

1 exasperating, but most of the time really fun. Commissioner Wright commented that she was
2 proud of what they had done in the last 12 years and she knew that she was turning things over
3 to a good person.

4
5 **7. Installation of Mayor and Town Commissioners**

- 6
7 a. **Oath of Office to Mayor Eddie Barber**
8 b. **Oath of Office to Commissioners Candace Dooley, Jim Normile, and Mark Taylor**
9 c. **Election of Mayor Pro-Tem**
10 d. **Oath of Office to Mayor Pro-Tem**

11
12 Oaths of Office were administered to the Mayor and Commissioners by Town Clerk Rhonda
13 Ferebee.

14
15 ***Motion was made by Commissioner Normile to appoint Commissioner Floyd Messer as Mayor***
16 ***Pro-Tem. The Board voted unanimously 5-0 in favor. Motion carried.***

17
18 The Oath of Office was then administered to Mayor Pro-Tem Floyd Messer by Town Clerk
19 Rhonda Ferebee.

20
21 Mayor Barber called for a brief break following the Installation of Mayor and Commissioners in
22 order to congratulate the incoming Board and enjoy light refreshments.

23
24 **8. Introduction of New Employee**

- 25
26 a. **Dana Gelinger, Parks Maintenance Worker**

27
28 Parks and Recreation Director Alesia Sanderson introduced Dana Gelinger as the newest
29 member of the Parks Maintenance team. Director Sanderson stated that Dana was previously
30 employed with the Single Marine Program for Camp Lejeune, and prior to that was a crew
31 leader for YardWorks. Director Sanderson said they were glad to have Dana onboard.

32
33 The Board and public welcomed Dana Gelinger as a new full-time employee with the Town of
34 Emerald Isle.

35
36 **9. Proclamations / Public Announcements**

37
38 Mayor Barber noted the above Proclamations as well as announcements below for the public:

- 39
40 • **Joint EMS Committee Meeting – Friday, December 15 – 10 am – Town Admin Building**

- 1 • American Red Cross Blood Drive – Friday, December 15 – 2 – 7 pm – Community
- 2 Center
- 3 • Planning Board Regular Meeting – Monday, December 18 – 6 pm – Town Board
- 4 Meeting Room
- 5 • Police Educating the Public (PEP) – Tuesday, December 19 – 10 am – Town Board
- 6 Meeting Room
- 7 • Special Board of Commissioners Meeting (FY 18-19 Budget) – Wed, Dec 20 – 8:30 am –
- 8 Town Admin Building
- 9 • Coffee With A Cop – Thursday, December 21 – 9 am – 4Js Coffee Shop
- 10 • Christmas Holiday – Monday, Dec 25, Tuesday, Dec. 26, and Wed, Dec 27 – Town
- 11 Offices Closed
- 12 • Community Center Closed on Monday, December 25
- 13 • No trash collection on Monday, December 25 or Tuesday, December 26
- 14 • New Year’s Day Holiday – Monday, January 1 – Town Offices Closed, Community
- 15 Center Closed
- 16 • Trash will be collected on Monday, January 25, 2018
- 17 • Board of Commissioners Regular Meeting – Tuesday, January 9 – 6 pm – Town Board
- 18 Meeting Room

19
20 Mayor Barber took a moment to introduce the Town’s newest physician Patrick Daigle, MD
21 with MedFirst. Mayor Barber discussed his contacts with MedFirst to make them aware of the
22 importance of the Town having the presence of a doctor to serve its citizens and visitors. Dr.
23 Daigle also made a few comments to the Board and public about his medical experience and
24 the hours of his practice in Emerald Isle.

25
26 Mayor Barber also welcomed recently elected Cape Carteret Commissioner Steve Martin who
27 was in attendance.

28
29 **9. Public Comment**

30
31 **Brief Summary:**

32
33 The public will have the opportunity to address the Board about any items of concern not on the agenda. The
34 Mayor and Board welcome and appreciate all comments from the public, and will take these comments into
35 consideration as they make decisions on Town issues and provide direction to Town staff. Public comment is a time
36 for the Board to listen to the public's concerns and ideas, and is not intended for a lengthy dialogue or question
37 and answer session.

