

Land of Sky Regional Council
January 22, 2014
Regular Meeting



Please mute all electronic device, including cell phones, laptops, tablets, and recorders. Also, Council members are requested to state their names when making or seconding motions. Thank you!

- I. Call to Order**
- II. Invocation**
- III. Pledge of Allegiance**
- IV. Roll Call**
- V. Public Comment**
- VI. Recognition of Special Guests**
- VII. Chairman's Comments and Roundtable**
- VIII. Modification and Approval of Agenda**
- IX. Approval of Minutes from the December regular meeting**
- X. Consideration and Approval of Consent Agenda Items:**
 - A. 2014 Proposed Council Meeting Schedule
 - B. FY 2013-14 November Treasurer's Report
 - C. FY 2013-14 December Treasurer's Report
 - D. FY 2013-14 Budget Amendment #
- XI. Presentations/Recognition**
 - A. Certificates of Appreciation
 - B. Economic Development Administration (EDA)
 - C. Appalachian Regional Commission (ARC)
 - D. Aging & Volunteer Services
- XII. Old Business**
 - A. Consideration of Amendment to Council Bylaws
 - B. End Date June 30, 2013 Financial Statements

XIII. New Business

- A. Consideration of Appointment of Nominating Committee
- B. Consideration of Approval of Performance Audit Proposal

XIV. Executive Director's Report

- A. New Council Member Orientation

XV. Important Dates

XVI. Adjournment

**Meeting of
Land-of-Sky Regional Council
December 4th, 2013**

MINUTES

- I. Call-to-Order – Bob Davy called the meeting to order and announced that the meeting would start with a special presentation. LeeAnne Tucker introduced Dennis Streets to the Board, who was heading the presentation to honor Len Erker.

- II. Special Presentation – in memory of Len Erker by Dennis Streets, Director of the North Carolina Division on Aging and Adult Services. Len Erker is someone who touched countless individuals and families in so many positive ways. Through his ideals, values and actions, Mr. Erker has influenced and will continue to shape the future of Aging and Adult Services. Mr. Streets shared that Len Erker is the 2013 recipient of the George L. Maddox Award of the North Carolina Division of Aging and Adult Services. The Maddox Award recognizes an individual or organization in North Carolina who has excelled at creating and implementing programs for older adults. Mr. Erker was the primary creator, developer, implementer, and advocate of Project C.A.R.E. (Caregiver Alternatives to Running on Empty), birthed in 2001 to serve four counties in North Carolina, to quickly become a nationally acclaimed service helping families caring for a loved one with Alzheimer's Disease or other forms of dementia. The Maddox Award was presented to Len Erker's wife and children with gratitude and appreciation.

- III. Invocation – George Goosmann

- IV. Roll Call – Charlie Landreth called the roll and the following members were present: Wayne Brigman, George Goosmann, Maggie Tuttle, Charlie Landreth, Anne Coletta, Bob Davy, Barbara Volk, Dona Mennella, Alison Melnikova, Letta Jean Taylor, Gene Knoefel, Charles Dickens, Kathe Harris, Simone Bouyer, John Mitchell, Mark Burrows, and George Morosani. Guests included: Freddie Harrill, April Riddle and Dennis Streets.

- V. Minutes of Meeting from October 23rd, 2013 meeting – October Council meeting minutes were made available at the meeting. A motion to approve the minutes with a modification was made by George Goosmann and seconded by Gene Knoefel. The motion was carried unanimously and without further discussion.

- VI. Agenda/Modification/Acceptance – Including Consent Agenda Items: A. *FY2013-14 October Treasurer's Report* and B. *Proposed 2014 Holidays/Office Closings*. Charles Dickens made a motion to accept the consent items and Kathe Harris seconded the motion. The motion was carried unanimously and without further discussion.

