

**ROCKINGHAM COUNTY BOARD OF COMMISSIONERS
RECESSED MEETING - FEBRUARY 23, 2011 - 8:00 A.M.**

The Rockingham County Board of Commissioners met in recessed session on February 23, 2011, 8:00 a.m., Governmental Center, Commissioners Chambers, Wentworth, North Carolina. Present were Chairman James E. Kallam; Vice-Chairman W. Keith Mabe; Commissioners Harold A. Bass, W. Thomas Flynt, and T. Craig Travis (attended meeting at 10:45 a.m./left meeting at 3:55 p.m.); Thomas B. Robinson, County Manager; Michael W. Apple, Assistant County Manager/Director of Financial Services; W. Eugene Russell, County Attorney; Ben L. Neal, Personnel Director; Adam Lindsay, Director of Administration; Pamela M. McLain, Clerk to the Board; and members of the local news media.

Chairman Kallam called the meeting back into session.

ITEM #1 - STATE OF COUNTY

Tom Robinson, County Manager, gave the "State of the County" for Rockingham County, with the following incorporated:

- 1) Population Change 2000-2009 (Chart)
- 2) Population Change by Age 2000-2009 (Chart)
- 3) Employment Trends 1990-2007 (Chart)
- 4) Workforce (Chart)
- 5) Health Factors
 - Out of 100 counties (1 being healthiest) Rockingham County ranks
 - 71st in overall health outcomes
 - 92nd in health-related behaviors
 - 85th in health factors
 - 83rd in access to clinical care
- 6) Education
 - Only 68.9% of Rockingham County residents over 25 have at least a high school degree
 - State average: 78.1%
 - Only 10.8% of Rockingham County residents have a bachelor's degree
 - State average: 22.5%
- 7) County School Enrollment Projections (chart)
- 8) County Tax Base Facts (chart)
- 9) Tax Base per Capita: Neighboring Counties (chart)
- 10) Tax Rate/Tax Base (chart)
- 11) County Tax Base Facts
 - Revaluation will at best add 5% to the overall tax base
 - Results + 66% of State average
 - If Rockingham County had average County Tax Base per capita, tax rate would only need to be 43.5 cents instead of 71.5 cents to support current year budget
- 12) Tax Base: Who Pays the Bills – Residential vs. Commercial (chart)
- 13) Budget and Employment Trends (chart)
- 14) 2010-11 General Fund - Budget Overview (chart)
- 15) General Fund Facts
 - Education and Public Safety comprise 57% of unrestricted or discretionary funds
 - One cent on the tax rate produces \$588,295
 - Of the entire General Fund budget, approximately 1/3 is restricted revenues

- 16) Weaknesses/Threats
 - Atmosphere of Pessimism
 - Failure to leverage internet
 - Contentious political relations/sectionalism
 - Low levels of educational attainment
 - Old line manufacturing culture
 - Skills mismatch
 - Poor cell phone and broadband coverage
 - Poor health status
 - Low financial capacity
- 17) Strengths/Opportunities
 - Strategic location
 - Endowment of built and natural capital assets
 - Dedicated labor force
 - Water and wastewater infrastructure
 - Highway improvements
 - Proximity to FedEx Hub
 Opportunities for regional collaboration
- 18) Recommendations
 - Develop sustainable community economic development strategies--re-brand Rockingham County as a sustainable community
 - Embrace diversity and make talent recruitment a core element of the sustainable community economic development re-branding effort
 - WEB based re-branding and marketing strategy
 - Re-engineer K-12 education - especially around "intellectual entrepreneurship"
 - Nurture and grown the local elder care economy
 - Aggressively pursue regional collaborations

A copy of presentation shall be filed with the Clerk to the Board.

ITEM #2 - FY 2011-2012 ROCKINGHAM COUNTY BUDGET CALENDAR

Adam Lindsay, Director of Administration, gave the proposed budget calendar for the FY 2011-2012 Rockingham County Budget. A copy of calendar shall be incorporated into these minutes for reference.