38
39 The Mayor, Board, and Town staff are happy to meet with any citizen during normal business hours or at any other
40 mutually agreeable time to discuss Town issues and answer any questions.

41
42

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1 Joan Pate, 9100 Reed Drive, congratulated the newly elected and re-elected Mayor and
2 Commissioners. Ms. Pate spoke of a letter received from a Commissioner stating she found it
3 incredibly sad that a select few always assumed the worst about the Board of Commissioners
4 and the Town as a whole. Ms. Pate said she didn't and that she loved Emerald Isle, having
5 owned here for 10 years and been coming here for 30 years. Ms. Pate took offense at being
6 labeled one of the select few that was considered a problem. Ms. Pate said she did not agree
7 with the Board on the event center and if she had remained silent and not started the Facebook
8 page she firmly believed it would have slid on in. Ms. Pate said she hated they saw her as an
9 adversary and not a supporter of the Town. Ms. Pate felt as a citizen she had a responsibility to
10 speak with them, for them, and at times against them but didn't feel that should be a reason
11 for them to feel she didn't like the Town or was against them. Ms. Pate said she was for them,
12 admired that they could run for office, and that they served. Ms. Pate appreciated the Board
13 putting the EMS takeover on the meeting tonight as it was something that was asked for in
14 November, and had been asked for again in December. Ms. Pate felt it shouldn't be as hard to
15 get something on the meeting when they asked for it.

16
17 James Wolfe, 9100 Reed Drive, read aloud a statement thanking the Board for allowing citizens
18 to speak about what was on their minds concerning matters of citizens' interests. Mr. Wolfe
19 spoke of the email response from Commissioner Dooley and he honestly believed most of the
20 things that were said, and that there was a lot of good or he wouldn't live in Emerald Isle. Mr.
21 Wolfe said he made the assumption when they spoke of the select few who always assumed
22 the worst about the Board of Commissioners and the Town that they were talking about him
23 and his wife and a few others. Mr. Wolfe asked that the Board be careful about how they
24 judged people and provided a history of his and his family members' extensive interactions and
25 roles with the government in many capacities.

26
27 Elton Matheson, Sound Drive, was concerned about the road conditions on Sound Drive. Mr.
28 Matheson said it was getting hard to drive on as it was just like a washboard. Mr. Matheson
29 said the far end was falling apart and he felt it would be wise to address that before it
30 worsened further. Mr. Matheson also was concerned about communication and that he had
31 seen a big improvement. Mr. Matheson said 6-7 years ago the minutes weren't even put out
32 on time and now they were on time and that showed real progress. Mr. Matheson felt if they
33 could talk they could settle problems but when they couldn't talk it just didn't work.

34
35 Chad MacAvery, 7114 Archers Creek Drive, said he had lived in Emerald Isle for 27 years and
36 loved this Town. Mr. MacAvery said he believed in everything the Board was doing and looked
37 forward to the future with the new Board and wanted to congratulate everybody for their new
38 positions.

39
40
41

1 **10. Consent Agenda**

- 2 a. **Minutes – November 14, 2017 Regular Meeting**
3 b. **Tax Releases**
4 c. **2018 Official Meeting Schedules – Board of Commissioners, Planning Board, Bicycle**
5 **and Pedestrian Advisory Committee**
6

7 ***Motion was made by Commissioner Messer to approve the items on the Consent Agenda. The***
8 ***Board voted unanimously 5-0 in favor. Motion carried.***

9
10 **Clerks Note: A copy of all Consent Agenda Items as noted above are incorporated herein by reference and hereby made a**
11 **part of these minutes.**

12
13 **12. EMS Transition**

14
15 Town Manager Frank Rush addressed the Board concerning this Agenda item. The following
16 excerpt from his memo to the Board is provided for additional background:

17
18 The Board of Commissioners is scheduled to receive an update on the transition of Emerald Isle EMS to a Town
19 department at the December 12 meeting. Based on the Board of Commissioners' previous decision in April 2017,
20 Town staff have been working to implement a March 1, 2018 transition date, which is now less than 3 months
21 away. With continued diligence and cooperation between the Town and EI EMS, Inc., I am confident that we can
22 meet this self-imposed deadline and implement a new Town EMS Department this coming spring.

