The Wayne County Board of Commissioners met in special session on Thursday, January 16, 2020 at 9:13 a.m. at The Maxwell Center, 3114-A Wayne Memorial Drive, Goldsboro, North Carolina, after due notice thereof had been given.

Members present: E. Ray Mayo, Chairman; Joe Daughtery, Vice-Chairman; George Wayne Aycock, Jr.; John M. Bell; Edward E. Cromartie; A. Joe Gurley, III; and William H. Pate.

Others in Attendance: County Manager Craig Honeycutt; Assistant County Manager Chip Crumpler; Staff Attorney Andrew Neal; Finance Director Allison Speight; Facilities Director Kendall Lee; EMS Director Dave Cuddeback; Wayne County Development Alliance President Mark Pope; Special Projects and IT Manager Ryan Preble; Paul Nunn and Danna Layne of Nunn, Brashear, & Uzzell, P.A.; Clerk to the Board Carol Bowden; Deputy Clerk Kristie Parker; Public Information Officer Joel Gillie; Public Affairs Production Technician Trent Toms; and members of the media.

Call to Order

Chairman E. Ray Mayo called the meeting to order.

Invocation

Chairman E. Ray Mayo gave the invocation.

Pledge of Allegiance

Commissioner George Wayne Aycock, Jr. led the Board of Commissioners in the Pledge of Allegiance to the Flag of the United States of America.

Approval of Agenda

Upon motion of Commissioner George Wayne Aycock, Jr. the Board of Commissioners unanimously approved the agenda as presented.

Presentation of Audit Results for Fiscal Year End June 30, 2019

Paul Nunn and Danna Layne of Nunn, Brashear & Uzzell, P.A. presented the audit results for fiscal year end June 30, 2019, attached hereto as Attachment A.

Ms. Layne stated there were no formal findings and the audit was good. She did recommend the reduction of the number of bank accounts throughout the County.

Discussion of 2nd Amendment Sanctuary Resolution

County Manager Craig Honeycutt presented the 2nd Amendment Resolution, attached hereto as Attachment B, and stated the North Carolina Sheriff’s Association recently passed a resolution regarding the same. Mr. Honeycutt recommended placing the item under the Consent Agenda for the January 21, 2020 Board of Commissioners agenda. Commissioner John M. Bell expressed his reasons for not wanting the resolution on the Consent Agenda. The Board members agreed to place the item under New Business for the January 21, 2020 meeting as a discussion item with the possibility of a vote. Commissioner William H. Pate and Chairman E. Ray Mayo expressed their opinions in favor of the resolution.
Discussion of Sales and Use Tax Informational Flyers

County Manager Craig Honeycutt presented pricing for the informational one-sheet/flyers for the local option sales and use tax referendum on the March 3, 2020 Primary ballot. County Manager Craig Honeycutt requested Public Affairs PIO Joel Gillie order them.

Review of 2019 Goals and Projects

County Manager Craig Honeycutt reviewed the completed and in-progress 2019 Goals, attached hereto as Attachment C.

Discussion included development and natural gas in the northern section of the County with Mark Pope; a well-check EMS program with Dave Cuddeback; an employee clinic and a Blue Cross Blue Shield of North Carolina video clinic available to employees; and updates from Wayne County Development Alliance President Mark Pope on the Goldsboro Industrial Campus and Park East. Mr. Pope said the first building at the Goldsboro Industrial Campus is out for bid. The plan is for a 22,000sf building on lot 6 with a projection of 90 days on completion. He stated the buildings would be leased and new ones built as they fill up; incubator buildings. Mr. Pope and Mr. Honeycutt praised the Public Affairs Office for their work with Wayne County Development Alliance.

10:03 A.M. Commissioner Edward E. Cromartie Joined the Meeting

Commissioner George Wayne Aycock, Jr. praised Facilities Director Kendall Lee and his staff for their work with Probation and Parole and other projects around the county. Vice-Chairman Joe Daughtery asked for cost analysis on projects completed by Facilities versus outside contractors constructing new buildings. And finally, Finance Director Allison Speight gave an update on the new software implementation, with target dates of Finance being online in July of 2020; Payroll and Human Resources in April of 2021; and Intergovernmental being complete in October of 2021.

10:22 A.M. Commissioner John M. Bell Left the Meeting

Recess

At 10:25 a.m., Chairman E. Ray Mayo recessed the meeting of the Wayne County Board of Commissioners.

