

CUMBERLAND COUNTY FINANCE COMMITTEE
COURTHOUSE, 117 DICK STREET, 5TH FLOOR, ROOM 564
SEPTEMBER 1, 2016 – 9:30 AM
REGULAR MEETING MINUTES

MEMBERS PRESENT: Commissioner Larry Lancaster, Chairman
Commissioner Jeannette Council
Commissioner Kenneth Edge
Commissioner Jimmy Keefe

OTHER COMMISSIONERS

PRESENT: Commissioner Glenn Adams
Commissioner Marshall Faircloth

OTHERS: Amy Cannon, County Manager
James Lawson, Deputy County Manager
Tracy Jackson, Assistant County Manager
Melissa Cardinali, Assistant County Manager
Sally Shutt, Governmental Affairs Officer
Rick Moorefield, County Attorney
Phyllis Jones, Assistant County Attorney
Deborah Shaw, Budget Analyst
Kim Cribb, Budget Analyst and Grants Coordinator
Keith Todd, Information Services Director
Kim Honan, Enterprise Solutions Division Manager
Lynn Smith, Business Analyst
Sabrina Patterson, Business Analyst
Jimmy Platter, Business Analyst
Jeffrey Brown, Engineering and Infrastructure Director
Brenda Jackson, Social Services Director
Candice H. White, Clerk to the Board
Press

Commissioner Lancaster called the meeting to order.

In the interest of time, Amy Cannon, County Manager, requested the removal from the agenda of Item 4. 2017 Revaluation-Overview of Schedule of Values and Timeline and the addition under Item 9. Other Matters of Business of a Closed Session for Attorney/Client Matter(s) pursuant to NCGS 143-318.11(a)(3). Ms. Cannon stated the 2017 revaluation overview can be moved to the October meeting of the Finance Committee.

MOTION: Commissioner Edge moved to approve the agenda to include the changes as requested by the county manager.

SECOND: Commissioner Council

VOTE: UNANIMOUS (4-0)

1. APPROVAL OF MINUTES – AUGUST 4, 2016 FINANCE COMMITTEE SPECIAL MEETING

MOTION: Commissioner Edge moved to approve the August 4, 2016 special meeting minutes.

SECOND: Commissioner Council

VOTE: UNANIMOUS (4-0)

2. PRESENTATION BY ALLIANCE BEHAVIORAL HEALTHCARE

BACKGROUND:

Rob Robinson, Chief Executive Officer, Alliance Behavioral Healthcare will be presenting a financial update as well as the latest information on Medicaid reform.

RECOMMENDATION/PROPOSED ACTION:

No action is required by the Committee. Presentation is for informational purposes only.

Ms. Cannon recognized Rob Robinson, Alliance Behavioral Healthcare Chief Executive Officer, and Kelly Goodfellow, Alliance Behavioral Healthcare Chief Financial Officer.

Ms. Goodfellow reviewed Alliance Funding below and stated the decrease between FY16 and FY17 is mostly due to Medicaid because during the course of any year, the Alliance receives a lot of retroactive Medicaid which, by the end of the year, causes the budget to be increased. Ms. Goodfellow stated the Alliance anticipates by the end of the year that amount for FY17 will be in line with the amount for FY16.

Alliance Funding

Source	FY16	% of Total	FY17	% of Total
Medicaid	\$433,888,665	82%	\$392,551,423	80%
State	\$60,132,706	11%	\$59,573,096	12%
Local	\$36,294,009	7%	\$37,243,884	8%
Total	\$530,515,380		\$489,368,403	

Ms. Goodfellow reviewed the service spending breakdown below for state/federal and Cumberland County funds the Alliance receives and stated state/federal dollars are utilized before tapping into local dollars. Ms. Goodfellow stated the Alliance uses almost all of the dollars allocated by Cumberland County which is \$4.8 million.

Service Spending

Alliance Cumberland County - Service Expenses			
Period Ending	State/Federal Portion	County Portion	Total
6/30/2014	\$6,965,480	\$3,573,821	\$10,539,302
6/30/2015	\$6,447,818	\$2,039,373	\$ 8,487,191
5/31/2016	\$4,614,571	\$4,796,000	\$ 9,410,571

Commissioner Keefe asked why the county's portion dropped so drastically in FY15. Ms. Goodfellow stated about that time there was a shift in the provider network and Cape Fear Valley increased its outpatient behavioral healthcare services. Ms. Goodfellow stated the Alliance is now definitely back in line as far as services provided. Commissioner Keefe inquired about the reduction in the state/federal portion for FY16. Ms. Goodfellow stated the reduction could have been from pressure put on those dollars by increased services provided by any of the other three communities across the Alliance's catchment area. Ms. Goodfellow explained at the beginning of each year, the Alliance allocates dollars across its four catchment areas according to historical spending; however, throughout the course of the year pressure will be put on state dollars if increased services are provided in any of the four catchment areas.