23
24 As you know, the EMS transition has been contemplated by the Town and Emerald Isle EMS, Inc. for more than a
25 decade. The Board of Commissioners has discussed this issue and has considered the various service models
26 numerous times over the years. In order to provide background and context for the Board of Commissioners and
27 the public, I have also included a review of the history and current emergency medical services in Emerald Isle, a
28 discussion of EMS service models used in other jurisdictions in North Carolina and Carteret County, a discussion of
29 other EMS service models that have been considered over the years and that remain available for the Board of
30 Commissioners to consider if desired now or in the future, and a review of the Board of Commissioners' previously
31 determined rationale for proceeding with the transition to a Town EMS Department.

32
33 I will make a brief presentation to the Board of Commissioners and the public about these issues at the December
34 12 meeting, and will be available to answer any questions from the Board of Commissioners. I have also invited
35 other EMS experts to attend the meeting to share any insights and answer any questions from the Board of
36 Commissioners, including Chuck Lewis - Assistant Chief of the NC Office of Emergency Medical Services, Stephen
37 Rea – Carteret County Emergency Services Director, and Dr. Michael Lowry – Carteret County EMS Medical
38 Director.

39
40 **Emergency Medical Services in Emerald Isle**

41 Emergency medical services in Emerald Isle are primarily provided by Emerald Isle, EMS, Inc. (EIEMS, Inc.), a
42 separate non-profit corporation that is contracted by the Town of Emerald Isle. The Town of Emerald Isle, as
43 delegated by Carteret County, is the official entity responsible for the provision of emergency medical services in
44 our community, and may choose from any legal service model to provide these services for our residents and
45 visitors.
46

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1 Prior to 2001, EIEMS, Inc. functioned as a completely volunteer organization supported by fundraising initiatives,
2 and did not receive any tax funding or service fee revenue. EIEMS, Inc. was “built” by the hard work, dedication,
3 and commitment of numerous Emerald Isle volunteers in the 1970s, 80s and 1990s, and for many years the
4 volunteer squad operated out of a converted beach house on Cedar Street (since renovated and converted back to
5 residential use and located directly behind Shorewood Real Estate offices).

6
7 By 2001, consistent with regional and national trends, EIEMS, Inc. began to experience a decline in volunteerism
8 and it became more difficult to provide these services exclusively with volunteers and fundraising initiatives. In
9 2001, the Town and EIEMS, Inc. implemented the first formal contract for emergency medical services, and the
10 Town provided \$100,000 of tax funding to support EIEMS, Inc. As service demands continued to increase,
11 volunteerism continued to decline, and as many of the original volunteers moved on, there became a greater need
12 for paid staff and additional Town funding. In response to these needs, the Town and EIEMS, Inc. executed several
13 contract extensions and new contracts between 2001 and 2017, and EIEMS, Inc. now operates with a fully-paid
14 staff of paramedics and emergency medical technicians overseen by a non-profit, volunteer Board of Directors.
15 Until April 2017, the entire EIEMS, Inc. Board of Directors was selected by the volunteer members of the squad,
16 however, a new contract provision stipulates that the Board of Directors include 3 members selected by the
17 volunteer members of the squad and 2 members appointed by the Board of Commissioners.

18
19 Prior to contracting with the Town, EIEMS, Inc.’s primary funding source was an annual donation letter campaign
20 to all Emerald Isle property owners. EIEMS, Inc. completely abandoned this approach in the early 2000s when the
21 Town began providing annual funding to EIEMS, Inc., and this approach was not utilized for more than a decade
22 until 2016 and 2017 when EIEMS, Inc. solicited donations specifically to fund desired capital equipment. As you
23 know, there has been some concern about the re-initiation of the donation letter campaign in light of the fact that
24 the Town has provided significant tax funding to EIEMS, Inc. since 2001.