- VII. Chairman's Comments & Roundtable –
Barbara Volk announced that Hendersonville had their tree-lighting last Friday and are having their Old-Timey Christmas where stores will stay open and carolers will be out to kick off the holiday season, followed by the Christmas Parade on Saturday. Kathe Harris mentioned that the Christmas parties for the Senior Companions and Foster Grandparents are upcoming on December 17th and 18th which will provide meals and little gifts to all of the volunteers. Charles Dickens mentioned the importance of aging programs throughout the Land of Sky region and to remind the Board that “we matter” in regards to the programs and services offered in the area. Wayne Brigman shared that Madison County is a week or two away from finishing up with FEMA fuel adjustors in the County. Mr. Brigman also invited the Board to view their live Christmas Pageant next Saturday and Sunday, starting at 6:00pm. Bob Davy shared that Fletcher's Christmas Parade is on December 14th at 10:00am. The Parade's theme is “Honoring our Veteran's”. Fletcher also held a Toy Run, which included over 600 motorcyclists and was a huge success. Charlie Landreth mentioned that Brevard just completed elections in November and that Rodney Locks did not run in the elections and is preparing for retirement. Mr. Landreth

encouraged everyone to send a word of thanks to Mr. Locks for the many efforts he made to improve the region. Gene Knoefel discussed his position on the BC Nursing Home Community Advisory Committee and encouraged the Board to go visit some of the area's facilities and spend some time with the residents and listen to their stories. Mr. Knoefel did not win in Weaverville's election, but has two more years on the town's Council and is looking forward to continuing his position with Land of Sky. Weaverville's Christmas Parade is taking place this Saturday, weather permitting. Letta Jean Taylor shared that Montreat has two new commissioners serving a four-year term and that the town has purchased property that will enable them to build a new Town Hall. George Goosmann of Biltmore Forest shared that the assistant to the Town Administrator, Alison Dennis is retiring, which the town celebrated with a party yesterday. Maggie Tuttle shared that Black Mountain is kicking off the holidays with their "Holly Jolly" Celebration. Black Mountain's Christmas Parade is this Saturday. Ms. Tuttle also noted that Carl Bartlett did not run for Mayor during this year's elections and the town's new mayor is Mike Sobol. Black Mountain is adopting a new comprehensive plan on Monday, which included a lot of work, with specific mention of Brian Taylor, formally of Land of Sky Regional Council. Dona Mennella introduced Alison Melnikova, Laurel Park's new town manager. Ms. Mennella shared that Laurel Park is holding a Tree Lighting Ceremony on Sunday at 4:30 at the town park.

VIII. Executive Director's Report – Justin Hembree

- A. Land of Sky Open House – Land of Sky Regional Council will host an Open House on the afternoon of January 22nd, following the Council meeting to inform the region's community leaders on the services and programs offered by Land of Sky.
- B. Marshall Technical Services Agreement – Land of Sky has contracted with the Town of Marshall to provide general assistance, including general management and administration fulfilled by Karen Kiehna while they continue the process of finding a new administrator. Land of Sky would like to provide similar services throughout the region as a means of future funding.
- C. Budget Calendar – The budget calendar is formulated to better prepare on staff, including management team, for June audits and as a way to keep Council involved in the process of planning and implementing the FY budget.
- D. Employee Recognition of Wilhelmenia Pledger – Mr. Hembree expressed his appreciation for Ms. Pledger's dedication and years in service.
- E. Annual Meeting – According to the by-laws, Land of Sky is required to hold an annual meeting to appoint the new council officers, new executive members and new at-large members. Traditionally, the Board selects a Nominating Committee, who then recommends the next year's members, to be elected by the Board in January. However, Mr. Hembree recommended a different option, which will require a bi-laws amendment that sets the annual meeting in March. A written copy of the proposed amendment was presented to the Council. After an open discussion, the general consensus was to implement the bi-law amendment changing the date of the annual meeting to March. This item will be formally presented to the Board in January's Council meeting.
- F. Council Orientation Packets – Danna Stansbury discussed the orientation meeting with the Board. Since the revised orientation was so well-received last year, she would like to invite all new members, as well as any members who have not experienced the Board Orientation to attend either in February or March of 2014. More details will be available in January's Council meeting.
- G. Affordable Care Act (ACA) and Obama Care – Ms. Stansbury would like to have the League of Municipalities come discuss with Management Team and other municipalities how the ACA will impact local governments.
- H. Council Meeting Calendar – The next Council meeting will take place on January 22nd, 2014 at 1:00 pm. The official meeting calendar will be presented during the January meeting.