ITEM #3 - ROCKINGHAM COUNTY FY 2011-2012 BUDGET FORECAST

Michael W. Apple, Assistant County Manager/Director of Financial Services, gave the budget forecast for FY 2011-2012 Rockingham County Budget to include the following:

- General Fund Budget Projections
- Sales Tax Projections

THE BOARD TOOK A BREAK AT 9:55 A.M.
 THE BOARD CAME BACK INTO SESSION AT 10:05 A.M.

(Continuation of Presentation by Mr. Apple)

- Analysis of Available Fund Balance: General Fund
- Analysis of Funding Provided by Unrestricted Revenue
- Combined Amortization of 2008 COPS and 2002 COPS - Version 1
- Combined Amortization of 2008 COPS and 2002 COPS - Version 2
- Amortization Schedule for Douglass School paid from Lottery Proceeds

Discussion took place regarding the Governor's budget, reflecting the State deficits would go down to the counties, possibly requiring a tax increase for counties. Resolutions opposing the Governor's budget will be presented to the Board at its regular meeting on February 28, 2011 to consider for adoption. A copy of adopted resolutions shall be forwarded to the Governor and our local legislators.

A copy of Mr. Apple's report shall be filed with the Clerk to the Board.

ITEM #4 - PROJECT UPDATES

Adam Lindsay, Director of Administration, gave an update on the following County projects:

Presented chart showing FY 2009-2010 Summary Status Report

- VOIP (in progress)
- Camp Cherokee Road Waterline (complete)
- Document Imaging (delay)
- Judicial Center Waterline Upgrade (in progress)
- Strategic Plan (in progress)
- Central Permitting (delay)
- Pre-trial Release Expansion (complete)
- Broadband Engineering Study (complete)
- Website (complete)
- Western EMS Base (delay)
- Lean Management Contract (complete)
- Judicial Center Alternate Road Entrance (in progress)
- UDO, Outdoor Storage and Kennels (in progress)
- School Construction Plan (in progress)
- Space Needs Study (complete)
- Minimum Housing Code (in progress)
- Methane Gas (in progress)
- Recycling (complete)
- Jail Pod (delay)

More detailed discussion on other projects: (Copies filed with Clerk to the Board)

- 1) Department of Social Services - Digital Records (Larry Johnson, Director)
 - Estimated One-Time Cost \$350,000
 - Estimated one-time revenue, approximately 50% = \$500,000
 - Estimated annual cost - to be determined

BOARD TOOK A BREAK AT 11:55 A.M.

THE BOARD CAME BACK INTO SESSION AT 1:00 P.M.

ITEM #5 - EMS/RESCUE SERVICES - OPERATIONS ASSESSMENT & COST STUDY

Steve Allan, Solutions for Local Government, gave a power point presentation for EMS/Rescue Services - Operations Assessment & Cost Study, with the following incorporated:

Emergency Medical Services (EMS)

G.S. 153A-250 identifies County responsibilities and authority with regards to EMS ambulance services.

EMS Requirements

County Government shall establish EMS Systems.

Each EMS System shall have:

- A defined geographic service area or areas...
- The highest level of care offered within any EMS provider service area must be available to (all) the citizens within the service area 24 hours per day

EMS System

A coordinated arrangement of local resources, including personnel, equipment, and facilities, organized to respond to medical emergencies and integrated with other health care providers...

RESCUE

Currently, G.S. 58-87-5(c) defines "rescue" as:

"The removal of individuals facing external, non-medical, and non-patient related peril to areas of relative safety".

A "rescue unit" or "rescue squad" means

"A group of individuals who are not necessarily trained in emergency medical services, fire fighting, or law enforcement, but who expose themselves to an external, non-medical, and non-patient related peril to effect the removal of individuals facing the same type of peril to areas of relative safety".