Commissioner Adams asked who determines how dollars are allocated when increased services are provided. Ms. Goodfellow stated state dollars are allocated by the Alliance based on need and the challenge for the Alliance is that the state dollars it receives are not allocated by catchment area. Ms. Goodfellow stated the Alliance still has the remainder of FY16 to account for as well as end of year adjustments, and she anticipates the number will go up closer to that of FY15 because spending increased in Cumberland County.

Commissioner Adams requested service spending to include state/federal portions and county portions for the other three counties in the Alliance's catchment area for purposes of comparison. Ms. Goodfellow stated this can be provided for the entire fiscal year once the books close. Commissioner Council stated if the allocations do not appear equitable at the end of the fiscal year, she would like the Alliance to provide a plan to make the allocations equitable. Ms. Goodfellow stated there was also a \$9 million state legislative reduction this year and what is not reflected in the state/federal portion is the amount of money the Alliance takes from its fund balance to cover the state services. Ms. Goodfellow stated this is another part of why an increase will be seen when the books close and the fund balance is allocated.

With regard to the Alliance Cumberland Fund Balance below, Ms. Goodfellow stated the Alliance anticipates spending all of the \$5 million from FY15 in FY16, and through the course of the first two years, the provider network was challenged and Cape Fear Valley Hospital System began its crisis and behavioral services. Ms. Goodfellow stated this year appears more normalized and a normal trend of utilizing all allocated dollars will continue.

Alliance Cumberland Fund Balance

Period Ending	Receipts	Disbursements	Balance
6/30/2013	\$1,200,000		
6/30/2014	\$4,800,000	\$3,573,821	\$2,426,179
6/30/2015	\$4,800,000	\$2,039,373	\$5,186,806
5/31/2016	\$4,800,000	\$4,796,000	\$5,190,806

Ms. Goodfellow stated the Alliance worked with the county on various plans for utilization of the fund balance and outlined the fund balance plan below to utilize the \$5 million fund balance. Mr. Robinson stated the funds will remain in Fayetteville/Cumberland County.

Fund Balance Plan

- \$1.3M for renovation of Alliance office space
- \$2.25M to fund FY17
- \$800K for Roxie improvements
- \$1.17M remaining will cover current and expansion of services; ability to reinvest in the community

Ms. Goodfellow briefly reviewed how the Alliance is adhering to its state contractual requirements and its senate bill requirements as outlined below and stated the goal of the Alliance is to spend as much of the revenue it receives on services.

Financial Requirements

- SB208 as of May 31
 - Current Ratio (assets to liabilities) – 2.76 (1.00 is requirement)
 - Percent Paid – 99.69% (90% payment of claims is requirement)
- State Contract as of May 31
 - Defensive Interval – 99.21 (30 is requirement for days on hand for cash)
 - Medical Loss Ratio – 84.75% (85% is requirement for service dollars spent for revenue received; ebbs and flows through year; % is cumulative)

Ms. Goodfellow stated one of the main goals of the Medicaid waiver is to be able to save money and reinvest in the community and the Alliance spent the better part of the fiscal year focusing on how it can use its fund balance to reinvest in the community by using a gap needs assessment, working with stakeholders and talking with its Board and CFAC members. Ms. Goodfellow outlined the reinvestment plan below that came out of this process.

Reinvestment Plan for Fund Balance

- As we invest in developing quality services, we continue to save
- Plan will address unmet needs
- Sustainable plan through future fund balance and service dollars
- Strong management oversight will allow us to make adjustments as needed

Ms. Goodfellow also outlined focus areas of the reinvestment plan below.

Focus Areas

- Develop/expand community-based services
- Manage utilization of high-cost services
- Improve access to services
- Provider stability through rate increases
- Incentiveize evidence based practices
- Reduce ED admissions and wait times
- Integrated care activities
- Opiate/benzodiazepine misuse

Ms. Goodfellow provided highlights of the reinvestment plan outlined below and stated part of the \$29 million reinvestment plan below includes \$6 million for a Wake Crisis Center that will begin construction this fiscal year; Behavioral Healthcare Urgent Care pilot program for all four counties for \$2 million that will attribute to keeping clients out of the emergency department and focus on behavioral health needs; Child Facility Based Crisis regional plan at \$5 million to help keep children out the hospital; and \$6.3 million for additional service rate increases to stabilize the provider network; as of July 1 to allow for residential services to provide for the intellectual disability population, for increases for basic outpatient and for high need community services. Ms. Goodfellow stated the Alliance has heard time and time again that its rates were not sufficient so it was excited to be able to increase service rates for its providers.