Reconvene

At 10:44 a.m., Chairman E. Ray Mayo reconvened the meeting of the Wayne County Board of Commissioners.

Continued Discussion of Past Goals

WCDA President Mark Pope discussed restrictions for the Goldsboro Industrial Campus and Park East. He said there would be no restrictive covenants for the Goldsboro Industrial Campus, but rather property use would be determined on a case-by-case basis.

Facilities Director Kendall Lee discussed issues with businesses illegally connected to our sewer system and the camera testing discovering these and other issues. Vice-Chairman Joe Daughtery asked if the County could penalize these businesses and directed Staff Attorney Andrew Neal to send bills to the offenders. (i.e. Huddle House and Burger King)

Discussion of Departmental Requests and Potential Goals

Chairman E. Ray Mayo asked Mr. Pope about the vacant GE building and Mr. Pope stated he would look into the matter.

Vice-Chairman Joe Daughtery asked to discuss the reduction of the number of vehicles used throughout the County, including the WCDA van, which he stated sat unused 90% of the time. He asked if certain vehicles could be shared with other departments. Mr. Pope said the
van was used by department employees for various needs but it could be shared. This began a discussion about replaced vehicles and other issues and Mr. Honeycutt stated the County had been working on all vehicle issues.

Finance Director Allison Speight presented her proposed goals, attached hereto as Attachment D. Chairman E. Ray Mayo asked questions regarding monthly versus biweekly pay schedules. Discussion included electronic timekeeping and Vice-Chairman Joe Daughtery referenced card scanners already in place. He added he felt it was more important to work on the timekeeping aspect versus changing the pay frequency. He also suggested holding back one week of pay with new hires.

EMS Director Dave Cuddeback presented his requests, attached hereto as Attachment E, and explained deficiencies throughout the County and the data presented representing 168 days of calls. Discussion surrounded the new stations and the use of a Peak Truck to the rotation. Commissioner George Wayne Aycock, Jr. praised Mr. Cuddeback for the changes enacted since he took over as director. Mr. Cuddeback’s second request for power lift beds on all trucks was discussed and he explained the potential savings on Workers’ Comp claims.

Recess

At 12:05 p.m., Chairman E. Ray Mayo recessed the meeting of the Wayne County Board of Commissioners.

Reconvene

At 12:43 p.m., Chairman E. Ray Mayo reconvened the meeting of the Wayne County Board of Commissioners.

Continued Discussion of Departmental Requests and Potential Goals

County Manager Craig Honeycutt presented a request from Fire Marshall Bryan Taylor; the purchase of trailers to use for disaster preparedness. After minimal discussion, the Board members stated they had no issues with the request.

Special Projects and IT Manager Ryan Preble gave an update on the fiber loop projects and then presented his requests, including one building to house all of IT staff. Vice-Chairman Joe Daughtery told Mr. Preble to determine the space and data storage plan and bring the results to the Facilities Committee.

County Manager Craig Honeycutt presented potential goals and board members gave their ideas for projects. Mr. Honeycutt did add Risk Management and Insurance/Safety Policies, as well as additional meeting rooms and storage facilities for The Maxwell Center to his list.

Commissioner William H. Pate asked for Human Resources to add updated management tools for upper management performance evaluations.

Chairman E. Ray Mayo asked for subdivision street assessments, particularly for Lane Tree Subdivision, to be added to the list. He also asked for staff to provide a report and update, including the policy created by the board, and a report from the Finance Department on monies collected on the first assessment.

Vice-Chairman Joe Daughtery requested the following:

- Establish one meeting per year with legislators.
- Establish what the rules are regarding sales tax distribution via zip codes.
- Establish stronger relationships with all municipalities.
- Invite the Wayne County Public Schools Superintendent to Board of Commissioners meetings once each quarter for updates.
- Department Quarterly Reports should be sent to commissioners electronically.
- Periodically change Board meetings to night meetings.
• Budget items: share vehicles, share employees, finish DSS renovation, Health Department Building, study intergovernmental charges, establish a goal to reduce each department’s budget by 2% and reward entire department if achieved.

Commissioner George Wayne Aycock, Jr. stated he was concerned about the sales tax distribution via zip codes and asked for that to be researched. He would like the focus for 2020 to be on the renovation of the DSS building, new Health Department facility and new jail. He said the County needs to finish what is in the pipeline before taking on more.