The statute article goes on to state that:

"...the unit or squad must comply with existing State statutes and with eligibility criteria established by the NC Association of Rescue and Emergency Medical Services, Inc."

In NC, rescue squads traditionally have been non-profit volunteer organizations

"...that rescue persons at the sites of accidents and disasters, but (typically) do not transport sick patients or provide medical treatment beyond first aid".

Counties do not typically operate traditional rescue squads, but they may support them financially.

G.S. 160A-487 authorizes counties to appropriate funds to rescue squads. Counties may also levy property taxes to support rescue squads (G.S. 153A-149(c); lease, sell or convey land to volunteer rescue squads to build or expand facilities (G.S. 153A-176 and 160A-277); and appropriate property to rescue squads providing services within the G.S. 153A-176 and 160A-279).

EMS

- EMS Station Locations
- Annual Call Volumes
- Type of Call
- Call Distribution
- Calls/Hour/Year
- Victim/Patient Transports
- Transport Destination
- the 911/Communications Process
- Response Times
- Annual Budget Allocation & Revenue

RESCUE

- Rescue Districts & Base Locations
- Technical Rescue

- Essential Rescue Functions
- Squad Memberships & Certifications
- Annual Call Volume
- Call Type
- "Prime Time"
- 2010 Call Distribution-Eden Rescue
- 2010 Call Distribution-Madison Rescue
- 2010 Call Distribution - Reidsville Rescue
- Response Times
- Annual Revenue
- 5 Year Average Annual Expenses
- 5 Year Average Annual Revenue

COUNTY POPULATION

- Experienced & Projected County Populations 1990-2030
- Comparison of Projected Population Growth Patterns
- Experienced EMS Calls Dispatched/1,000 Residents
- Projected EMS Calls Dispatched/1,000 Residents

COUNTY GROWTH

- Factors Impacting EMS Call Volume

COUNTY POPULATION

- County Health Rankings

EMS ISSUES

- Availability of ALS Ambulances
- Response Times
- System Status Management
- Staffing; number, type & scheduling
- Transportation of Convalescent Patients

AVAILABILITY OF ALS AMBULANCES

- EMS Call Volume
- Distance to Incident Dispatched
- OEMS Mandated Protocols
- Availability of Medical Facilities
- Convalescent Patient Transports
- Mayodan: 1 ALS Ambulance 24/7
- Huntsville: 1 ALS Ambulance 24/7
- Eden: 2 ALS Ambulances - 24/7 1 BLS Ambulance 10/5
- Reidsville: 2 ALS Ambulance – 24/7 1 QRV (Supervisor) 24/7
- Chart - Actual 5-Hour Call Sequence

"All North Carolina EMS Systems are required to implement a Triage and Destination Plan for Trauma, Burn, STEMI (heart attack), Stroke, and Pediatrics by December 31, 2009"

Protocols require that the subject patient be transported to a hospital with the advanced treatment capabilities necessary if that hospital is within 50 minutes EMS transport time".

Currently: 6 ALS Ambulances @ 24/7

EMS Standby Procedures:

-When down to 3 available units: No out of county transports, unless determined by MD as "extreme".

-When down to 2 available units: No non-emergency transports 2 remaining available ALS units deploy to Stoneville and Harrison's Crossroads.

When down to 1 available unit: Available unit deploys to Wentworth, Rescue squads put on standby.

When down to no units: Rescue squads put on standby to deploy personnel at their respective base stations; mutual aid request(s) to adjacent counties.

RESPONSE TIMES

Factors impacting response time include:

- The time required to access and engage the vehicle
- The distance that must be covered to the incident dispatched
- The speed at which the emergency vehicle is able to travel
- Under what conditions
- $1.7 \times \text{distance} + 0.65 = \text{travel time}$
- 9 minutes to travel 5 miles = approximately 33.4 mph

RESPONSE TIMES

The basis upon which pre-hospital medical response criteria has been established is medical case history data regarding the body's need for oxygen.