25
26 The amount of Town funding has steadily increased between 2001 and 2017, and Town and EIEMS, Inc. officials
27 have worked cooperatively to provide the highest level of service in the most cost-effective manner over the years.
28 By FY 2008-09, the Town’s annual tax funding provided to EIEMS, Inc. had increased to approximately \$327,000. In
29 2008, in response to continuing demands for additional paid personnel and other growing expenses, EIEMS, Inc.
30 implemented new service fees to supplement the Town’s annual funding. Approximately \$129,000 of service fees
31 were realized in FY 2008-09, and these funds have continued to grow each year since and have been critical in
32 enabling the Town and EIEMS, Inc. to meet service demands since that time. By FY 2016-17, the Town’s annual tax
33 funding provided to EIEMS, Inc. had increased to \$390,000, and was supplemented by nearly \$204,000 of service
34 fee revenues. Thus, the total amount of public funding provided to EIEMS, Inc. in FY 2016-17 was nearly \$600,000.
35 A graph indicating the annual Town funding and EMS service fee revenues is attached for your information. The
36 Board of Commissioners should note that these amounts do not include any additional fundraising proceeds
37 generated by EIEMS, Inc. (pancake breakfasts, donations, and other fundraising activities), and that these
38 fundraising proceeds have been used solely at the discretion of the EIEMS, Inc. Board of Directors with no Town
39 involvement.

40
41 As noted, EIEMS, Inc. has evolved from a completely volunteer-staffed organization in 2001 to a fully-paid staff. By
42 2007, the EIEMS, Inc. budget included approximately \$125,000 for part-time personnel. In 2008, full-time staff was
43 added for the first time, and the total budget for full-time and part-time staff had increased to approximately
44 \$197,000. Additional full-time and part-time staff have been added over the past decade, and the total EIEMS, Inc.
45 budget for FY 2017-18 includes approximately \$415,000 in full-time and part-time staff expenses. EIEMS, Inc. is
46 now staffed by 7 full-time employees (Chief, 3 Paramedics, and 3 Emergency Medical Technicians), and also relies
47 on as many as 17 part-time staff to cover additional shifts. EIEMS, Inc. operates with one paid Paramedic and one
48 paid Emergency Medical Technician (EMT) on duty at all times at the Town-owned EMS Station, and during busy
49 summer weekends a second 2-person crew is on duty due to higher call volumes. Emerald Isle Fire Department
50 personnel, also trained as emergency medical technicians, supplement EIEMS, Inc.’s response, and serve as “first

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1 responders". EIEMS, Inc.'s response is also supplemented by a small group of dedicated volunteers, and there are
2 a total of 7 volunteers who have responded to 40 or more calls in the past year. There are an additional 10
3 volunteers who have responded to a handful of calls (generally less than 10 each) in the past year. (The Board of
4 Commissioners should note that some of these volunteer calls are to the same incident, with multiple volunteers
5 responding to the same call.)
6

7 As Emerald Isle has increased in popularity over the years, and as more people spend more time in Emerald Isle,
8 the workload for EIEMS, Inc. has increased significantly. In FY 2000-01, EIEMS, Inc. responded to 464 calls for
9 service, and this number increased to 945 calls for service by FY 2016-17. The Emerald Isle Fire Department
10 provided "first responder" assistance on 604 calls during FY 2016-17.
11

12 EIEMS, Inc. has operated out of the Town-owned EMS station (on the Town government complex) since 2008. The
13 new station replaced the previous converted beach house on Cedar Street, and this project was initiated by the
14 Town to provide a quality facility in Emerald Isle for these services and EMS personnel. The new station
15 represented the significant spirit of cooperation that has existed between the Town and EIEMS, Inc. since 2001,
16 and included a total investment of approximately \$1 million by the people of Emerald Isle (funded by a
17 combination of Town tax revenues, accumulated donations and fundraising proceeds, sale proceeds of the old
18 Cedar Street beach house, and on Town-owned land).
19