IX. Public Comment –

X. Presentations –

XI. Unfinished Business –

XII. New Business –

A. Solarize WNC – Patrick Harper, LOSRC Clean Energy Planner.

In August of 2013, Solarize Asheville was launched as an effort to catalyze the deployment of residential solar PV in the City of Asheville. In only six weeks, 368 homeowners enrolled in the pilot program to install rooftop solar with another 140 community members inquiring for more information about solar energy. Sundace Power was contracted through a competitive RFP process to complete the solar site assessments and system installations. By the program completion date in February of 2014, Solarize Asheville is projected to generate 150 solar installations, totaling 750 kw of installed capacity and \$2.5 million in new clean energy investment, making it one of the most successful solarize campaigns in the country.

Behind this initial success, there is now an opportunity to expand the model to other communities in the Land of Sky region and support the growth of Western North Carolina's clean energy economy. The Director of Solar Asheville, Katherine Bray engaged LOSRC to explore the creation of Solarize WNC, which would expand the campaign to four other communities in the region in 2014, leading to an additional 1 MW of installed solar capacity and driving significant regional clean energy investment. LOSRC has been asked to serve in a project management/fiscal agent role pending the securement of funding.

Mr. Harper is requesting authorization for the Executive Director to enter into agreement with project partners and grantors for the execution of Solarize WNC. Mark Burrows made a motion to allow the Executive Director to enter into an agreement once funding is secured. George Morosani seconded the motion, which was carried unanimously and without further discussion.

B. Senior's Health Insurance Information Program – LeeAnne Tucker, Director of Aging & Volunteer Services.

The North Carolina Department of Insurance Seniors' Health Insurance Information Program (SHIIP) will award the Council with a grant of \$20,463 to increase enrollment of North Carolina Medicare beneficiaries with limited incomes and resources into the Low Income Subsidy and Medicare Savings Programs. Area Agencies on Aging will be key partners in providing outreach to people who are aging and/or who have mental or physical disabilities and are eligible for Medicare. Requested action includes authorization for the Chairman or Executive Director to authorize contracts for this funding. George Morosani made a motion to approve this authorization and George Goosmann seconded the motion. The motion was carried unanimously and without further discussion.

C. SEP Contract Amendment: Energy Assessments for Public and Private Sectors – Justin Hembree. LOSRC's Waste Reduction Partners program has had a contract with the State Energy Office or the NC Department of Commerce to provide no-cost energy assessments to public institutions and businesses in North Carolina. The State Energy Program wishes to amend the contract with an additional \$150,000 for a period ending in December 31, 2014. WRP will continue to provide assistance and energy assessments to an additional 80 clients and additionally provide technical material development for the state's Utility Saving Initiative. An 11% match is proposed which will come from committed NCDENR funding for the WRP partnership program, in the amount of \$16,980. Requested action includes approval for the Chairman to authorize the contract amendment. Kathe Harris made a motion to approve this authorization and Gene Knoefel seconded the motion. The motion was carried unanimously and without further discussion.

XIII. Adjournment

Wednesday, January 22, 2014

Wednesday, February 26, 2014

Wednesday, March 26, 2014

Wednesday, April 23, 2014

Wednesday, May 28, 2014

Wednesday, June 25, 2014

No meeting held in July

Wednesday, August 27, 2014

Wednesday, September 24, 2014

Wednesday, October 22, 2014

No meeting held in November

Wednesday, December 3, 2014

All Council meetings will begin at 1:00 p.m.

Executive Committee Meetings will be held from 11:30 a.m. – 12:30 p.m. on the same day as the full Board Meeting.

