORT
SOUTHERN PINES, NORTH CAROLINA
MARCH 15 & 16, 1989

The Board of Rowan County Commissioners met for their annual planning retreat at the Mid Pines Resort in Southern Pines, North Carolina on March 15 and 16, 1989.

PRESENT: J. Newton Cohen, Sr., Chairman
Wilborn S. Swaim, Vice-Chairman
Henry H. Palmer, Member
George C. Knox, Member
Jamima P. DeMarcus, Member

The County Manager and Clerk to the Board were also present as well as the Grant Parsons from the Salisbury Post.

This meeting was held informally; therefore, no action was taken since the Commission met outside the County. The County Commission was provided with an outline of items to be discussed at their retreat as attached to these Minutes.

Infrastructure/Capital Improvement Program:

The County Manager, Tim Russell, stated that this has to do with the Courthouse and what should be done in years to come. Chairman Cohen stated that good consultant advice is needed for this project. It was the consensus of the Board to have the following as a goal for 1989-1990 Fiscal Year's Budget:

- *Selection of Consultant/Architect for Needs Assessment and Preliminary Evaluation
- *Funding for Consultant/Architect
- *Funding Reserve for Land Acquisition

Commissioner DeMarcus stated that one of the most important steps is to obtain land so that the consultant will know what he is working with. There would be ways of financing this land; therefore, funds would not need to be set aside to purchase land as this could be taken care of through the Rowan Development Corporation Lease Purchase Agreement.

Post Office Renovations--Chairman Cohen stated that he would like the Commission to seriously think about starting this in order to get the County's administrative offices in this building. It

was the consensus of the Board to have both the Courthouse and Post Office Renovations done simultaneously. In regards to the Health Department, Commissioner DeMarcus felt that space could be added to the Health Department. Due to the results of the survey, Chairman Cohen concurred. Chairman Cohen stated that the Health Department should be rated in higher priority than the Post Office and Courthouse and the Commission concurred.

Commissioner DeMarcus suggested selling property on Heilig Road, which is owned by the County in order to generate revenue for the Health Department Expansion Project this year. This land is 86 tillable acres.

In regards to the Post Office, the Commission noted that interior renovations would be needed for this Project. Chairman Cohen suggested appointing a committee to study the utilization of the Post Office. It was projected by the Health Department a need of 8,000 square feet (5,000 immediately and 3,000 in two to three years). Commissioner Knox stated that the Health Department needs a common storage warehouse.

Roofs on Existing Buildings--Chairman Cohen stated that this needs to be done immediately for the County Office Building, Jail, and Health Department.

ADMINISTRATION:

The County manager stated that the Personnel Committee has discussed an Accident Review Board. The purpose of an Accident Review Board would be to have a Committee to look into any accidents that occur using a County Vehicle or County Employee. A decision would then be rendered to determine whether or not the driver or employee should be disciplined for this. This would fall into the Drug Policy where if they have a Policy and adopt an Employee Assistance Program, they may go one step further and require any employee to have a drug test who has been in an accident. The County Manager stated that an Employee Assistance Program is in the process of being set up through the Tri-County Mental Health Program. If the County wishes to test any Employees, this Assistance Program must be in place to do so.

Reserve for Communication System--This is a need for better communication. The City and Motorola have gone into together and has agreed to build a new tower on Faith Mountain. They will go into 800 trunking and have asked the County to participate. The cost of the tower will be paid by Motorola. The City is interested in providing the County with communication frequencies that are available. The City is preparing a request for proposal for

equipment and the County would include in this the equipment necessary over a period of time to get a quote or bid from this and they would be able to determine whether or not they want to go this route. Chairman Cohen suggested that they proceed with this.

Reserve for Microfilm System--The County Manager suggested studying the process of microfilming to determine what is the best use to have a microfilm center or do they have a private consultant do this as opposed to budgeting money throughout the departments for microfilming. In conversations with Mrs. Jean Ramsey, Register of Deeds, Chairman Cohen stated that doing the microfilming ourself would be much less than having someone to do this for us. Commissioner DeMarcus suggested a study be done on this based on what the County needs would be. Commissioner DeMarcus suggested Mrs. Jean Ramsey being on this Committee.