Commissioner William H. Pate agreed with Mr. Aycock and stated jail overcrowding was a top issue.

Commissioner Edward E. Cromartie requested the cost of the Wayne County Sheriff's Office operating inside the City of Goldsboro be reviewed. He also requested community-based training initiatives be looked at, particularly adding or adjusting monies to numerous non-profits, and doing more on flooding and drainage issues in his district.

County Manager Craig Honeycutt stated he would put together a comprehensive list and present it to the Board.

**Adjournment**

There being no further business, Chairman E. Ray Mayo adjourned the meeting at 1:55 p.m.

Carol Bowden, Clerk to the Board
Wayne County Board of Commissioners
Audit Results Fiscal Year End June 30, 2019
Continued excellence of the finance staff in regards to financial reporting

The Government Finance Officers Association
of the United States and Canada

presents this

AWARD OF FINANCIAL REPORTING ACHIEVEMENT

to

Finance Office
County of Wayne, North Carolina

The award of Financial Reporting Achievement is presented by the Government Finance Officers Association to the individual(s) designated as instrumental in their government with achieving a Certificate of Achievement for Excellence in Financial Reporting. A Certificate of Achievement is presented to those government units whose annual financial reports are judged to adhere to program standards and represents the highest award in government financial reporting.

Executive Director

Date June 17, 2019
Wayne County Audit Results

- Independent Auditors’ Report
  - Unmodified opinion on Financial Statements
- Our Responsibilities
  - Opinion
  - Audit Evidence
  - Supplementary and Other Information
Management Discussion & Analysis

- Financial Highlights
- Overview of the Financial Statements
- Comparative Figures
- Budgetary Highlights
- Economic Factors and Next Year’s Budgets
Governmental Activities - Revenues

- Property taxes, 52.22%
- Local option sales tax, 20.31%
- Leased vehicle tax, 0.27%
- Investment earnings, 0.86%
- Miscellaneous, 0.11%
- General government, 2.43%
- Public safety, 6.10%
- Transportation, 0.16%
- Human services, 14.61%
- Culture & Recreation, 0.11%
- Education, 1.40%
- Environmental protection, 0.17%
- Economic & physical development, 1.26%
Governmental Activities - Expenses by Function

- Environmental protection, 1.05%
- Economic & physical development, 1.86%
- Interest on long-term debt, 1.45%
- General government, 13.19%
- Education, 27.33%
- Public safety, 27.80%
- Culture & recreation, 2.39%
- Transportation, 0.38%
- Human services, 24.56%
Reports Issued

- Compliance Reports
  - Internal Control
  - Federal Programs – no findings
  - State Programs – no findings
- Communication of No Material Weaknesses
  - Other Recommendation: Uncollectible Taxes – Bad Debt
  - Other Recommendation: Software Changes
  - Other Recommendation: Future Accounting Changes – Leases
- Communication to Those Charged with Governance
  - No change in accounting policies
  - Accounting estimates were made
  - No significant difficulties in performing audit
  - No disagreements with management
  - Management representations
Accomplishments and Appreciation

- Major School projects completed – Meadow Lane Elementary, HVAC replacements, Southern Wayne High School gym
- Several projects well underway – E911 Communications Center and replacement stations, Park East Industrial Shell Building, Goldsboro Business Campus
- Significant progress on projects at the Airport to build hangers and improve facilities
- Plans to convert Dixie Trail property to the Department of Social Services under way
- Special thanks to the finance department and other Wayne County departments for their support in the completion of the audit
WAYNE COUNTY
NORTH CAROLINA

RESOLUTION DECLARING WAYNE COUNTY BOARD OF COMMISSIONERS IN FAVOR OF THE SECOND AMENDMENT TO THE CONSTITUTION OF THE UNITED STATES

WHEREAS, the Constitution of the United States is the Supreme Law of our nation; and

WHEREAS, the Second Amendment to the Constitution of the United States of America states: "A well-regulated Militia being necessary to the security of a free State, the right of the people to keep and bear arms shall not be infringed"; and

WHEREAS, the North Carolina Constitution, Article I, Section 30, states: "A well-regulated militia being necessary to the security of a free State, the right of the people to keep and bear arms shall not be infringed; and, as standing armies in time of peace are dangerous to liberty, they shall not be maintained, and the military shall be kept under strict subordination to, and governed by, the civil power. Nothing herein shall justify the practice of carrying concealed weapons, or prevent the General Assembly from enacting penal statutes against that practice; and