LAND-OF-SKY REGIONAL COUNCIL

X. Consent Agenda
B. November 2013 Treasurer's Report

November 2013

YTD Report of Receipts & Expenditures	Amount	% of Budget
Total Annual Budget	13,414,726	
Year-to-Date Revenues	3,685,427.00	27.47%
Year-to-Date Expenditures	(4,241,746.07)	31.62%
Grant/Contract Cash Balance	<u>(556,319.07)</u>	
Year-to-Date Target Percent		41.67%

Cash Balance Report

Total Cash Balance at 11/01/13	343,113.13
Cash Received during November	943,716.32
Cash Expenditures for November	<u>(779,040.34)</u>
Total Cash Balance at 11/30/13	<u>507,789.11</u>

**Fund Balance Report
audited @ 6/30/13**

Unassigned	319,448.00
Stabilization by State Statute	617,348.00
Total Fund Balance	<u>936,796.00</u>

note: 6/30/13 Audited Financial Statements are pending acceptance by Council

Assessments (Dues) Report

YTD Billed to Member Governments, 2nd quarter	108,045.00
Collected to Date	<u>(108,045.00)</u>
Balance Due	<u>0.00</u>

LAND-OF-SKY REGIONAL COUNCIL

X. Consent Agenda
C. December 2013 Treasurer's Report

December 2013

YTD Report of Receipts & Expenditures	Amount	% of Budget
Total Annual Budget	13,414,726	
Year-to-Date Revenues	4,901,239.32	36.54%
Year-to-Date Expenditures	<u>(5,165,335.90)</u>	38.50%
Grant/Contract Cash Balance	<u><u>(264,096.58)</u></u>	
Year-to-Date Target Percent		50.00%

Cash Balance Report

Total Cash Balance at 12/01/13	507,789.11
Cash Received during December	1,206,252.72
Cash Expenditures for December	<u>(923,589.83)</u>
Total Cash Balance at 12/31/13	<u><u>790,452.00</u></u>

Fund Balance Report

audited @ 6/30/13

Unassigned	319,448.00
Stabilization by State Statute	<u>617,348.00</u>
Total Fund Balance	<u><u>936,796.00</u></u>

note: 6/30/13 Audited Financial Statements are pending acceptance by Council

Assessments (Dues) Report

YTD Billed to Member Governments, 2nd quarter	108,045.00
Collected to Date	<u>(108,045.00)</u>
Balance Due	<u><u>0.00</u></u>

XI. Presentations/Recognition

- A. Certificates of Appreciation
- B. EDA
- C. ARC
- D. Aging & Volunteer Services

- A. Chairman Davy and Justin Hembree will present Certificates of Appreciation to recognize the service of Terry Bellamy, former Mayor of Asheville and Land of Sky Executive Committee member, and Rodney Locks, former Brevard Commissioner and NC League of Municipalities President.
- B. Hillary Sherman, North Carolina Economic Development Representative with the U.S. Department of Commerce, Economic Development Administration (EDA), will give a brief overview of how that federal agency works with Land of Sky Regional Council.
- C. Olivia Collier, with the Appalachian Regional Commission (ARC), will give a brief overview of how that federal agency works with Land of Sky Regional Council.
- D. LeeAnne Tucker, Director of Aging & Volunteer Services, will give a brief overview of services and programs offered through the Aging & Volunteer Services Department.

Staff Responsible:

Justin Hembree, Executive Director
Danna Stansbury, Deputy Executive Director

XII. Old Business

A. Consideration of Amendment to Council Bylaws

Background

According to Section 1, Article VI of the Land of Sky Regional Council Bylaws, "There shall be an annual meeting of the Council for electing officers of Land of Sky Regional Council, the Executive Committee, and the at-large members to represent minority interests. The meeting shall be held at the principal offices of the Council each year in the month of January." Due to timing issues and the Executive Director transition, the current Executive Committee did not assume office until March of 2013.

This issue was discussed during the December 2013 Council meeting and consensus was reached to amend the Bylaws to change the Annual Meeting from the month of January to the month of March. As required, a written copy of the proposed amendment was presented to the Council during the December 2013 Council meeting.

Recommended Action

Staff recommends the following amendment to the Bylaws be approved:

Section 1, Article VI of the Land of Sky Regional Council Bylaws – There shall be an annual meeting of the Council for electing officers of Land of Sky Regional Council, the Executive Committee, and the at-large members to represent minority interests. The meeting shall be held at the principal offices of the Council each year in the month of ~~January~~ March. Officers, the Executive Committee, and at-large members representing minority interests serving at the time of any amendment to these Bylaws changing the date of the annual meeting shall continue to serve until the next annual meeting.

