

MINUTES

**Scotland County Board of Commissioners
September 24, 2013 Reconvened Meeting
507 West Covington Street, Laurinburg NC**

At 8:30 a.m. Chairman Guy McCook reconvened meeting. Commissioners in attendance: Chairman McCook, Vice Chair Carol McCall and Commissioners John Alford, John Cooley Bob Davis and Whit Gibson. Commissioners not in attendance: Commissioner Clarence McPhatter. Staff in attendance: County Manager Kevin Patterson and Clerk to the Board Ann W. Kurtzman.

Resolution authorizing the purchase of a bulldozer

County Manager Patterson said approval of a resolution is part of the loan process with BB&T, which is financing the purchase of a bulldozer for the landfill. Mr. Patterson said cost of the bulldozer is about \$140,000, and the financing is over a two-year period. Interest rate on the loan is not known at this time.

Motion was made by Commissioner Alford and duly seconded by Vice Chair McCall to adopt the Resolution Approving Financing Terms. Vote: Motion unanimously approved.

Resolution Approving Financing Terms

WHEREAS: The County of Scotland (the “County”) has previously determined to undertake a project for the financing of a bulldozer, (the “Project”), and the Finance Officer has now presented a proposal for the financing of such Project.

BE IT THEREFORE RESOLVED, as follows:

1. The County hereby determines to finance the Project through Branch Banking and Trust Company (“BB&T”), in accordance with the proposal dated August 28, 2013. The amount financed shall not exceed \$134,361.39, the annual interest rate shall not exceed _____%, and the financing term shall not exceed _____ years from closing.
2. All financing contracts and all related documents for the closing of the financing (the “Financing Documents”) shall be consistent with the foregoing terms. All officers and employees of the County are hereby authorized and directed to execute and deliver any Financing Documents, and to take all such further action as they may consider necessary or desirable, to carry out the financing of the Project as contemplated by the proposal and this resolution.
3. The Finance Officer is hereby authorized and directed to hold executed copies of the Financing Documents until the conditions for the delivery of the Financing Documents have been completed to such officer's satisfaction. The Finance Officer is authorized to approve changes to any Financing Documents previously signed by County officers or employees, provided that such changes shall not substantially alter the intent of such documents or certificates from the intent expressed in the forms executed by such officers. The Financing Documents shall be in such final forms as the Finance Officer shall approve, with the Finance Officer's release of any Financing Document for delivery constituting conclusive evidence of such officer's final approval of the Document's final form.

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4. The County shall not take or omit to take any action the taking or omission of which shall cause its interest payments on this financing to be includable in the gross income for federal income tax purposes of the registered owners of the interest payment obligations. The County hereby designates its obligations to make principal and interest payments under the Financing Documents as "qualified tax-exempt obligations" for the purpose of Internal Revenue Code Section 265(b)(3).

5. The County intends that the adoption of this resolution will be a declaration of the County's official intent to reimburse expenditures for the project that is to be financed from the proceeds of the BB&T financing described above. The County intends that funds that have been advanced, or that may be advanced, from the County's general fund, or any other County fund related to the project, for project costs may be reimbursed from the financing proceeds.

6. All prior actions of County officers in furtherance of the purposes of this resolution are hereby ratified, approved and confirmed. All other resolutions (or parts thereof) in conflict with this resolution are hereby repealed, to the extent of the conflict. This resolution shall take effect immediately.

Approved this 24th day of September, 2013.

County Manager report: Background information on EOC project

Mr. Patterson said he will ask Commissioners at the October 7 meeting to enter into a contract with L.R. Kimball to manage the installation of the 911 equipment for the EOC/911 Call Center at a maximum cost of \$112,000. Mr. Patterson said because of the company's specialization, this would ensure installation is done correctly, and the County would have a turn-key operation.

Chairman McCook said L.R. Kimball should provide a written explanation on what it would do for the County regarding the installation project when the contract is discussed October 7.

Establish short-term and long-term expectations for the County Manager

Mr. Patterson reviewed projects he is currently working on along with planned projects through 2014. He provided a status report on each one.

Commissioner Cooley asked if there was a way to better publicize the sale of property in which the County foreclosed. Commissioner Cooley suggested a better effort would be particularly helpful to people who own property adjacent to foreclosed properties.

The Commissioners discussed the landfill at length. Mr. Patterson said the landfill would be a discussion topic at an upcoming retreat where Commissioners might look at ways to increase volume, generate more revenue or get out of the landfill business.

(Commissioner John Alford was excused at 9:45 a.m. so he could attend another meeting)

(The Commissioners took a break, and the meeting resumed at 10:10 a.m.)

Chairman McCook asked the Commissioners to share expectations that were not part of the County Manager's list.