Fringe Benefits for 1989-1990--The County Manager reported that 4.4 percent is the cost of living adjustment for 1988 which would amount to \$353,800 less reimbursement from the State in the amount of \$48,000 totalling approximately \$305,000 to provide this increase--3% for 401K employees. Chairman Cohen suggested giving less than a 4.4% and add another 1/2 or 1 percent to the 401K to bring it up to what law enforcement employees have, which is 5 percent. Commissioner DeMarcus suggested not making a decision on this but to be aware of how much it would cost. Cost of Living was estimated at \$305,000, Hospitalization at \$126,000 and 401K was estimated at \$66,000.

Elevator for Community Building--It was the consensus of the Commission that since there is a possibility of having the Manager's Office in the Post Office, to place a lower priority on the elevator. There is an elevator at the Post Office, where the Commission will then have their meetings. Commissioner DeMarcus stated that this does need some priority, since this building will still be used for meetings.

PERSONNEL:

Comprehensive Classification Study--This is whether the Commission wants to take next year to determine salaries or comparable salaries within the positions. It was the consensus of the Board that the present study was sufficient. The idea is to bring the County employees to the State Average.

Establishment of In-house Training Program with Catawba College--Catawba has suggested this to the County where they will help to establish management and supervision courses that the County can tailor to their needs. Commissioner DeMarcus stated

that the Board needs to define how much or what they want to do about continuing education. These would be general management courses in order to eliminate duplication of training. Chairman Cohen stated that he would encourage training at the local level in order to eliminate lost time from the job.

New Position of Clerk/Typist--The County Manager provided the Commission with a report prepared by Personnel listing all new position requests as attached to these Minutes. This position is a request from the Personnel Department. It was the consensus of the Commission to make whatever comments are necessary in regards to Personnel and then come back to them at a later time to review for funding.

To become substantially equivalent to State Personnel in areas of "Performance as Basis for Continued Employment/Reduction in Force."--These are the last two areas that they have to work on but will not require any staff or salary. Once this is complete, then the County will be substantially equivalent to the State Personnel System. This received high priority from the Commission.

Renovation of Office for Training/Conference Room--It was the consensus of the Commission to delay this for a while.

DATA PROCESSING:

New Position for Office Automation Coordinator--This would be utilized throughout County Government to understand computers, setting up schedules, dealing with word processing, as well as dealing with interoffice communications. This person would act as a trainer/coordinator for the entire County. This will be considered for funding if funds become available after the initial funding of top priorities for 1989-1990.

Remodeling of Computer Room--It was requested to build a raised floor to regulate the temperature for the computers as well as providing a halon system in case of fire. The uninterrupted power source would be a generator to ensure backup during power failure. At the present time, they have a back up for 2-3 minutes. The Commission concurred that this was an inconvenience; therefore, this was given top priority.

Desktop Publishing System--This system was recommended by the Data Processing Director to assist County agencies produce items in-house versus going outside for printing. The amount of \$8,000 consists of a personal computer and software. It was the consensus to give this a low priority. Commissioner DeMarcus stated that sometime in the future she would like to see the County do an in-

house newspaper.

It was a recommendation from Personnel as well as Data Processing to look at new software for the Personnel/Payroll System. The present one was brought in from Craven County which did not cost anything. This program is very strong in payroll but very weak in Personnel. It was the consensus of the Commission to postpone for the time being.

AIRPORT:

Runway Extension Project--The County has received the State Grant for this project. Therefore, this was placed as top priority. Commissioner DeMarcus recommended that everything that can be done should be done this year for the Airport.

The new administrative/terminal facility cannot be funded out of Federal but can be funded out of State and Local or just Local. It was the consensus of the Commission to commit to this. It was also the consensus to reconstruct airport entrance area and parking.

Repair and Repainting of Hangars is basic maintenance as well as repaint all identifying markings for safety which the State may participate in 50 percent.