WHEREAS, the criminal misuse of firearms is not a reason to infringe the rights of law abiding citizens of Wayne County; and

WHEREAS, the Wayne County Board of Commissioners wishes to express its deep commitment to the rights of all citizens of Wayne County to keep and bear arms; and

WHEREAS, the Wayne County Board of Commissioners wishes to express opposition to any law that would unconstitutionally restrict the rights under the Second Amendment of the U.S. Constitution and under the North Carolina constitution of the citizens of Wayne County to keep and bear arms; and

WHEREAS, the Wayne County Board of Commissioners wishes to express its intent to stand as a Sanctuary County for Second Amendment rights and to oppose, within the limits of the Constitutions of the United States and the State of North Carolina, any efforts to unconstitutionally restrict such rights, and to use such legal means at its disposal to protect the rights of the citizens to keep and bear arms.

NOW, THEREFORE, be it resolved by the Board of Commissioners of Wayne County:

The Wayne County Board of Commissioners hereby expresses its intent to uphold the Second Amendment rights of the citizens of Wayne County.

Adopted this the 21st day of January, 2020.

E. Ray Mayo, Chairman

Attest:

Carol Bowden, Clerk to the Board
WAYNE COUNTY GOVERNMENT GOALS FOR CALENDAR 2018
APPROVED ON JANUARY 25, 2018

ACTION ITEMS and status of priorities

6 votes
- Legislative Issues: K-3 Smaller Classroom Mandate and Change in Low Wealth Formula. (24,000 ADM to 17,000 ADM)
  - Continuously working with WCPSS and Legislative delegation on class size/education issues (low wealth formula changed)

- Hotel Development on site of Maxwell Center, working jointly with the City of Goldsboro.
  - Funded study jointly with WCTDA and City of Goldsboro to provide demographic and detailed analysis of site.
    - 2019 County responsible for lead negotiation for site, currently in progress.

- Northern Wayne Natural Gas Services.
  - Met with Town of Fremont/WCDA and North Carolina Public Service to look at feasibility and costs associated with extension. At this time, the project is cost prohibitive.

5 votes
- Explore possible Fueling at City’s Public Works Facilities.
  - Facilities Director has recommended that a higher cost savings would be to do a county only facility at our Maintenance Facility.

- Study Feasibility of Community Paramedic Program.
  - County worked diligently with UNC-Health to look at Duke Endowment grant to fund program.
    - 2019 - Terms of grant were not agreeable to the County and County now looking at internal program.

4 votes
- Seek to have our Legislative Delegation introduce a bill to exempt county government from paying medical and/or safe keeper expenses of detainees for alleged crimes at state institutions.
  - Part of County’s legislative goals.

- Employee Health Clinic with UNC Healthcare – NOT ACCOMPLISHED
Decision on Ground Leases and County-Owned Hangars, of combination thereof – Continuing - working with MIL2ATP on ground leases.
- Cooperate area expansion is in progress/ground lease proposals have been sent to MIL2ATP for final approval.
  - 2019 – Corporate Area expansion in progress/Chestnut Hanger now County Hanger; multiple projects occurring at JetPort

Discussion/Study of a replacement library to serve North Wayne County.
- Donna Phillips working on grant proposal with State Library Board to provide non-biased recommendation for location.

Coordinate quarterly meetings with other communications directors/public affairs/public relations of major institutions – Chamber, Public and Private Schools, Local Media, Wayne Community College, University of Mount Olive
- Public Affairs/County Clerk has been working on this. So far - three joint meetings have been held in 2018.
  - 2019 – quarterly meetings still occurring

Direct Human Resources to increase employee training for Managers/Supervisors.
- HR has provided a greater offering of training for the 2018 year.
  - Managing for Results – 89 attendees
  - Avoiding Litigation Landmines – 61 attendees
  - Performance Evaluations – 36 attendees
  - Business Ethics (at the request of EMS) – 24 attendees
- 2019 – Working on Diversity training for all employees began in fall

Wayne County Development Alliance Relocation
- Offices moved to in August 2018 to 208 Malloy Street, Suite C, Goldsboro, North Carolina 27534

Options on Goldsboro Industrial Campus (Bryan Property).
- County/WCDA received $1.7 million grant to move forward project with infrastructure (water/sewer/roads/signage). Working on contract now with Withers and Ravenel to provide services.
  - 2019 – design for construction of park in completed, bidding should occur in Spring 2020

Discuss possible merger of animal enforcement efforts with the City of Goldsboro.
- County discussed options; however, it was in both parties interest to remain separate.
  - 2019 – Goldsboro now own separate animal enforcement agency.
• Work out a solution to Busco Beach.
  o With the change of the ETJ from City back to County – Planning Director Berry Gray working on this.