20 EIEMS, Inc. operates with two fully-equipped ambulances, one quick-response truck, and an all-terrain vehicle.
21 EIEMS, Inc. also utilizes significant additional equipment, including defibrillators, electric-lift stretchers, and other
22 equipment that are required on all ambulances in North Carolina.
23

24 Since 2001, EI EMS, Inc. has utilized approximately \$6.1 million of public funding (approximately \$4.6 million of tax
25 funding and approximately \$1.5 million of service fee revenues) to provide emergency medical services in Emerald
26 Isle. This amount does not include the public funding for the EMS station. The reality is that EI EMS, Inc. would
27 not have continued to operate for the past decade+ without the support of and partnership with the Town of
28 Emerald Isle. EIEMS, Inc. specifically sought Town funding in 2001 because their fundraising efforts could no
29 longer generate the necessary funds to provide quality emergency medical services in Emerald Isle.
30

31 Emergency Medical Services in North Carolina

32 In North Carolina, emergency medical services are typically provided and financed by County governments,
33 although municipalities are also authorized under NC law to provide emergency medical services.
34

35 In many NC counties, services are provided by a County-wide EMS department providing consistent services across
36 the entire County jurisdiction at the paramedic level of care (for example, Onslow County operates under this
37 model). Under this model, County EMS employees respond in County-owned ambulances. In a handful of NC
38 counties, EMS services are provided by EMS departments operated through a regional or local hospital system,
39 under an agreement with the County government (New Hanover County utilizes this model). In some counties,
40 EMS services are provided by a combination of County EMS employees and multiple agreements with non-profit
41 emergency medical services squads and municipalities serving specific sub-areas of the County (Carteret County
42 utilizes this model), and the standard of care may not be consistent across the entire County jurisdiction.
43

44 As volunteerism has declined in our society over the past few decades, as service demands have increased, and as
45 training and certification requirements have increased, there has been a continual shift away from volunteer-
46 provided emergency medical services to fully-paid, professional staff providing these services, and most
47 jurisdictions in North Carolina are now served by fully-paid, professional staff. It is not uncommon for very rural
48 communities in North Carolina to be served by paid, professional staff, and I am not aware of any cities and towns
49 of comparable size to Emerald Isle that are not served by fully paid, professional staff.
50

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1 Additionally, there are very few municipalities in North Carolina that contract directly with a non-profit EMS
2 provider to serve only their jurisdiction – utilizing a model similar to that used in Emerald Isle. In nearly all
3 municipalities in North Carolina (there are more than 540 cities and towns in North Carolina), emergency medical
4 services are provided by either a County-wide EMS system, a municipal Fire & EMS department, a hospital-based
5 emergency medical services provider, or the *County government* contracts with a non-profit emergency medical
6 services provider. Additionally, I am not aware of any municipal EMS-only departments operating in North
7 Carolina, and Emerald Isle may be the only municipality utilizing this model when the transition is completed on
8 March 1, 2018.

9
10 Chuck Lewis, Assistant Chief of the NC Office of Emergency Medical Services, can share additional perspective on
11 the various service models used in North Carolina.

12
13 Understanding the Services Provided by EMS Departments vs. the Services Provided by Fire Departments

14 The highest standard of care in emergency medical services is the “paramedic” level of care, with specific and
15 rigorous training and certification requirements. In many NC municipalities, the County government is the primary
16 provider of emergency medical services (at the paramedic level of care) to the residents of the entire County
17 (including the municipalities). Often, the municipal Fire Department then provides supplemental “first-responder”
18 services with trained emergency medical technicians at the “basic” or “intermediate” level of care (which involves
19 fewer training and certification requirements). Under this service model, these municipal Fire departments are not
20 the primary care providers, and trained Fire personnel (operating at the basic or intermediate level of care)
21 supplement the capabilities of the primary EMS provider (operating at the paramedic level of care).