Reinvestment Plan

Description	FY17 Funding Amount	Projected Implementation
Wake Crisis Facility	\$ 6,000,000	7/1/2017
NC START	\$ 650,000	7/1/2016
Integrated Care/Expansion	\$ 750,000	7/1/2016
Enhanced Therapeutic Foster Care	\$ 905,000	7/1/2016
Trauma-informed Therapeutic Foster Care	\$ 100,000	12/1/2016
ICF Transitions with B3 Funds	\$ 1,000,000	7/1/2016
Technology-Enabled Homes	\$ 25,000	7/1/2016
Short-term PRTF beds	\$ 900,000	7/1/2016
First Responders Reimbursement	\$ 310,000	9/1/2016
Mobile Crisis	\$ 700,000	8/1/2016
BH Urgent Care	\$ 2,000,000	10/1/2016
Child Facility Based Crisis	\$ 5,000,000	10/1/2017
Peer Respite	\$ 300,000	1/1/2017
Rapid Response	\$ 240,000	9/1/2016
Peer Transition Teams	\$ 200,000	3/1/2017
IDD Crisis Respite Facility	\$ 985,500	10/1/2016
Intensive Wrap Around	\$ 302,400	9/1/2016
Group Living Step Down	\$ 191,625	7/1/2016
Additional Service Rate Increases	\$ 6,300,000	7/1/2016
Durham Crisis Facility Renovation	\$ 2,000,000	1/1/2017
Supportive Housing	\$ 500,000	7/1/2016
Total	\$ 29,359,525	

Commissioner Keefe asked how much of the reinvestment plan was Cumberland County based. Ms. Goodfellow provided highlights of the reinvestment plan’s impact to Cumberland County:

Rate increases cover entire Alliance catchment area

- NC START is a regionally-based program
- Most services cover entire catchment area
 - Expanded PRTF beds, enhanced Therapeutic Foster Care, Rapid Response beds, etc.
- Mobile Crisis redesign will benefit entire catchment area
- Rate increase for suboxone, specifically for Cumberland County addressing opiates

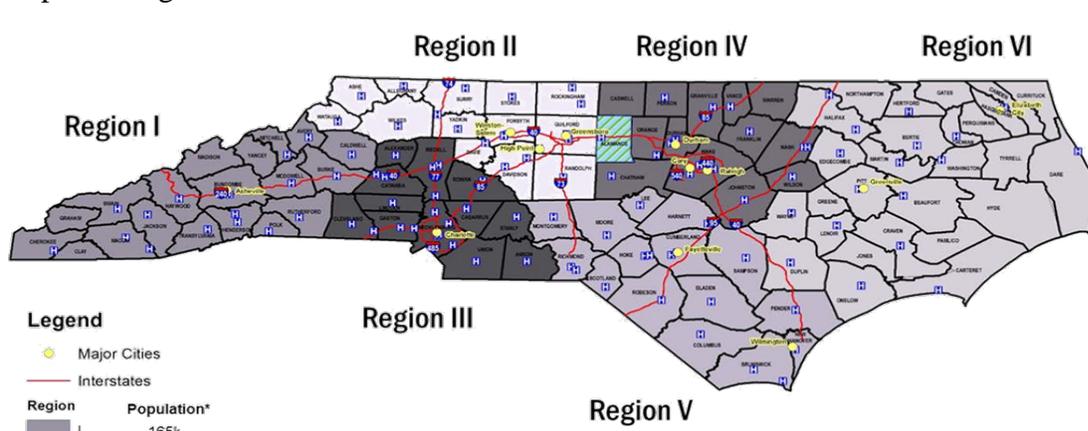
Commissioner Council stated the Board wants providers that are located in and investing in services in Cumberland County so the expectation is that clients will not receive services from providers based in other counties. Mr. Robinson stated the Alliance has done a lot to redesign the system and expand providers in Cumberland County but a lot of communities do not have services such as state hospitals, residential placements, and services for high need and high complex clients are scattered throughout the state and on occasion clients have to be placed out of state. Commissioner Adams stated he receives calls that services are being provided in Cumberland County by providers that come in from other counties and that the state gives local providers the necessary paperwork but the Alliance will not open up the network for placements. Commissioner Edge spoke to the tightening of requirements for providers and the credentials and certifications that have become necessary over time. Commissioner Edge stated the services being provided in Cumberland County now are far better than before the existence of the MCO and more services are being provided for less dollars.