• Make a decision on whether to amend the policy on street repair assessments to proceed with Lane Tree Subdivision and/or other petitions.
  o All street assessments/new projects - the Board of Commissioners has placed projects on hold until further direction.

• Develop a certification promotion policy.
  o Human Resources working on policy now – policy to be presented to Board of Commissioners in February 2019.

• Finalize Direction of the Advance Manufacturing Center with WCC.
  o Final decision in summer 2018 to move AMC onto the campus of WCC. Project moving forward. Wayne County has allocated $3.2 million to this project in April 2018.
    • 2019 Working with DSS to repurpose building for new DSS building

• Implementation of Finance Software
  o Software budgeted for 2018/19 FY – Staff doing due diligence on three potential companies now.
    • 2019 - Software approved, Staff working on implementation now.

1 vote
• Explore possibilities of emergency shelters, with generators, with municipalities.
  o Currently working on this with Chip through CDBG-DR Grants.

• Host a Veterans Benefits Action for a regional outreach to veterans on benefits claims, with VA regional staff attending to make expedited benefits decisions if possible. Staff of surrounding counties’ typically volunteer to assist, as we have done for them. This project is contingent on a suitable site.
  o Brenda DuBois worked on event in 2018 and also 2019

• Development of Public Safety Training Center at WCC.
  o Still in planning phase, no additional work been completed.

• Summer Intern Program with City of Goldsboro.
  • Worked with City to provide internship with multiple county departments, plan to do this as well in 2019; will continue in 2020.

• Direct Human Resources to bring inclusive hiring policy to Board of Commissioners.
  • Policy to be presented to the Board of Commissioners in February 2019.
No Votes

• Work with Wayne County Development Alliance to amend the covenants and restrictions in both Industrial Parks to allow metal buildings.
  
  • 2019 - Goldsboro Industrial Campus will work on restrictions case by case to be flexible with potential clients, but still approve of some appearance criteria at the sale of property that will be consistent with park.

• Annual award program for contributions to the County.

No votes received

• Host a Veterans Benefits Action for a regional outreach to veterans on benefits claims, with VA regional staff attending to make expedited benefits decisions if possible. Surrounding counties' staffs typically volunteer to assist, as we have done for them. This project is contingent on a suitable site.
  
  • 2019 – event held at Goldsboro Events Center

LIST OF CONTINUING PROJECTS FROM JANUARY 2019 GOAL SETTING RETREAT:

Shell Building – ParkEast (final stages of completion)

Process of hiring a new Animal Control Director - done

911 Center currently being bid out by Stewart Cooper (process of construction)

Construction of 4 new EMS substations – in progress (Station 10 opened in April 2018) - done

Work with WCC on Advance Manufacturing Center (done – Daniels and Daniels contracted for design build approved Fall 2019)

Hurricane Stream Cleanout – Phase 4 - done

Sewer Pump Station at Genoa – 30-60 days from completion

Corporate Hanger Expansion – WayneJetPort (done – work in progress)

Change of EMS/NET billing company - done

Opening of Farmers Market
DEPARTMENTS:

Animal Control
Board of Commissioners
Board of Elections
Cooperative Extension
Superior and District Courts
Economic Development
  • WCDA
  • HWY 70 Corridor Commission
Facilities/Maintenance
Finance Department
Health Department
Human Resources
IT
Wayne Executive JetPort
Library
Public Affairs
Mental Health – Eastpointe
OES
  • 911
  • Emergency Management
  • Fire Marshall/radios
  • Facility Security
Wayne County Emergency/Non-Emergency Medical Services
Planning
Inspections/GIS
Public Education
  • K-12 WCPSS
  • Community College – WCC
Sheriff’s Department
  • Sworn officers
  • Detention
Public Transportation – GATEWAY
Register of Deeds
Services on Aging
Genoa Sewer System
Wayne County Solid Waste
  • Landfill
  • Convenience Centers
Tax Department
Veterans Services
OUTSIDE AGENCIES
GOAL REQUESTS/LONG RANGE CAPITAL IMPROVEMENT PLANNING FROM DEPARTMENTS:

FINANCE:

The current pay distribution is once a month for County employees. The idea of switching to a biweekly payroll has been discussed at various points of the last several years. The Finance Office would like to project a possible implementation date of October 2021 for changing all County employees to a biweekly payroll. There are a few benefits to this change:

- The schedule for a biweekly payroll works much better in a 2 week pay cycle versus a once per month pay cycle. This is particularly true for public safety employees due to shift work schedules.
- The County can work towards moving to a pay cycle that is matched to hours worked for the prior period rather than paying several days in advance of hours worked and adjusting those hours in the next pay period.
- Many employees find it easier to manage their personal budgets when their paychecks are distributed more frequently than once per month.
- When the Board of Commissioners agreed to fund new finance/HR/Payroll/Inspections/Planning software, it was decided that the timekeeping piece of Payroll would not be a part of the current project. This was due to many changes that needed to take place within policies and current processes before a timekeeping system should be implemented. The current software project is scheduled to be completed in its entirety by October 2022. The Finance Department would like to begin researching potential timekeeping systems in January of 2023 with the expected contract execution by July of 2023.

FIRE MARSHALL/EMERGENCY MANAGEMENT

As we continue to move forward with Emergency Shelter needs, there will be some things that are added to DSS, Facilities and possibly our budgets. The biggest addition will be the need for trailers to have prepared for deployment and these will be going in the facilities budget and we are looking at used trailers to save money. Kendall is thinking $4,000 to $4,500 each times 4 would get what we need for this. DSS may have some additional funds needed for supplies but I would not think this would not be a big impact. Our budget may see some additional things needed for preparedness but again we do not expect it to be a big impact.
IT:

Fiber Loop is going to be completed in the coming months which helps solidify our availability of public information, tax information, register of deeds, etc.

IT would like to move all personnel under one roof. Possibly, where the current CC4C is but we may be able to reuse something as long as it could accommodate all of us.

I do think there is the potential for improving our energy efficiency in regards to power consumption and HVAC systems. If we have all the buildings we need, then the next step is to improve their efficiency as best we can.

Issues in 2020:

2020 Census
Goldsboro Industrial Campus continued development/marketing
Park East Expansions (road issues)
Opioid issues (lawsuit)
Strategic Plan Update
Employee Health Clinic
Jail
Health Department
Good morning, Craig,

I do have 2 goals I would like to add:

- The current pay distribution is once a month for County employees. The idea of switching to a biweekly payroll has been discussed at various points of the last several years. The Finance Office would like to project a possible implementation date of October 2021 for changing all County employees to a biweekly payroll. There are a few benefits to this change:
  - The schedule for a biweekly payroll works much better in a 2 week pay cycle versus a once per month pay cycle. This is particularly true for public safety employees due to shift work schedules.
  - The County can work towards moving to a pay cycle that is matched to hours worked for the prior period rather than paying several days in advance of hours worked and adjusting those hours in the next pay period.
  - Many employees find it easier to manage their personal budgets when their paychecks are distributed more frequently than once per month.

- When the Board of Commissioners agreed to fund new Finance/HR/Payroll/Inspections/Planning software, it was decided that the timekeeping piece of Payroll would not be a part of the current project. This was due to many changes that needed to take place within policies and current processes before a timekeeping system should be implemented. The current software project is scheduled to be completed in its entirety by October 2022. The Finance Department would like to begin researching potential timekeeping systems in January of 2023 with the expected contract execution by July of 2023.

Allison W. Speight, CPA, CLGFO  
Finance Director  
County of Wayne  
919-731-1437  

Happy New Year! Hope everyone had a great holiday and time with your family. As we move forward, we need to begin thinking about our goals/priorities for the upcoming year.

If you have any specific goals that you would like to see the BOCC prioritize for the next year, please send them to me by January 10. This could be policy changes/projects/efficiencies/etc. that you would like to have prioritized that need support from the Board of Commissioners.
Let me know if you have any questions. Thanks.