Staff Responsible

Justin Hembree, Executive Director

XII. Old Business

B. Audited Financial Statements for June 30, 2013

Background

North Carolina Department of State Treasurer, Local Government Commission has approved our audited financial statement for the period ending June 30, 2013.

The Executive Committee, represented by Bob Davy, Chair, and Management have reviewed the statements, prepared by Peggy Barnes, Finance Officer, prior to their submission to LGC. Per our auditor, we have no Compliance issues or any Management comments to address.

Elizabeth Keel will make a brief presentation of financial highlights from the prior fiscal year.

Action

Accept the LGC approved audited Financial Statements for period ending June 30, 2013.

Staff Responsible

Peggy Barnes, Finance Officer

XIII. New Business

A. Consideration of Appointment of Nominating Committee

Background

Traditionally, a Nominating Committee has been appointed to bring a proposed slate of officers/Executive Committee to the full Council.

Recommended Action

The Executive Committee will consider the possible make-up of the Nominating Committee during their meeting on the morning of January 22, 2014. A recommendation from the Executive Committee will be presented during the Regular Council Meeting.

Staff Responsible

Justin Hembree, Executive Director

XIII. New Business

B. Consideration of Approval of Performance Audit Proposal

Background

As has been discussed on several occasions, it has been years since Land of Sky Regional Council has undertaken a strategic planning process. Based on the various changes (leadership, funding streams, local government expectations, etc.) it is recommended that the Council undertake such a process.

It is recommended that the strategic planning process be broken into two phases. Phase One will take the organization through a comprehensive performance audit. Phase Two will entail the actual development of a strategic plan through the work of the Council, key stakeholders, strategic partners, and staff. It is requested that the Council take action related to Phase One of this process. Phase Two will begin after the completion of Phase One.

Specifically, for today's meeting, it is recommended that the Council accept/approve a proposal from Evergreen Consulting to conduct a performance audit of the organization. Evergreen, based in Tallahassee, FL, has an excellent track record in relation to these types of projects. The company has completed performance audits for Lee County, Davie County, and Duplin County and has worked on other similar projects with numerous units of local government, school systems, and community colleges in North Carolina and across the nation. A copy of Evergreen's proposal is attached for your review.

The total cost for the performance audit will be \$40,000. This cost can be split between two fiscal years and would be paid from local funds and/or, if needed, fund balance available for appropriation. The current estimated fund balance available for appropriation is \$610,000.

Recommended Action

Approval to move forward with Evergreen Consulting's performance audit proposal.

Staff Responsible

Justin Hembree, Executive Director



Evergreen Solutions, LLC

2852 Remington Green Circle, Suite 101 - Tallahassee, Florida 32308
850.383.0111 - fax 850.383.1511

October 24, 2013

Mr. Justin Hembree
Executive Director
Land-of-Sky Regional Council
339 New Leicester Hwy
Asheville, North Carolina 28806

VIA EMAIL: justin@landofsky.org

Dear Justin:

We appreciate the opportunity to submit this letter proposal to you to conduct a Performance Audit of the Land-of-Sky Regional Council to evaluate overall efficiency and effectiveness. We, at Evergreen Solutions, welcome the opportunity to service the Land-of-Sky Regional Council.

Exhibit 1 provides a graphic illustration Evergreen's conceptual model of how we determine optimal performance in an agency. This service model is a functional mix of core units that the agency uses to meet its strategic needs. The analysis includes the functional areas, the scope of services, and the variety of services that are provided by the Regional Council.

Strategic needs should be the main driving force for the Regional Council in examining its direction and alignment. Strategic needs include the expectations of citizens, the needs of the community, and the relative resources available to the Regional Council.