22
23 This Fire Department “first responder” model is used in Emerald Isle, and in many other NC counties and
24 municipalities – it is fairly typical for city or town Fire Departments to provide first responder services regardless of
25 the EMS service model utilized. However, Carteret County is somewhat unique in North Carolina in that there are
26 several combined Fire & EMS departments operating in Carteret County with personnel trained as both
27 paramedics and firefighters, providing both emergency medical services and fire services. For example, the towns
28 of Atlantic Beach, Morehead City, Pine Knoll Shores, and Indian Beach all provide (or will soon provide) paramedic
29 level services in their municipal jurisdiction with a combined Fire & EMS department.

30
31 Emergency Medical Services in Carteret County

32 Carteret County operates a very fragmented system of emergency medical services, with a total of 14 different and
33 autonomous EMS service providers. There have been several reports commissioned by the Carteret County
34 Commissioners in the past few decades to explore the possibility of implementing a County-wide EMS system,
35 however, due to political complexities these efforts have not resulted in any significant changes in the EMS service
36 model in Carteret County. Over the past decade, Carteret County has added paid paramedics that provide roving
37 services in quick-response vehicles positioned in strategic areas of the county to provide additional services, and
38 these paramedics are funded by the County’s General Fund budget.

39
40 In Carteret County, the towns of Atlantic Beach and Pine Knoll Shores operate municipal Fire & EMS departments
41 that are funded by Town tax revenues and service fees, and provide services only in their municipal jurisdictions.
42 In the towns of Morehead City, Newport, and Indian Beach, municipal Fire & EMS departments are funded by
43 Town tax revenues, service fees, and also by County special district taxes because they also serve limited areas
44 outside of their municipal limits. In the towns of Cedar Point, Cape Carteret, Bogue, and Peletier, and in nearby
45 unincorporated areas, Fire & EMS services are provided by the Western Carteret Fire & EMS Department that is
46 funded by County special district taxes, overseen by a special Board of Directors that includes elected officials from
47 each town and others, and that has special municipal status because it serves 4 different municipalities. Carteret
48 County contracts with a non-profit service provider that provides services in the Beaufort municipal limits and also
49 in unincorporated areas outside of Beaufort, and is funded by County special district taxes established by the

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1 County Commissioners. In all other unincorporated areas of Carteret County, the county contracts with non-profit
2 service providers that are funded by County special district taxes established by the County Commissioners.
3

4 I have attached a map (from 2014) produced by Carteret County that identifies all of the EMS providers in Carteret
5 County and their coverage areas.
6

7 Carteret County is served by a County Emergency Services Director (Stephen Rea) who oversees the County's paid
8 paramedics (roving in quick-response vehicles) and the various contracts between the County and the various
9 service providers. Additionally, the Carteret County Commissioners appoint the Carteret County Fire & EMS
10 Commission that reviews the various budget requests from the service providers funded by County special district
11 taxes and advises the County Commissioners on Fire and EMS issues. All EMS units in Carteret County (including
12 Emerald Isle) operate under the license of and according to protocols established by the Carteret County EMS
13 Medical Director, Dr. Michael Lowry.
14

15 Stephen Rea, County Emergency Services Director, can share additional perspective on the various emergency
16 medical service providers utilized in Carteret County.
17

18 Historical Evolution Leading to Board of Commissioners' April 2017 Decision to Transition to Town EMS
19 Department

20 The Town and EIEMS, Inc. have been very fortunate to enjoy a positive and cooperative relationship since 2001,
21 and have worked together to insure that quality emergency medical services have been and remain available to
22 the residents and visitors of Emerald Isle. As noted earlier, however, the relationship between the Town and
23 EIEMS, Inc. has evolved significantly over the past two decades as the Emerald Isle community has grown,
24 volunteerism has declined, and service demands have increased, and the planned March 1, 2018 transition
25 represents another step in the evolution of emergency medical services in Emerald Isle.
26