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Vice Chair McCall said she would like to address lowering the tax rate, increasing tax collection and solid waste. Vice Chair McCall said the appearance of facilities should be addressed as well as locating services in such a way that they are most efficient for customers.

Chairman McCook said he is concerned about facilities, particularly their maintenance. Commissioner Cooley asked if there might be a way to solicit feedback from people using the facilities.

Chairman McCook said a method should be developed to identify and accomplish ongoing maintenance items. He suggested a landlord be designated in each facility who would report maintenance issues to Public Buildings.

County Manager Patterson said this is already being done and those individuals have been identified by Public Buildings.

Commissioner Gibson said there should be routine documentation or report on what has been done in the way of facilities maintenance.

Commissioner Gibson said customer service should be an organization-wide effort. Chairman McCook suggested citizen input on the level of customer service would be helpful.

Vice Chair McCall reminded it also is important for County employees to feel valuable because if what they do is not valued, their attitude won't be to deliver good customer service.

Chairman McCook said customer service needs to be a systemic effort and must be improved county-wide, which would include how a complaint is addressed and what is done to follow-up on complaints.

Commissioner Davis listed expectations he had, which include the tax rate, landfill, vehicles, capital needs and equipment purchases outlined in long-term goals, electronic records, the tennis courts and Morgan complex. Commissioner Davis said there should be a focus on long-range planning for capital needs, in particular, a purchase plan for fire trucks.

Commissioner Davis said the fascia at the DSS building is in need of immediate repair even if funds need to be allocated for the repair.

Commissioner Gibson said he would like to see measurable improvements in Fund Balance and in the rate in which the County collects taxes.

Commissioner Gibson asked the County Manager to participate in a 360-degree evaluation in order to identify areas where he might improve and address them. Commissioner Gibson suggested the County Manager share that evaluation with the Commissioners as part of a personal development plan. Commissioner Gibson explained that the relationship the County Manager has with Department Heads is essential to customer service.

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Chairman McCook said that reducing the tax rate aside, the County Manager should be held accountable for control of expenditures and increasing efficiencies and improving services at the most reasonable cost possible.

Chairman McCook said targets are needed across every department, and the County Manager should work with Department Heads to identify them and report back to the Commissioners.

Commissioner Cooley asked if regulations could be placed on scrap yards and their accountability, particularly where stolen items might be involved. Chairman McCook directed the County Manager to talk with the North Carolina Association of County Commissioners to see if it would be of interest to other counties to advocate for this legislation.

Mr. Patterson then reviewed a list of expectations that resulted from the conversation among Commissioners.

- Develop a facilities maintenance schedule and provide regular updates on the progress.
- Improve customer service county-wide and measure that service through a survey or other process. Secret customers also might be an option.
- On a regular basis develop a survey process for those who deal with the County in general as a follow-up to services provided.
- Develop capital equipment, retirement and replacement strategies for departments.
- Improve revenue generation and tax collection.
- Develop Fund Balance expectations with the Board of Commissioners.
- Drive efficiency and reduce cost of government.
- Investigate legal options to regulate illegal salvage.

Chairman McCook suggested the County Manager categorize the items listed plus the 2014 projects he presented into three categories — short-term (five to six months), middle-term (carrying into the next year) and long-term (multi-year projects). Once organized in that manner, the Board of Commissioners would review and prioritize. Vice Chair McCall reminded the Board that even a long-term project might be included in the priority list.

Review County Manager evaluation form

Chairman McCook said the updated evaluation form with its numerical ratings allows for a metric evaluation. Commissioner Gibson said there might be some questions in the evaluation that could be eliminated because they are not applicable to the relationship the Commissioners have with the County Manager. The Commissioners discussed in general the possibility that some Board members might not be able to numerically rank each question, which might skew the numerical rating.

The Commissioners briefly discussed whether to engage in a Board self-evaluation. Chairman McCook suggested that the County Manager contact the School of Government to see when and how a self-evaluation would take place before the Commissioners decide whether to proceed.

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Chairman McCook said the Rules and Procedures adopted several years ago by the Commissioners should be reaffirmed every two years and would occur after the election of Commissioners.

Vice Chair McCall asked if the Commissioners should host a public forum on the Affordable Care Act since there is still a lot of confusion about it. After some discussion, the Commissioners agreed that the Department of Public Health and perhaps Scotland Memorial Hospital take the lead in providing information on the ACA.

Motion was made by Commissioner Gibson and duly seconded by Commissioner Cooley to adjourn. Vote: Motion unanimously approved. Meeting adjourned at 12 p.m.

Guy McCook
Chairman

Ann W. Kurtzman
Clerk to the Board