0-1 minute; cardiac irritability

0-4 minutes; brain damage not likely

4-6 minutes; brain damage possible

6-10 minutes; brain damage very likely

>10 minutes; irreversible brain damage

SYSTEM STATUS MANAGEMENT

Characteristics:

- System-wide "visibility"
- "Real time" status of all available (and non-available) units
- Call frequency distribution trends
- Technology

Benefits:

- System efficiency
- Better unit utilization
- Improved response times

STAFFING

Base 1 - Eden: 24 hour schedule

2 ALS ambulances

Base 2 - Mayodan: 24 hour schedule

1 ALS ambulance

Base 3 - Reidsville: 12 hour schedule

2 ALS ambulances

Base 4 - Bethany: 24 hour schedule

1 QRV

Base 5 - Wentworth: Administration @ 8/5 schedules

Base 6 - Huntsville: 24 hour schedule

1 ALS ambulance

24 HOUR SHIFT ISSUES

- Health
- Acuity
- Responsiveness
- Alertness
- Driver safety
- Judgment
- Fatigue

Potential Impact

- Performance
- Efficiency
- Liability
- Costs

TRANSPORTATION OF CONVALESCENT/NON-EMERGENCY PATIENTS

Currently 10 hour/5 day BLS ambulance not sufficient to handle demand

During 2010, carried 1,151 (47%)

Remaining 1,288 (53%) carried by on-duty ALS ambulances

Currently "tail" is wagging the "dog"..

ALS unit's priority needs to be emergency response

Currently, transports are not scheduled

Calls go to/through Communications Center

Decision: Do it or not?

If yes: organize, commit & staff

If no: get out and commit resources to ALS emergency response

OTHER

Training

-Assistant Training Officer

Accessible Data

-Data reporting via CAD

-Intervals

-Time Stamps

-Facilities

-Mayodan

-Bethany

RESCUE ISSUES

-Response Times

-Staffing/Availability of Personnel

-Defined Role and Purpose

-Defined Role and Purpose - The "Dilemma"

DEFINED ROLE AND PURPOSE - POSTIVE ASPECTS

-OEMS licensed EMS transport ambulances

- OEMS medical first responder credentials (MR/EMT-Basic or above)
- Technical Rescue capabilities are exceptional
- "Essential function" rescue capabilities not available elsewhere within County
- All 3 squads certified at highest capability level: "Heavy Rescue"
- Rescue capabilities, combined with medical first responder capabilities, provide a valuable multi-disciplinary emergency services system asset

DEFINED ROLE AND PURPOSE - CAUSE FOR CONCERN

- Technical Rescue calls dispatched during 2010, not including vehicle extrication, amounted to less than 1/2 of 1% of all calls dispatched
- Victim extrication from motor vehicles involved in accidents was required in approximately 165 instances; the seriousness of which varied
- Membership rosters consist totally of "volunteers"
- Vital early (first) response to medical emergencies, as yet, has been unavailable within the time parameters recommended

FUNDING

- Individual Squad revenue/expenses do not/cannot support paid personnel
- Volunteers, although willing, and well-trained are not available during peak demand times
- Two (2) EMT's per squad, Monday through Friday at prime-time hours; 8:00 am - 8:00 pm = \$73,632/squad/year; \$220,896/total for 3 squads

PEER COUNTY EMS ASSESSMENT

- Peer County EMS Comparison

RECOMMENDATIONS

Basis:

- Consistent countywide coverage is lacking
- Multiple times per day there are no ambulances available
- On-scene *first arrival* (BLS or ALS) is double industry standard
- County needs additional ALS ambulances in service
- County needs a medical first response on scene solution

Recommendations:

1. Add 2-ALS Prime Time (12-hour) ambulances
2. Add 1 BLS 12-hour/5-day ambulance for convalescent transport
3. Fund Rescue Squads with two-12 hour/5-day EMT's and contract to assure medical incident on-scene response within 5 minutes
4. Purchase AVL/GPS technology to "open up" and refine system status management
5. Phase out all 24-hour shifts

THE BOARD TOOK A BREAK AT 3:00 P.M.