Mr. Robinson provided highlights of the state’s Medicaid Reform Plan and stated private commercial MCOs will be brought in through an RFP process to manage the physical health side and the Provider Lead Entities (PLEs) or hospitals will be determined based on the market and what the providers decide to do.

Medicaid Reform Plan

- Six regions across state
- Three commercial MCOs and up to 12 PLEs
- Timeline
 - DHHS to submit Waiver by June 1, 2016
 - CMS approval anticipated January 1, 2018
 - PHP (PLE and MCOs) “go-live” July 1, 2019
 - LME/MCO system left as is until July 1, 2023

Proposed Regions

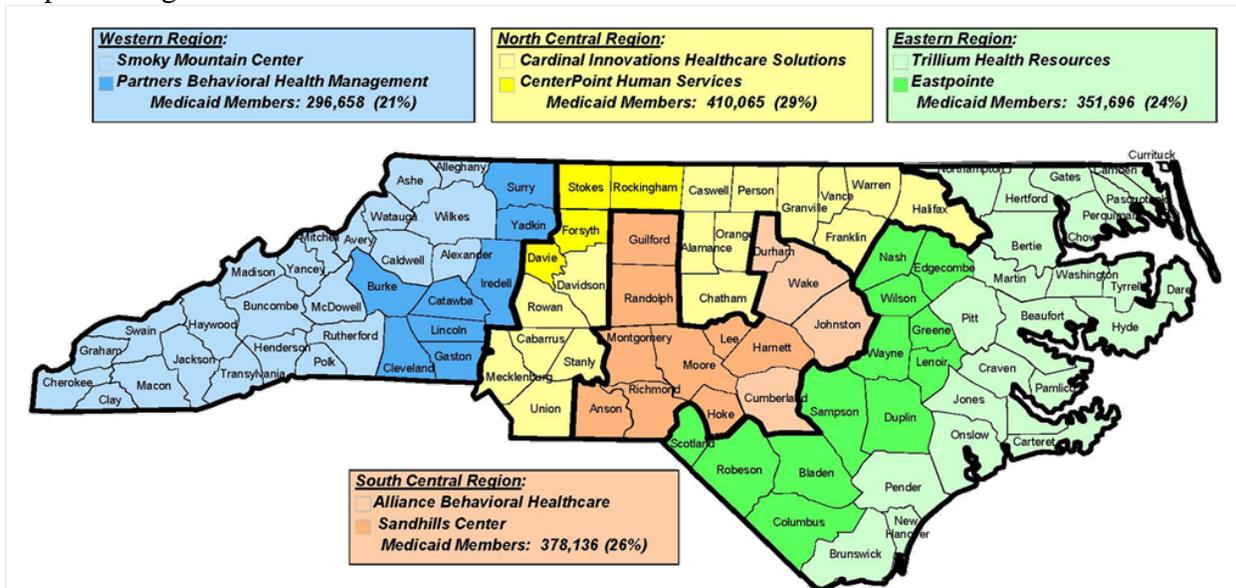


Mr. Robinson stated behavioral healthcare will remain as is for seven to eight years and there is some movement to stay as it currently is longer than that; however, commercial managed care companies are pushing hard to take over current LME/MCO functions. Mr. Robinson reviewed the following and stated the four proposed regions are open for change due to factors other than geography. Mr. Robinson noted the behavioral health system does not line up with the physical health side so there will be crossover into multiple catchment areas. Mr. Robinson stated as for mergers, the state would like to further reduce the seven MCOs down to four. Mr. Robinson stated the Alliance has been partnered with the Sandhills Center but Sandhills is not willing to merge, so at this point the DHHS Secretary is working with all the MCOs to figure out how to get down to four. Mr. Robinson stated the job before the Alliance at this time is to keep moving forward, show its value to the system and show it is indispensable moving forward.

New Developments

- Four specialty health regions for behavioral health
- Alliance to merge with Sandhills to form South Central Region
- LME/MCO implantation plans to be developed and submitted by end of summer

Proposed Regions



3. CONSIDERATION OF N.C. CIVIL WAR HISTORY CENTER RESOLUTION

BACKGROUND:

The N.C. Civil War History Center (the Center) is seeking to develop a history center in the Haymount area of Fayetteville. The plans for the Center have been approved by the State of North Carolina. To assist in leveraging State funds for this project, the N.C. Civil War History Center is seeking local government support.

The Center has provided the resolution recorded below for consideration. The resolution commits the Board of Commissioners to making a good-faith effort to identify resources to fund \$7.5 million of the \$15 million needed in local government support. Funding is needed over a two to three year period.