In regards to the ILS System it was the consensus not to consider this at this point. However, a more detailed analysis was requested.

Surface coating of Asphalt to Critical Areas as Needed on an Annual Basis.

ECONOMIC DEVELOPMENT COMMISSION:

Establishment of Water/Sewer Districts by County in Areas not served by municipalities and probably will never be served. Commissioner Knox stated that he strongly felt that the life of Rowan County relied on Water and Sewer. It was the consensus that the County will undertake special water/sewer districts in locations where industrial development is considered. This will attract industry coming into Rowan County. Therefore, this was given high priority.

SHERIFF'S OFFICE AND JAIL:

Addition of One Patrol Zone--which would also mean the "Addition of One Detective for New Zone--The Sheriff has currently assigned a detective to each zone. It was the consensus to consider funding 1/2 of this request and delay the one detective at this point.

Conversion to 9mm handguns--It was suggested by Commissioner DeMarcus that when a new officer comes on Board to buy the gun he wants and phase the others in. Commissioners stated that conversion is possible if trade-ins or outright sale would drop cost close to cost of new 9mm handguns.

Computer Analyst/Programmer I--It was the consensus of the Board to give consideration to this for the Data Processing Department for the added responsibilities in programming. This year, the Sheriff Department is currently buying software called "Chiefs"--the same as what the City is purchasing.

Retention of Sheriff's Office Fleet Vehicles (Use of Spare Parts vs. Increased Fleet Expense)--The Sheriff's Office is requesting to retain all vehicles. At the present time, the fleet contains almost sixty (60) cars. Each car is kept for three (3) years before a new one is purchased. The County can retain all vehicles keeping 4-5 cars for backups and the rest for spare parts; the fleet of Sheriff vehicles will remain at the same number except on a case-by-case basis). The surplus cars are kept at the School Bus Garage.

Communication System (800-Trunking System)--This was considered a major priority by the Commission.

Implementation of Proposed Revised Career Development Plan--The Sheriff has proposed revisions to the Career Development Plan to the Personnel Board. He has proposed two (2) changes. 1) Projected cost is \$80,000-\$100,000 and 2) Projected cost is \$30,000-\$40,000. The Sheriff would like to offer a merit increase as well as the Career Development Plan. He would also like to offer new classifications. The Commission felt this does need to be reviewed by the Personnel Committee.

1-800 (WATTS) Line--They are requesting this be installed for the Kannapolis Area. The Commission felt this was inadequate at the present time.

Expansion and Renovation of Jail and Sheriff's Office--This was given top priority.

Replacement of Central Recorder--This was funded last year but not purchased because it was determined that the type of recorder

requested was not sufficient to meet the needs of the Agency. The Commission decided not to fund unless an emergency arises.

HISTORIC PROPERTIES COMMISSION:

Continued Restoration of Henderson Law Library--This is continued funding and was given high priority. It was recommended to continue the \$8,000 funding and if more was needed, then it could be requested at a later date.

Restoration of Old Well and Washington Steps--This is also continued funding and was therefore given top priority.

Authority to designate properties in County as having historical significance--This would give tax advantages as well as requirements to the owners not to tear down, renovate, or sell without the approval of the Historic Properties Commission. The Commission decided to have this Board remain as an Advisory Board.

FINANCE:

Travel and Training for Finance Staff--It was recommended to have the County Manager's travel excluded from Finance. This increase would reflect on the Finance Staff. Commissioner Palmer suggested obtaining a break down of what type of travelling is done as well as who is travelling.

Capital Outlay (Partitions & Fax Machine)--It was decided not to fund this at the present time. Chairman Cohen, however, did suggest obtaining information as to how the County could justify having a fax machine.

Codification of County Ordinances Contract--It was suggested to check on contract costs. This would consist of an agency coming into the County and reviewing all ordinances as well as the legality of them and then binding them.

Software for compiling Commission Minutes--This would enable easy accessibility to specific issues discussed in Commission Meetings (Indexing System). It was recommended to delay this for the time being.