Craig F. Honeycutt
County Manager
Wayne County
224 E. Walnut Street
Goldsboro, NC 27530

W – 919-731-1435
F – 919-731-1446
C – 919-223-4885
January 3, 2020

To: County Manager – Craig Honeycutt

From: Dave Cuddeback

Subject: 2020 Wayne County EMS Goal Setting

I am writing this letter to explain a couple of goals that Wayne County EMS would like to discuss as we build into a top tier EM Service in North Carolina. The following two objectives are focused on increasing the safety of two populations. Population one is our citizens, population two is our staff.

Over the past two years Wayne County has built an infrastructure to achieve an “eight (8) minute” response to 911 medical activations anywhere in the county. This was an aggressive objective that is currently successful as we have an average response time of - 7.31 (1/3/2020 – EMS Charts). This infrastructure will be adequate to meet Wayne County’s EMS needs for many years. As expected, the only cases when this eight (8) minute response time will be compromised is when an ambulance is tending to or transporting a patient from their district or when the ambulance is responding to a call in another district. **Fig. 1 – Fig. 8** gives a visual representation of where specific ambulances are responding to. A common theme that is represented is rural district ambulances responding to calls within the city limits of Goldsboro. To combat this problem I would like to propose a peak time ambulance placed at WCEMS Station 6 (Madison Avenue) to provide an additional asset for the busy city volume (10,378/19,19510). **Fig. 9** represents the peak hours for Wayne County EMS which would drive the best schedule for this additional asset. **Fig. 10 - Fig. 12** represents three crew configurations to include annual salaries that would be needed to fund a peak time ambulance within our organization.
Fig. 1 – Medic 1 Response
Wayne County EMS

134 N John St. Goldsboro, NC 27530 Phone: (919) 705-1851

Fig. 2 – Medic 2 Response
Fig. 3 – Medic 3 Response
Fig. 4 Medic 7 Response
Fig. 5 Medic 8 Response
Fig. 6 Medic 9 Response
Fig. 7 Medic 10 Response
Fig. 9 Peak Call Volume

EMS Charts. January 1, 2019 – December 31, 2019
### Fig. 10

<table>
<thead>
<tr>
<th>Configuration</th>
<th>Salary</th>
<th>OT/CE/Hol.</th>
<th>Fringe Benefits (42%)</th>
<th>Total</th>
<th>Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Paramedic</td>
<td>$36,148.79</td>
<td>$16,649.18</td>
<td>$15,182.49</td>
<td>$67,980.46</td>
<td>Does not include unscheduled OT</td>
</tr>
<tr>
<td>Paramedic</td>
<td>$36,148.79</td>
<td>$16,649.18</td>
<td>$15,182.49</td>
<td>$67,980.46</td>
<td>Does not include unscheduled OT</td>
</tr>
<tr>
<td>Total</td>
<td></td>
<td></td>
<td></td>
<td>$135,960.92</td>
<td>Able to bill</td>
</tr>
</tbody>
</table>

### Fig. 11

<table>
<thead>
<tr>
<th>Configuration</th>
<th>Salary</th>
<th>OT/CE/Hol.</th>
<th>Fringe Benefits (42%)</th>
<th>Total</th>
<th>Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Paramedic</td>
<td>$36,148.79</td>
<td>$16,649.18</td>
<td>$15,182.49</td>
<td>$67,980.46</td>
<td>Does not include unscheduled OT</td>
</tr>
<tr>
<td>EMT</td>
<td>$26,812.78</td>
<td>$13,200.93</td>
<td>$11,261.37</td>
<td>$51,275.08</td>
<td>Does not include unscheduled OT</td>
</tr>
<tr>
<td>Total</td>
<td></td>
<td></td>
<td></td>
<td>$119,255.54</td>
<td>Able to bill</td>
</tr>
</tbody>
</table>

### Fig. 12

<table>
<thead>
<tr>
<th>Configuration</th>
<th>Salary</th>
<th>OT/CE/Hol.</th>
<th>Fringe Benefits (42%)</th>
<th>Total</th>
<th>Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>EMT</td>
<td>$26,812.78</td>
<td>$13,200.93</td>
<td>$11,261.37</td>
<td>$51,275.08</td>
<td>Does not include unscheduled OT</td>
</tr>
<tr>
<td>EMT</td>
<td>$26,812.78</td>
<td>$13,200.93</td>
<td>$11,261.37</td>
<td>$51,275.08</td>
<td>Does not include unscheduled OT</td>
</tr>
<tr>
<td>Total</td>
<td></td>
<td></td>
<td></td>
<td>$102,550.16</td>
<td>Unable to bill for Treatment or transport</td>
</tr>
</tbody>
</table>
Wayne County
Emergency Medical Services
134 N. John St. Goldsboro, NC 27530 Phone: (919) 765-1851