RECOMMENDATION/PROPOSED ACTION:

The N.C. Civil War History Center is seeking approval of the resolution recorded below which commits the Board of Commissioners to make a good-faith effort to identify resources to fund \$7.5 million and release the funds contingent upon receiving matching state support. The Center also requests the funds of \$7.5 million be identified no later than January 15, 2017.

RESOLUTION ON _____

Whereas more than \$2,000,000 in state and private monies have been expended over the past eight years toward the creation of the North Carolina Civil War History Center;

Whereas those plans demonstrate a major economic benefit to the community including attracting up to 130,000 new tourists annually, creating more than 200 permanent new jobs, and generating almost \$20,000,000 in new economic activity;

Whereas the development of the \$65,000,000 History Center will serve as a catalyst for major economic development resulting in a substantial increase in property values in the Haymount area;

Whereas the citizens of Fayetteville and Cumberland County have raised almost \$6,000,000 from local businesses, foundations, and individuals toward the History Center;

Whereas in May 2015 the City of Fayetteville pledged \$1,000,000 to the History Center;

Whereas the plans for the Center have been approved by the State of North Carolina;

Whereas funds from the State of North Carolina in combination with admissions, rentals, food and beverages, and endowment income will cover the annual operating expenses;

Whereas the City or County can realize all the benefits of the History Center without being responsible for the annual operating expenses;

Whereas \$15,000,000 in local government support is deemed necessary to leverage sufficient state funds to realize the plans and the projected economic benefits;

Whereas state legislative leadership has indicated that it will only consider providing significant state monies after demonstration of significant local governmental support;

Whereas local government support will only be provided after the state of North Carolina makes its commitment to the project; and

Whereas state funds likely will be secured incrementally over a two- to three-year period commencing in 2018, and the local governmental monies will follow the state monies.

Now, therefore, be it resolved:

That the Cumberland County Commissioners will commit to making a good-faith effort to identify the necessary resources to fund \$7.5 million of the \$15 million needed in local government support and;

That release of these funds is contingent upon receiving matching state support and that county funds will be released incrementally, 25 cents on every state dollar, as state funds are committed and;

Assuming that the county funds are identified, the Cumberland County Commissioners will make this commitment by no later than January 15, 2017.

Melissa Cardinali, Assistant County Manager, stated county management received a request from Mac Healy, Chairman of the N.C. Civil War History Center Foundation, to present a resolution regarding funding for the N.C. Civil War History Center. Ms. Cardinali recognized Mr. Healy who read and expanded on the resolution recorded above.

Ms. Cannon stated she would feel remise in her role as the county manager if she did not speak to the multiple other “asks” that have come to her level and not yet risen to the Board level that equate to \$41 million, which includes the \$7.5 million “ask” for the N.C. Civil War History Center. Ms. Cannon stated it is difficult to make a commitment by resolution for one project out of total asks of \$41 million, and it is exceptionally difficult because the county does not know what the 2017 revaluation revenue potential will be. Ms. Cannon stated although the county will not know the bottom line at the beginning of 2017, it should have a better idea of its standing with revaluation and other revenue sources and be able to look at all of the “asks” together. Ms. Cannon stated although the county is already working on its FY18 budget and putting together a list, budget requests are not normally presented September 1. Ms. Cannon apologized for dropping \$41 million worth of “asks” on the table at once and stated it is not meant to show a lack of support for much needed community projects or to show disrespect towards any members of the N.C. Civil War History Foundation who should be commended for their efforts. Discussion followed. No action was taken.

4. REMOVED FROM AGENDA

5. CONSIDERATION OF REQUEST TO SURPLUS SOLID WASTE EQUIPMENT AT THE WILKES ROAD PROCESSING FACILITY

BACKGROUND:

Last fiscal year, the Solid Waste Department purchased a new Morbark horizontal grinder for the Wilkes Road Processing facility to replace one of the two Morbark tub grinders at the site. Although, this piece of equipment is no longer in service at the facility, it is still a functional piece of equipment after minor repairs were made.

Over the last couple of months, several vendors have expressed interest in the tub grinder. Therefore, it would be advantageous for the Department if the machine were to be declared surplus property and placed on GovDeals.com to be sold as the County typically does with other

equipment that no longer serves a useful purpose for the organization. Since this machine has a value of over \$30,000, it requires the Board of Commissioners to declare the property surplus.

RECOMMENDATION/PROPOSED ACTION:

The Interim Solid Waste Director along with County Management recommend that the Finance Committee approve the Solid Waste Department's request to declare the Morbark tub grinder (Serial No. 575-025, Model 1400) as surplus property and forward it to the Board of Commissioners for its consideration at their September 6th meeting.