THE BOARD CAME BACK INTO SESSION AT 3:10 P.M.

A question/answer session took place with Mr. Allan.

A follow-up meeting with Mr. Allan and County staff will take place in the near future and report back to the Board.

Steve Boles, Member, Board of Directors for Madison Rockingham Rescue and Assistant Chief updated the Board on the following:

When making a presentation to the Board of Commissioners in August, 2010, he was spokesperson then and today for the three squads. Over the past 53 years the 3 squads have

worked diligently as volunteers to develop technical skills. The demand has been greater on the medical side than for the technical side. We have pursued and enhanced our technical abilities and skills, qualifications, credentials, and equipment, we have also continued to do the medical piece as best we can to assist the County and citizens, while technical rescue has been our core for existence. With that said, if you look at the qualifications on a technical side that we currently hold between the three squads, to the best of my knowledge, the next closest agency to manage or exceed our capabilities is going to be the City of Greensboro, the City of Raleigh, or the City of Charlotte, so we are extremely proud of the technical piece although, no offense to Mr. Allan, that has been minimized in his presentation and that is okay, but the resource that you have here in technical rescue is not unheard of for volunteers. Part of our purpose for coming back in August was to try to point that out to you to make sure you realized what you had before it slips away and it is gone. Once it is gone, you will not get it back. We knew your greatest need was the medical piece. We put more emphasis on the medical piece in the presentation knowing that was going to be the part that got your attention, as it was the part that got Mr. Allan's attention.

Chairman Kallam:

One of the factors they brought out was the fact that you rode a lot of calls and you do not add a charge of these. If it is possible within the County and our County Manager can give us a run down, if you run the calls and we turn around and do the billing for you on these calls, then the County can collect the money when you run these calls if you are going to be funded with the County, we will write a contract with you similar to fire departments and support you in this matter, then there are two things I would like to ask you. If we cannot do that, is there a problem with us doing that through you? If not, I would like to know what it is. You might not be willing to turn this thing over but the County can. This will collect us monies where we can actually fund this situation and will give us funding capabilities.

Mr. Robinson, County Manager:

I believe what I heard today or earlier conversations with Mr. Allan is that very question about the transports. A lot of those transports, the County is already charging for those so there is not that much revenue to be generated.

Mr. Allan:

I went by what was recorded, 47 recorded interfacility transfers, that they could go for it had they wanted to. Another estimated, a little under 40 that were emergency medical that they could bill for if they wanted.

Mr. Robinson:

So what happens is they come out on a lot of calls that the County also goes out on but the County on many times does the transport. The County is already billing for most of those transports. Squads could bill on that.

Chairman Kallam:

The squads are responding to the calls similar to the EMS staff but they are not doing a transport.

Mr. Boles:

That is going to erode your donations, your fundraisers, your United Ways because of that concept - well they are charging.

Mr. Allan:

There lies an issue with the squads. You want money to run and operate or do you want to continue to accept donations? The way you presented it, you can't have both. If you get paid, you will erode all your contributions but you want to get paid.

Mr. Boles:

The one-cent proposal and that is with the caveat of selling the municipalities on that as well, will virtually allow us to eliminate fundraising, United Way and divert United Way dollars to other needs. We realize we cannot keep going the way we have been going.

Chairman Kallam:

To run three rescue squads in our County and based on the cost of what it would take to run them and man them in a sufficient way with a backup through the EMS system, would be cheaper to the County than purchasing three ambulances and providing the crew, where you, the squads, would be a backup to our system. If your role was redefined, you had funding to where you could actually take the volunteers and have as paid staff, that would cut down to where your response time would be greatly enhanced. The funding that you would need, would that not keep you within the category?