COUNTY ASSESSOR:

Develop and Implement an On-going In-house Revaluation System versus an Octennial Contract--It was recommended to do this In-House every four (4) years rather than every year.

Expand Business Personal Property Section--It is a feeling that a lot of business property is not listed. The Commission felt this would come out through the reappraisal contracts which may compare all business property listing to tax returns.

Microfilm Records--This was given top priority, as a microfilm center is being considered.

Add One (1) Data Entry Clerk--It was recommended to check on seasonal employment cost and possibly one full-time clerk.

Personnel Review of Job Descriptions--It was recommended to have Ken Deal do this.

Additional Staff Training for Cross-Training in Mapping--This is a request to train a staff person in a school on mapping. This was given top priority.

Upgrade Office Machines and Furniture--Due to the condition of the present furniture, this was given top priority.

County Mapping Project--It was decided to delay this another year or so.

Custom Appraisal Programming--This will enhance present software and was therefore given top priority.

ENVIRONMENTAL SERVICES:

Reduction of Disposal Sites to 10-12 "Manned" Sites--This was given top priority and also recommended that thought be given to the design of these sites.

Recycling Program:

Addition of Collection Containers at "manned" sites

New Position of Recycling Coordinator--This person would work with the Schools and other educational sources.

Membership in Keep America Beautiful Program--This program is designed to help change behavior and attitude in recycling.

All the above was given top priority.

Closing of Old Landfill--This was given top priority as has been previously committed. Once it is closed, the State will test the soil every so often. The land will be sown to make it more attractive.

New Landfill Operations--All were given top priority as attached to these Minutes.

Codes Enforcement (New Position of Codes Enforcement Supervisor)--This was deemed to be inadequate at the time.

Environmental Services--As attached to these Minutes, all were given top priority. In regards to the new positions for "trash troopers" it was suggested to work on a plan with Sheriff Martin to utilize part-time/special deputies for salaried positions. Task Force on Waste Stream--Commissioner DeMarcus stated that the Planning Committee needs to be appointed before this is done.

Communication Equipment--This is a joint effort for the trunking system as discussed earlier.

Recreation of Planning Board--This was recommended as a top priority.

Creation of Environmental Affairs Board--Chairman Cohen stated that if they get the Planning Board operating then this could be done. This has to be defined as to what it will do for the County. This was given a low priority at this time.

AGRICULTURE EXTENSION:

New Position of 4-H Assistant--This would have to all be funded by the County. It would allow the 4-H agents some time for their personal life. The Commission concurred to give this a low priority.

Replacement of Equipment (Folding Machine)--This was given top priority. The Commission felt a better price could be given than \$2,000.

New Equipment (PC's for Staff and Postage Meter)--These were given low priorities.

GENERAL SERVICES:

Continue Use of Summer Part-time high school students to provide general maintenance to facilities--This was given top priority. This alleviates full-time staff for other duties.

Increase Repairs to Buildings--The following were given top priority:

Roof-County Office Building
Roof-Health Department
Roof-Donnelly Home
Door Adjustments-Jail

The following were given low priority--

Curb & Gutter-Health Department
Parking Lot ID-Agriculture Center
Re-upholster Conference Room Furniture

Increase emphasis on janitorial services--This is adding more funds to pay the janitor contracts more to get better service. This would pertain to all the County Buildings.

Replacement of Maintenance Truck--Due to the condition of the present truck, this was given top priority.

Replacement of Furniture at Courthouse--This was given low priority until the renovation of the courthouse is done.

Communication System for maintenance staff--This links in with the 1-800 Trunking System as discussed earlier.

Replacement of Furniture (Other Buildings)--This was given low priority unless there are funds available afterwards to refurnish the Manager's Office. However, \$5,000 for the Agriculture Center would not be funded at this time.

BOARD OF ELECTIONS:

Maintenance to Voting Equipment--This was considered long range.

Total Data Systems--Davidson County has three (3) PBC's available that the County should purchase if they decide to go with Total Data Systems. It was the consensus to go ahead with this as well as the maintenance contract.