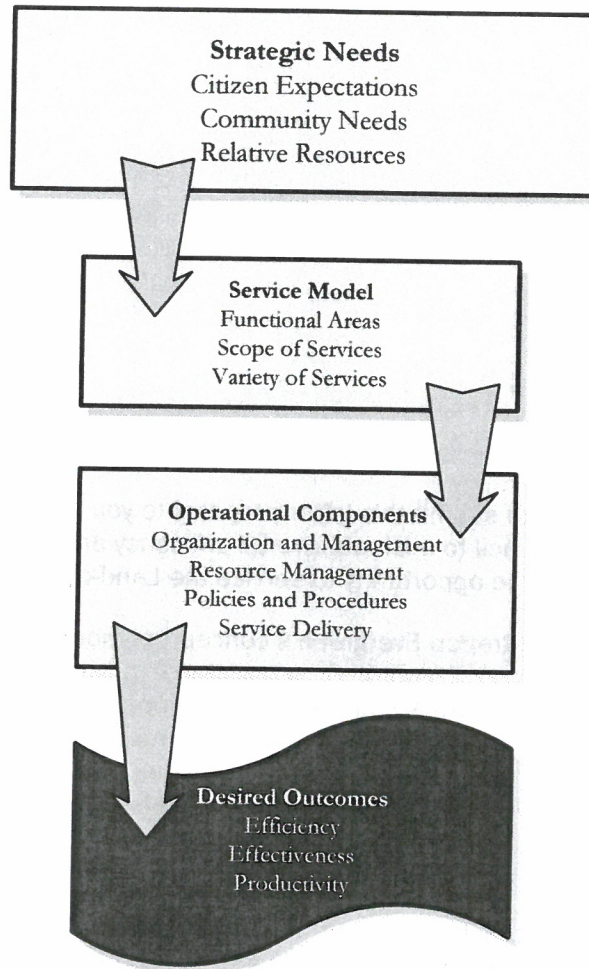
The operational components of each service are the factors that determine the success of the individual service provision. These are organization and management, resource management, policies and procedures, and service delivery. The operational components not only drive the service model, but in best practice organizations they lead to the desired outcomes:

- **Efficiency** – how well resources are being used in a process (input/output);
- **Effectiveness** – how well a process produces the desired outcome (meets citizen needs and expectations); and
- **Productivity** – how much is produced based on the capacity to produce (how much could be done in comparison to what is being done).

The specific objectives for this performance audit would be to develop findings, commendations, and recommendations for containing costs and improving management strategies and, ultimately leading to better and more efficient expenditures of funds.

The foundation of Evergreen's approach centers on the simple premise of aligning needs with resources in an optimal manner. Although this is one of the most obvious steps to creating a successful Regional Council, it is one of the hardest to accomplish. Alignment by definition implies that communication, resources, processes, and organizational objectives come together in an efficient manner. When this does not occur, a "gap" is present.

Exhibit 1
Evergreen Solutions' Conceptual Model for an
Audit of the Regional Council Operations



In order to assess the nature of the gap and find the optimal solution, some basic questions must be answered:

- What are the needs of the Regional Council?
- How do those needs differ across units or groups?
- What level of service is necessary to meet those needs?
- What are the priorities of the needs?
- What resources are currently available to address the needs?
- What is the current performance of those resources?
- What are the causal factors contributing to any gaps between actual performance and performance goals?
- Are the resources the correct resources?



- What are the types of resources?
- Are more or less of a type of resource needed?
- Are the resources organized and managed in order to maximize performance?
- Are the processes appropriate for the resource distribution?
- How might the overall system of delivery be improved?
- What are the time and resource constraints to accomplishing performance optimization?
- What is the implementation plan?

In keeping with these questions, Evergreen Solutions has a methodology that includes steps for garnering and analyzing the information necessary to:

- Define the needs of the Regional Council.
- Determine the performance necessary to meet the needs.
- Assess the current level of performance for services.
- Evaluate the resources (staffing, technology, etc.) employed to address the Regional Council's needs.
- Analyze processes and structures supporting the major business functions.
- Assess the gap between needs/standards and current performance.

In conducting the performance audit, the project must be designed to:

- assess the organizational effectiveness and operational performance levels of the Regional Council;
- assist the Regional Council in continuing accomplishments through a steadfast commitment to efficient and effective support operations;
- identify, initiate, and institutionalize best practices, which can be identified from other government or private industry providers of similar service or functions, throughout the Regional Council;
- identify potential savings from implementing best practices;
- identify costs to identify and implement recommendations; and
- develop an implementation plan to realize quickly the maximum benefits.