Jeffrey Brown, Engineering and Infrastructure Director, reviewed the background information recorded above.

MOTION: Commissioner Edge moved to approve the Solid Waste Department's request to declare the Morbark tub grinder as surplus property.

SECOND: Commissioner Council

VOTE: UNANIMOUS (4-0)

6. UPDATE REGARDING THE OVERHILLS PARK WATER AND SEWER DISTRICT RESOLUTION AUTHORIZING THE ISSUANCE AND SALE OF REVENUE BOND ANTICIPATION NOTE IN THE PRINCIPAL AMOUNT OF \$1,379,000

BACKGROUND:

In late July 2016, the Local Government Commission (LGC) solicited proposals for the revenue bond anticipation notes (RBANs). Three banks submitted letters of commitment, with Carter Bank and Trust coming in with the lowest rate. On August 15, 2016, the Board approved the bond order and note resolution which authorized the issuance and sale of water and sewer system RBANs. The next scheduled step was to close with the bank. However, prior to the closing the bank withdrew their letter of commitment when it was brought to their attention the commitment would be with Overhills Park Water and Sewer District, not Cumberland County.

The LGC has since made contact with PNC Bank who had the second lowest rate. PNC has agreed to the commitment with the district at a rate of 1.36% per annum. The resolution will be brought back to the Board of Commissioners because the resolutions are specific to the bank as well as their interest rates. In anticipation of the resolution approval, the bank closing has been scheduled for September 8 which falls within the project's bid expiration timeframe and will cause no further delays.

The finance director and county management will be recommending approval of the resolution during the September 6 meeting of the Overhills Park Water and Sewer District Board.

RECOMMENDATION/PROPOSED ACTION:

No action needed – for information purposes only.

Melissa Cardinali, Assistant County Manager, reviewed the background information recorded above. No action was taken.

7. PRESENTATION ON BUSINESS PROCESS RECOMMENDATIONS FOR THE FOOD AND NUTRITION SERVICES PROGRAM AT THE DEPARTMENT OF SOCIAL SERVICES

BACKGROUND:

As a part of the Board of Commissioners approved Business Intelligence Initiative, the Enterprise Solutions Division within Information Services recently conducted a comprehensive business process review for the Department of Social Services. The business process review concentrated on the Food and Nutrition Services within the Economic Services Division. Through this business process review, several opportunities for business process improvements were discovered.

Lynn Smith will provide a presentation to review the current processes, business process improvement opportunities, and recommended solutions to improve these business processes in the area of FNS Recertifications.

RECOMMENDATION/PROPOSED ACTION:

Information Services asks that the Finance Committee endorse the Enterprise Solutions Divisions' continued work on a phased-in approach and monitoring of the business process improvements for FNS Recertifications and provide monthly reports to the Finance Committee.

James Lawson, Assistant County Manager reviewed the background information recorded above and stated recommendations for applications were broken down into seven phases for implementation, and since last month a template was developed as a guide for timelines, action steps, potential challenges and which staff are to be involved in the various processes. Mr. Lawson stated conversations have gone on throughout the month between DSS Director Brenda Jackson, Information Services Director Keith Todd and himself to organize the implementation plan. Mr. Lawson stated a kick off was held during which an overview of the plan was presented, a steering committee was organized and staff were assigned to workgroups for the each of the seven phases. Mr. Lawson stated a biweekly meeting schedule was also developed to review progress, identify challenges and strategize. Mr. Lawson stated the workgroups will act as boots on the ground and report back to the steering committee that will in turn provide reports to Ms. Jackson, Mr. Todd and himself.

Mr. Lawson recognized Lynn Smith, Business Analyst, who provided the following presentation beginning with a review of the agenda.

FOOD AND NUTRITION SERVICES
RECERTIFICATIONS BUSINESS PROCESS REVIEW

Agenda

- Recertifications Organizational Structure
- Fact Findings
- Recertifications Comparison (6 Month Period)
- Percentage of Population Receiving FNS Benefits
- Recertifications Staffing Analysis
- Recertifications Recommendations
- Value Added Summary
- Recommended Rollout Phases
- OST Comments
- Client Tracking

Ms. Smith reviewed the recertifications/organization structure at the time of observation and fact findings as follows:

Recertifications / Organizational Structure

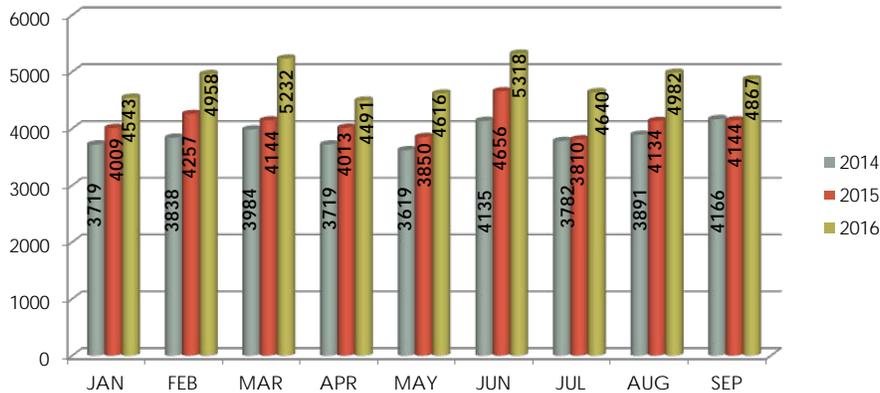
- Program Manager
- 3 – Supervisors
- 39 – Case Workers
- 3 – Time Limited Staff
- 3 – Medicaid Workers Assisting

Fact Findings

- Recertifications received by the 15th of the month must be completed by the end of the month. Recertifications received after the 15th of the month must be completed within 30 days following receipt.
- Any recertification received after the 30th of the month is considered late and becomes an expedite. Case workers must key a new (shorter version) application for these cases.
- Receptionists (Processing Assistant III's) do not make changes in NCFast (North Carolina Families Accessing Services through Technology).
- Some case workers take laptops home so they can work in the evenings.
- FNS workers are having to work Saturdays (1 out of 3 per month is mandatory) to keep up with recertifications. (Approved overtime from January 8 through June 30, 2016)
- Changes include change of address, household dynamic, change in job/salary, etc. At the time of these observations, changes were behind 111 for December and 847 for January. Changes are now current.
- There is a 8% projected increase in the number of recertifications from 2015 to 2016.
- Customers are directed from the 3rd floor to the 1st floor to have their paperwork scanned.
- There is no standard for dictation (template).

Ms. Smith highlighted recertification comparisons below and stated recertification comparisons for January through March are actual numbers taken from end-of-day reports in addition to client tracking information when clients check in, and April through September numbers came from a report through NCFast that shows the number of cases coming up for recertification for those months.

Recertifications Comparison
January through September
2014-2016

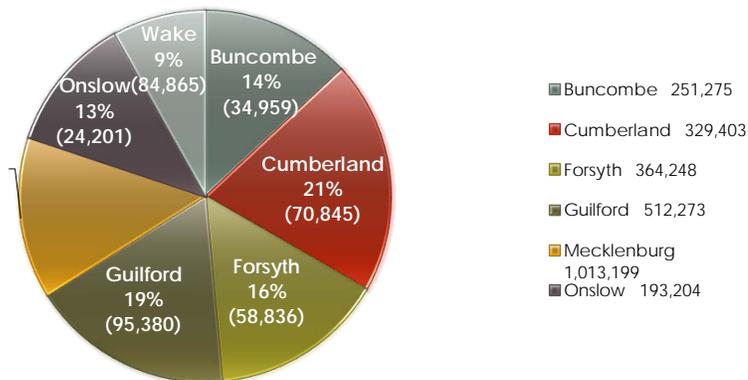


Source: End-of-Day Reports plus Client Tracking Information
Totals: 2014 – 37,387 ; 2015 – 36,189; 2016 – 39,104 (+8%)

Ms. Smith displayed the chart below and stated 21% of the Cumberland County population or 70,845 individuals are receiving FNS benefits.

Percentage Populations Receiving FNS Benefits

Mecklenburg – 15% - (150,874)



Ms. Smith stated the staffing analysis does not take into account all of the staff of the Economic Services Division and was conducted on FNS alone. Ms. Smith stated a business process review will need to be completed on all areas of Economic Services Division before staff recommendations can be determined. Ms. Smith explained the staffing formula to determine the number of staff required and provided highlights of the staffing analysis below.