Proposal number two focuses on increasing safety for our staff and patients during transport operations. As discussed earlier, Wayne County EMS was activated to over 19,000 calls in 2019 and transported 14,658, our NET division responded to and transported 8038 calls. When responding to such a high volume of calls our staff will be involved in a significant amount of lifting and moving.

<table>
<thead>
<tr>
<th>Leading injury events of EMS workers treated in EDs, 2010-2014</th>
</tr>
</thead>
<tbody>
<tr>
<td>Body motion</td>
</tr>
<tr>
<td>30%</td>
</tr>
</tbody>
</table>

![Leading injury events of EMS workers treated in EDs, 2010-2014](image)


One in four (4) EMS workers will suffer a career ending back injury within the first 4 years of service, they are also the number one physical reason for employees leaving EMS.

A large objective that we as an organization have outside of the listed proposals is recruitment and equally if not more important, retention. Based on the Occupational Outlook Handbook it is estimated that the demand for EMT’s and Paramedics will increase 24% by 2024. As an agency I feel it is important to prolong the health of our employees whenever possible.

From a cost standpoint, “Average” cost for a “simple” sprain or strain of the lumbar spine is approximately $18,365 in direct costs per occurrence. An insurers average cost per “simple” lumbar sprain is $25,200 (Mitterrer D., Back Injuries in EMS. EMS Magazine, Mr. 1999). This does not take into consideration the cost that we as an agency must consider when covering the employee’s shifts while they are out on light duty.
Exercise and lifting techniques are limited solutions to avoiding back injury because the medic must always be 100% perfect in lifting and lowering a patient in order to avoid strains, pains and injury. In an article presented in Occupational Health Management, the only remedy for such injuries is to "engineer the hazard out of the job by reducing the things lifted." (Occupational Health Management, 7: 9, pp. 101-104).

From a legal standpoint I have been made aware of two recent pending lawsuits that our organization may face, both of which were the caused by dropping patients while operating a manual stretcher.

Over the past 5 years we as an industry have observed a paradigm shift from manual stretchers to power stretcher systems. The Powered loading system is composed of two components—Component 1 is the powered ambulance cot, this is a device that will raise and lower using a battery-powered hydraulic lift system capable of lifting 700 lbs. The second component is the Power - LOAD system which will support the power stretcher throughout the loading and unloading process. This system is created by Stryker which has a 7 year warranty on both products. The following is a cost breakdown for the proposed equipment.
## Wayne County EMS

134 N. John St. Goldsboro, NC 27530  Phone: (919) 705-1851

---

<table>
<thead>
<tr>
<th>Product Description</th>
<th>Cost</th>
<th>Number Requested</th>
<th>Total</th>
<th>BIE</th>
<th>Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>MTS-POWER LOAD</td>
<td>$23,630.13</td>
<td>10</td>
<td>$236,301.30</td>
<td></td>
<td>Stryker has guaranteed a reduction in price with the purchase of 10 systems.</td>
</tr>
<tr>
<td>Power-PRO XT</td>
<td>$19,694.34</td>
<td>10</td>
<td>$196,943.40</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Maintenance POWER LOAD (7 yrs.)</td>
<td>$7,239.05</td>
<td>10</td>
<td>$72,390.50</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Maintenance PRO XT (7 yrs.)</td>
<td>$5,996.90</td>
<td>10</td>
<td>$59,969.00</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td></td>
<td></td>
<td><strong>$565,604.20</strong></td>
<td>13</td>
<td></td>
</tr>
</tbody>
</table>

* BIE – Back Injury Equivalent

Thank you for your time and consideration on these two proposals. I understand that there is a significant cost to the County tax payers for both of these modifications to our operations, I do not take that lightly. If the County decides that the above proposals would not be appropriate at this time we will continue to build this into a top tier EMS System. Please contact me if you have any questions or concerns and thank you for the work that you do.

Respectfully,

Dave Cuddeback
Director
Wayne County EMS