Update Office Furniture--This was given a low priority. The PC, however, that she is requesting is available in Data Processing. It was recommended that this department use the word processing software available to the County through the Data Processing Department instead of purchasing individual software.

REGISTER OF DEEDS:

Replacement of 2 Microfilm readers/printers--Only one new reader/printer will be funded this year.

New Equipment (As attached to these Minutes)--The Commission approved only \$7,500 for equipment with Register of Deeds making the choice as to how they will utilize these funds.

Personnel - Reclassification Study of Staff--The Commission recommended Ken Deal working with her on this.

EMERGENCY SERVICES:

This is a continuation of what was funded last year. Therefore, this was given high priority. It was also noted that possible matching funds from COG may be received.

New Station in Easter Rowan County--If funds are available, this would be considered. The Commission felt this was a high priority but decided to place on hold due to the high cost.

Add Two (2) new ambulances--They will replace one existing unit and the second unit will be dependent upon a new station.

Add Operations Officer--The Commission felt this was inadequate at the present time.

Convalescent Crew--This was placed on hold awaiting study of a new station.

Power Back-up for Communication center Computer--This was given top priority as this would be utilized as back up to their Communication's Computer.

Addition of Tone Squelch to Department--These are radios that individual firemen carry around. This received low priority.

Add summer part-time help to complete address conversions and street numbering--This received a high priority in order to complete the street numbering process.

Add weather instrumentalization for communication center--This will be installed at the property in order to give weather reports. They already receive information from the National Weather Service, therefore, this was deemed inadequate.

Upgrade of MASS Trailer to Increase Capacity--This is the air supply trailer that charges up the respirator tank. They wish to double the capacity to where tanks can be filled in half the time. It was the consensus of the Board that if funds remained after the funding of the budget, then this would be considered.

Add new position for assistant fire marshal--It was suggested by the Commission to provide overtime funds for three volunteer firemen to handle special duties when the Fire Marshal, Randall Faggart, is not available.

SOIL AND WATER CONSERVATION DISTRICT:

Continuation of Operating Funds--This was agreed upon by the Commission and therefore ranked as a top priority.

Continued 50% matching funds for Soil Technician's Salary and Fringes--This was also agreed upon as a top priority by the Commission.

Continued 50% Matching Funds for Soil Technician's Travel, Equipment, etc.--This was also agreed upon as a top priority by the Commission.

New Full-time position of administrative Technician II--It was agreed to consider funding only a half-time position.

Final year of Soil Survey--It was the consensus that this be funded as a top priority and since this is the final year, possible consideration would be given for full-time administrative technician position next year since these funds would be freed up.

Proposed Revision in Operations - County operated vs. District operated--It was the consensus to study the idea of having this department become a County operation.

HEALTH DEPARTMENT:

Office Space--County will begin immediately to determine needs and project will begin in 1989-1990 if funds are secured through the sale of other county property.

Personnel--The following were considered low priorities:
Clerical Position in Health Education
Sanitarian (swimming pools, spas, etc.)
Two Animal Control Officers

Computerization of Health Services records--The Data Processing Department will consider this a high priority for 1989-1990.

Additional Telephone Lines--This was considered a top priority.

Interior Renovation in Present Offices--Any renovations will be done during expansion project.

Equipment--It was recommended that the Puff Tonometer (Used to test for glaucoma) will be considered subject to price and proposed use. It was noted that the Health Department is considering eliminating the process of X-ray's from their practice altogether.

New Telephone System for Animal Shelter--It was the consensus to have a portable phone system for the Animal Shelter.

The remainder of equipment was given a low priority or considered inadequate.

Reclassification of Clerk/Typist III to Animal Control Office I--It was recommended for Personnel to review this position.

SOCIAL SERVICES:

Lectriever System vs. Microfilming vs. File Cabinets--It is the preference of Social Services to have a microfilming system. A County appointed committee will study the total needs and uses for a county-operated system before appropriations are made for any microfilming project.

Due to the State mandating this increase in staff, this was considered a top priority (one new protective services worker).