Recertifications Staffing Analysis

CY 2015	Recerts	Total Time	Changes	Total Time	Staff Required	Current Staffing	Staffing Differential	Staffing Differential with all 42 Positions Filled
January	4934	0.83	1031	0.5	37	33	-4	5
February	5228	0.83	803	0.5	38	33	-5	4
March	5090	0.83	1057	0.5	38	33	-5	4
April	4924	0.83	1073	0.5	37	33	-4	5
May	4717	0.83	946	0.5	35	33	-2	7
June	5623	0.83	1272	0.5	42	33	-9	0
July	4717	0.83	1073	0.5	35	33	-2	7
August	5104	0.83	987	0.5	38	33	-5	4
September	5116	0.83	946	0.5	37	33	-4	5
October	4829	0.83	1098	0.5	36	33	-3	6
November	4596	0.83	713	0.5	33	36	3	9
December	5407	0.83	705	0.5	38	36	-2	4
AVERAGE	5024	0.83	975	0.5	37	34	-3	5

Ms. Smith reviewed recertifications recommendations and recertifications value added summary:

- Add 1 additional scanner to Reception Desk #32
- Add 2 phones to the intake area
- Create a Change Team of 2 or 3 dedicated employees
- Create a standard dictation template
- Add a Customer Service Survey to the DSS website
- Add recertification and change forms to DSS website
- Reclassify Processing Assistants at the reception areas

Recertifications Value Added Summary

Process Improvement	Value Added
Add a scanner to Reception Desk #32	Improves customer service - Customers will no longer have to go to the 1 st floor to have documents scanned.
Add 2 additional phones to the Intake area	Eliminates non-value added steps which is a time savings for the Intake Workers.
Create a Change Team	Process timely changes. Reduces duplicated work. Ensures data in NCFast is more consistent and up to date. Change team can process cases once changes for the day are completed.
Create a standard dictation template	Makes information easier to find for the next worker. Ensures all information is gathered and properly noted.
Add a Customer Service Survey to the DSS website	Better understand the needs of the customer. Increase managements' knowledge of the public's perception.
Add recertification and change forms to DSS website	Customer convenience. Forms will be more readily accessible to customers.
Reclassify and train the Processing Assistants so that they can scan, conduct the interview and pend cases in NCFast	Obtains timely interviews and decreases processing time for case workers. Able to assist during busy periods. Supports the elimination of drop boxes.

Ms. Smith then reviewed the recommended rollout phases below and shared the Operational Support Team's (OST) comments.

Rollout Phases	Recommendations
1st	Add a scanner to Reception Desk #32 and phones to intake areas
2nd	Create a Change Team
3rd	Add a Customer Service Survey to the DSS website Add recertification and change forms to the DSS website
4th	Create a standard dictation template
5th	Reclassify and train the Processing Assistants

Ms. Smith stated future considerations include Client Tracking and further analysis will be conducted on Client Tracking to evaluate it for replacement, and other areas of DSS that utilize Client Tracking need to be reviewed before any analysis can be completed. Ms. Smith stated Laserfiche will be researched to replace FNS process for Client Tracking which is used for the following:

- End-of-Day report from Central Records for recertifications received by mail or drop box
- Employees' Day Sheets
- Signing in and out for work
- Supervisors utilize it to check employees attendance before assigning cases
- Tracking the amount of time spent on a case
- Allows Intake Workers to monitor when customers are waiting to be seen

Consensus was to endorse the Enterprise Solutions Divisions' continued work on a phased-in approach and monitoring of the business process improvements for FNS Recertifications and provide monthly reports to the Finance Committee.

8. MONTHLY FINANCIAL REPORT

BACKGROUND:

The financial report is for fiscal year 2016, June year-to-date, as of August 15. Highlights include:

- Revenues
 - Ad Valorem tax collections finished out strong for the year at 99.25% of the tax 1 levy and 1.18% over budget
 - Sales tax collections are strong (Note: the FY16 total is short two collection months compared to the FY15 total which was short only one month)
 - Restricted Intergovernmental – Health is slightly lower in total because of a pending entry that will be offset by charges and services and an period adjustment entry that is forthcoming
 - Interest income is showing a negative amount for the period because of the timing of the interest allocation to other funds

- Expenditures
 - General Fund expenditures remain in line with budget and previous year patterns
- Crown center expense summary/prepared food and beverage and motel tax
 - Income and expenses remain in line with budget and last year's actuals

RECOMMENDATION/PROPOSED ACTION:
 No action needed – for information purposes only.

Ms. Cardinali reviewed the financial report highlights as recorded above.

9. OTHER MATTERS OF BUSINESS

MOTION: Commissioner Keefe moved to go into closed session for Attorney-Client Matter(s) pursuant to NCGS 143-318.11(a)(3).

SECOND: Commissioner Council

VOTE: UNANIMOUS (4-0)

MOTION: Commissioner Lancaster moved to reconvene in open session.

SECOND: Commissioner Council

VOTE: UNANIMOUS (4-0)

MOTION: Commissioner Edge moved to adjourn.

SECOND: Commissioner Council

VOTE: UNANIMOUS (4-0)

There were no other matters of business.

There being no further business, the meeting adjourned at 11:45 a.m.