Mr. Boles:

It would be great for the patient because they would be getting a whole lot more rapid response but if you were to solely just finance those part-time positions and nothing else, it is not sustainable, it is short-sighted because those part-time positions are going to increase our operating costs. Just the salary of the part-time people would put us in a worse financial shape than we are in now.

Chairman Kallam:

You don't provide the same level of medical care that an ambulance service does?

Mr. Boles:

You have medical first Medical Responders, then you have EMT Basics, and EMT Paramedics. For the most part you have Medical Responder often which reside in the fire departments. You have got the EMT which is the basic level to be on a State-certified ambulance to make a transport and the County level (paramedic level). Within the last couple of years as the State has relaxed part of the requirements on drugs and drug administration and advanced techniques of which paramedics have done and as the County has adopted as part of its system plan, has allowed some of the BLS providers at the EMT level to step up and administer some lifesaving drugs. We don't claim to be paramedics.

Mr. Allan stated his responsibility, according to his scope, was to look at operations and costs for EMS and Rescue. Where is the greatest need? Medical forward response. How you would address that. You have got options. We will have more details in a narrative and will work out staffing questions as soon as a meeting with myself and County staff is scheduled.

Chairman Kallam thanked Mr. Allan for his presentation.

A follow-up meeting with Mr. Allan and staff will take place at a later date regarding operating costs for EMS and Rescue Squad.

ITEM #6 - PROJECT UPDATES (Continued)

- 2) Business & Technology Center - Broadband Project - Mark Wells, Executive Director
 - Applied jointly with Stokes County for federal stimulus money
 - Did not receive any of the second and last round stimulus money allocated for North

Carolina broadband

- Know that the MCNC mid-mile trunkline will pass through the County
- Negotiated 50/50 cost share for any CenturyLink's DSL expansions
- Know total cost for upgrading CenturyLink's entire Rockingham County network to DSL
- Looking into using non-County dollars
- Working with Reidsville Area Foundation to expand existing providers' broadband networks
- Determining best towers for expanding Clear's WiMax network around Reidsville
- Connecting with other Rockingham County broadband providers to determine willingness to expand networks
- Finding out why the State overlooked us
- Asking Board to continue supporting broadband expansion efforts
- Requesting Board to pass resolution supporting removal of sunset provision for the e-NC Authority

- 3) Business & Technology Center - Methane Gas - Mark Wells, Executive Director
- Applied for GoldenLEAF CAI and local review team approved \$1.5 million
 - Received approval of full grant amount of \$814,300 from State Energy Office
 - Approved by Board of Commissioners to apply net profits to fund Business & Technology Center
 - Applied to North Carolina Tobacco Trust Fund for \$980,000
 - Applied to North Carolina Rural Center for \$200,000
 - Applied to Z. Smith Reynolds for \$675,000
 - Received \$19,000 from Reidsville Area Foundation for electric interconnection engineering design
 - Signed contract with Joyce Engineering to manage collection system construction
 - Evaluating cheapest interconnection company, Energy United or Duke
 - Asking Board to remain committed to this project and Rockingham County Business & Technology Center to direct this to success
- 4) Strategic Plan - Tom Robinson
- Partnership looking into hiring Dr. James Johnson of UNC to develop an economic strategic plan
 - Continuing the more informal project prioritization strategic plan approach
 - Look for GoldenLEAF funding for economic development strategic plan
 - Asking Board to wait until mid 2011 to decide on whether to draft a formal strategic plan

There being no further business today, Commissioner Flynt moved, Commissioner Bass seconded and all members present voted to recess this meeting at 4:45 P.M. until February 24, 2011, 8:00 a.m., Commissioners Chambers, for continuation of FY 2011-2012 budget work session.

MINUTES READ AND APPROVED,

RESPECTFULLY SUBMITTED,

**JAMES E. KALLAM, CHAIRMAN
BOARD OF COMMISSIONERS**

**PAMELA M. McLAIN, CLERK
BOARD OF COMMISSIONERS**