We are proposing a detailed work plan for the Performance Audit, consisting of the following four study phases and five tasks:

- Phase I: Project Initiation (Tasks 1 and 2)
- Phase II: Diagnostic Review (Task 3)
- Phase III: In-Depth Performance Audit (Task 4)
- Phase IV: Project Reporting (Task 5)



PHASE I PROJECT INITIATION

Task 1.0 Initiate Project

TASK GOALS

- Finalize project work plan, time lines, and deliverables that will lead to the successful accomplishment of all objectives of the performance audit.
- Collect and review existing state and local government studies, audits, reports, and databases.
- Review existing studies, reports, and databases of the Land-of-Sky Regional Council.
- Collect and review available sources of local, state, and national comparative data.
- Identify any modifications in the work plan, time lines, or deliverables.

TASK ACTIVITIES

- 1.1 Meet with the Council's Project Manager to establish working relationships and finalize contractual arrangements.
- 1.2 Meet with key stakeholders to establish lines of communication and review the objectives of the audit.
- 1.3 Meet on-site with appropriate employees to set up the calendar for on-site activities and to make arrangements for the audit.
- 1.4 Obtain reports and background materials relevant to the review.
Collect:
 - strategic plan, mission, vision, goals, and objectives;
 - recent financial audits and internal audit reports;
 - expenditure reports;
 - previous studies;
 - operational, capital, and enterprise fund budgets;
 - organizational structures;
 - policies and procedures;
 - human resources procedures;
 - technology data; and
 - other relevant data.
- 1.5 Obtain comparative data on local expenditures, revenues, staffing, etc. from local, state, and national sources.
- 1.6 Revise original work plan and finalize the time lines for each project task with the Council's Project Manager. Disseminate revised work plan.

KEY PROJECT MILESTONE

- Revised work plan and time lines



**Task 2.0
Develop Preliminary
Profile of the Land-of-
Sky Regional Council**

TASK GOALS

- Perform preliminary analyses of performance and operational data.
- Develop initial profile descriptions of the Regional Council.
- Work with client to identify comparison counties for peer analysis.
- Initiate benchmarking comparisons.

TASK ACTIVITIES

- 2.1 Review local, state, and federal laws and regulations that affect the operations of the Land-of-Sky Regional Council, including:
- policies and procedures;
 - state regulations and administrative procedures; and
 - federal laws that regulate local governments.
- 2.2 Analyze reporting requirements of the Regional Council mandated by federal and state agencies, and other fund sources.
- 2.3 Conduct initial assessment of data, including, but not limited to:
- demographic data;
 - results of previous audits;
 - organizational charts;
 - operational budgets;
 - mission, vision, goals, and objectives of the organization, including performance-based outcome measures;
 - technology plan;
 - operating procedures;
 - personnel plans;
 - human resources statistics;
 - salary and benefits data; and
 - procurement procedures.
- 2.4 Develop initial written profiles of the Land-of-Sky Regional Council to include:
- demographics;
 - financial profile;
 - human resources profile;
 - purchasing profile;
 - technology profile; and
 - other profiles.

KEY PROJECT MILESTONE

- Initial profiles



PHASE II DIAGNOSTIC REVIEW

Task 3.0 Conduct Diagnostic Review of Operations

TASK GOALS

- Diagnose current operations in the Land-of-Sky Regional Council.
- Identify areas for potential improvements in efficiency or effectiveness in the departments.
- Allow stakeholders to express their opinions of the operations under review.
- Create link on the agency's web site for this audit, if desired.

TASK ACTIVITIES

- 3.1 Plan diagnostic visit to Asheville. Conduct interviews with a diverse cross-section of staff at all levels and functions of the Regional Council.
- Discuss who should be interviewed with Council's Project Manager.
 - Prepare interview guides to enable consistency and thoroughness of interviews.
 - Schedule and conduct interviews.
- 3.2 Conduct focus groups with selected employees.
- 3.3 Conduct interviews with Governance Body members.
- Obtain information on the major strengths and weaknesses of the operations as determined by each member.
 - Obtain information on efficiency and effectiveness as well as management and performance improvements in the Land-of-Sky Regional Council.
 - Summarize interviews with Governance Body members.
- 3.4 Work with Council's Project Manager and department officials to create a link on the Web site for the study that would allow stakeholders to provide opinions on operations in the agency.
- 3.5 Prepare summary of diagnostic findings and share with the Evergreen Team.