Upgrade one Income Maintenance Caseworker II to III to serve as lead worker in medicaid unit--It was the consensus to turn this over to Personnel.

Addition of AFDC eligibility determination staff due to increased caseload--This was also considered a top priority.

Addition of part-time clerical staff in Medicaid Unit--This was considered a top priority.

Data Processing Coordinator to assist staff in setting priorities and schedules--This was considered for the Data Processing department to coordinate.

Intercom system for telephone system--This was considered inadequate at the time.

Replacement of equipment and furniture--The County will consider funding a copier plus \$3,000.

One full-time coordinator for three seasonal programs--Since this position is not mandated, this was considered to be inadequate at the time.

Increase foster care payments to \$275 per months; Increase specialized care from \$150 to \$165 per month--It was the consensus of the Board for this to be a top priority.

Add one new Child Support Agent--This is needed due to the increase in AFDC recipients. Through reimbursement, the County receives a percentage of what AFDC collects (federal reimbursement). Therefore, this was given top priority.

Required County increase in Public Assistance Payments--Due to the requirement as described in the attachments, this was considered for funding this year as well.

OFFICE ON AGING:

Names changes of Department from Office on Aging to Department of Services for Senior Adults--The Commission recommended the change to read "Senior Services Department" and "Senior Services Advisory Board".

Add new position of Volunteer Services Coordinator--They have received a venture grant from United Way; therefore this was given a low priority.

Establishment of Advisory Board Budget--It was the consensus that this should be done through the existing agency's budget.

Maintenance of Effort of 1988-89--This is continuation and therefore was considered for funding.

Retain 10% Contingency if Federal Funds are Reduced--Due to

the possible significant reduction in federal funds, the County will consider the request at a later date.

LIBRARY:

Develop information services which are responsive to the needs and interest of the local community--This was considered a top priority as this will be needed to bring the library up to date.

Develop information services which are responsive to the needs of the local community--All were considered top priority.

- *Increase history/genealogy librarian position to full time
- *Add one part time librarian position to information services
- *Complete installation of a fully integrated library automation system.

Develop and provide informative and stimulating programming for all ages--This was also considered top priority.

Increase the general awareness and/use of library services among county residents--This was also considered top priority.

Achieve efficient and effective internal operations--This was also considered top priority.

Provide and maintain public library facilities which adequately house existing resources and services and allow for future growth--Commissioners will consider funding \$8,000 of the amount requested.

PARKS:

Second Year Installment of Land Purchase at Sloan Park--Since this is continuation, this was given top priority.

Major Repairs and Replacement--The following were given top priority for funding this year.

Dan Nicholas Park
Truck
Resurface Tennis Courts
Front Entrance Improvements
Grills
Paint Totem Pole

Sloan Park

Parking Lot Lights

Ellis Park
Air Condition Auditorium

Bakers Creek Park
Rip Rap and Pipe
Mower

Personnel

Add Part-time Help for Dan Nicholas Park
Add Part-time help for Bakers Creek Park

ROWAN-CABARRUS COMMUNITY COLLEGE:

Continued Commitment to Appropriate Debt Service Funds for other Capital Outlay Projects--It was the consensus that consideration be given to RCCC for special needs. The bonds will retire in 1989-1990. The amount of \$155,000 will be the final debt service payment. Commissioner DeMarcus felt that part of this should be used to pay part of the Library Bonds.

PUBLIC SCHOOLS:

Funding Current Expense at State Average per pupil based on latest year's data (1987-1988 - \$650.00)--The Public Schools do not have a consensus on their budget since they do not have a merged system. Next year's State Average is projected at \$655 per pupil assuming a five (5) percent increase. Last year the State Average was \$624 per pupil. Funding for the Schools was given top priority as previous commitments have been made.

TRI-COUNTY MENTAL HEALTH CENTER:

Commitment to Increase County Appropriations per Capita--It was the consensus to only fund a portion of this since Iredell is participating in only a very small amount.

With no further business, meeting was adjourned at 12:00 p.m. on March 16, 1989.

Respectfully submitted,

Wendy S. Powell
Clerk to the Board