KEY PROJECT MILESTONES

- Summary of interviews and focus groups with stakeholders
- List of possible areas of strength and areas needing improvement
- Active Web site link to allow public input



PHASE III IN-DEPTH PERFORMANCE AUDIT

Task 4.0
Conduct In-Depth Audit
of Land-of-Sky Regional
Council

TASK GOALS

- Assess administrative operations of each Regional Council Unit included in the audit, evaluating:
 - organization and management
 - resource management
 - policies and procedures
 - service delivery
- Obtain understanding of best practices for selected business functions.
- Generate strategies to improve selected business processes.

TASK ACTIVITIES

- 4.1 Using data in **Task 1.0** through **Task 3.0**, evaluate Organization and Management:
- Leadership
 - Structure
 - Strategic Alignment
 - Management Accountability
- 4.2 Evaluate Resource Management:
- Human Capital
 - Staff Development
 - Use of Technology
 - Operating Capital
 - Space
- 4.3 Evaluate Policies and Procedures:
- Work Processes
 - Administrative Rules and Regulations
 - Risk Management and Mitigation
- 4.4 Evaluate the Service Delivery:
- Customer Service
 - Stakeholder Communications
 - External Public Relations
 - Employee Motivation
 - Employee Satisfaction
- 4.5 Prepare analysis of findings and issue areas.

KEY PROJECT MILESTONE

- Draft findings



PHASE IV PROJECT REPORTING

Task 5.0 Prepare Draft and Final Reports

TASK GOALS

- Utilize findings from **Task 2.0 – Task 4.0** to recommend strategies for improving the efficiency and effectiveness of operations in the Land-of-Sky Regional Council.
- Prepare recommendations.
- Identify potential savings and savings.
- Develop implementation strategies.

TASK ACTIVITIES

- 5.1 From the revised reports of findings of the major areas of the audit, combine the findings into one overall report.
- 5.2 Based on the consolidated findings, develop recommendations to improve the operations and performance results of the Land-of-Sky Regional Council. Develop estimates of costs and savings from the implementation of all recommendations. Develop an implementation plan, including strategies and time lines to accomplish each recommendation made.
- 5.3 Prepare a comprehensive draft report. The report will include, but not be limited to:
- background information, explaining:
 - organizational design and structure,
 - organizational alignment (vertical and horizontal),
 - programs and operations,
 - key issues, and
 - key performance measures;
 - methodology used;
 - explanation of supported documented findings;
 - results, in both detail and summary form, including narrative and quantitative information;
 - detailed step-by-step, action-oriented recommendations, including a discussion of financial impact, benefits, and operational implications; and
 - potential implementation strategies for recommendations, as well as procedures for a transition process to achieve recommendations, as appropriate.
- 5.4 Submit draft final report.



- 5.5 Meet with key stakeholders, as appropriate, to review the draft report and to verify the accuracy of the findings.
- 5.6 Based on the comments on the draft report, make appropriate revisions and prepare the final report.
- 5.7 Present final report, as arranged by the Council's Project Manager, to the key stakeholders, and other officials, as appropriate.

KEY PROJECT MILESTONES

- Draft final report
- Final report
- Oral presentation(s)

Cost Proposal

Our proposed cost for the Performance Audit of the Land-of-Sky Regional Council is a fixed fee of **\$40,000** which includes travel and expenses. Approximately 90 percent of our cost is for professional fees – the remaining 10 percent is for out-of-pocket expenses. Our professional fees include personnel costs, fringe benefits, and indirect cost (overhead).

If you have any questions or would like further information, please contact me at 850.383.0111 or via email at linda@consultevergreen.com. Thank you for your consideration.

Sincerely,

Linda A. Recio

Dr. Linda Recio
President
Evergreen Solutions, LLC