27 There have been many changes over the years that have led the Town, as the entity ultimately responsible for the
28 provision of emergency medical services in Emerald Isle, to this point. In short, everyone involved with emergency
29 medical services in Emerald Isle since 2001 (from both the Town and EIEMS, Inc.) has acknowledged that EIEMS,
30 Inc. would eventually become a part of the Town government organization at some point in the future – that it was
31 just a matter of when. All involved knew that eventually the service demands would increase, the complexities of
32 EMS would continue to grow, the EMS organization would become larger, and that the public expense would
33 continue to increase. In recognition of this ultimate reality, since 2005 the Town's contracts with EIEMS, Inc. have
34 stipulated the need for both parties to work cooperatively to determine the best long-term strategy for emergency
35 medical services in Emerald Isle. Beginning in 2010, more specific plans and discussion have occurred annually,
36 with a stated preference (by all involved) for the eventual creation of a Town EMS Department.
37

38 In addition to the continued increase in part-time staff, full-time staff, and total EMS expenses since 2001, the
39 following events have occurred over the years that have led to this point:
40

- 41 • March 2005 – a new 5-year contract between the Town and EIEMS, Inc. is executed, and includes the
42 creation of the Joint EMS Committee and stipulates the need to determine the best long-term strategy for
43 emergency medical services in Emerald Isle,
44
- 45 • September 2007 – the Town and EIEMS, Inc. partner together to construct a new, modern EMS station on
46 Town-owned land in an effort to improve facilities and also guarantee the perpetual location of an EMS
47 station in Emerald Isle amid additional discussion about a new County-wide EMS system (the new station

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- 1 opened in September 2008); this initiative is the best example of the great strength of this partnership
2 over the years,
3
4 • April 2010 – a new 1-year contract extension is executed, with very specific direction to the Joint EMS
5 Committee to determine the best long-term strategy for emergency medical services in Emerald Isle,
6
7 • November 2010 – a draft framework (copy attached) for new Town EMS department is reviewed by Joint
8 EMS Committee, with support for transition growing,
9
10 • May 2011 – after considering the transition to a Town EMS department, the Joint EMS Committee
11 ultimately recommends, and the Board of Commissioners executes a new 1-year contract extension,
12 however, as part of continued efforts toward the eventual transition to the Town government, a new
13 contract results in the Town providing all financial administration and payroll administration services for
14 EIEMS, Inc.,
15
16 • Each year, 2012 – 2016 – additional discussion by Joint EMS Committee and the Board of Commissioners
17 during annual budget deliberations about the eventual transition of EMS to the Town government
18 organization,
19
20 • November 2016 – April 2017 – there are inconsistent approaches and statements by EIEMS, Inc. regarding
21 the need for (or lack of need for) a full-time EMS Chief position, the dismissal of the previous Chief, and
22 rapid attempts to name a new Chief shortly after the dismissal of the previous Chief,
23
24 • January 2017 – April 2017 – significant internal controversy in EIEMS, Inc. during this time, and concerns
25 about the effective management of the EMS organization, the significant (now nearly \$600,000 annually)
26 annual public expense, and the gradual evolution of EMS in Emerald Isle such that the eventual transition
27 to a department of the Town government is now warranted,
28
29 • February, March 2017 – an updated framework (copy attached) for a new Town EMS department is
30 presented to EIEMS, Inc. Board of Directors, volunteers, and staff; some long-term volunteers express
31 their support for the Town transitioning EMS to a Town department immediately,
32
33 • April 2017 – Board of Commissioners and EIEMS, Inc. Board of Directors approve a new 10 ½ month
34 contract extension to expire on March 1, 2018, with two Town appointees to EIEMS, Inc. Board of
35 Directors and with a clear provision for both parties to work cooperatively and diligently toward the
36 transition of EIEMS, Inc. to a department of the Town government as early as March 1, 2018,
37
38 • April 2017 – Board of Commissioners states its intention for the new contract to be the last contract
39 executed with EIEMS, Inc., with a goal to implement the transition by March 1, 2018, and directs Town
40 staff to implement the transition,
41
42 • April 2017 – December 2017 – Town staff initiates work to implement the EMS transition by March 1,
43 2018,
44

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- 1 • April 2017 – December 2017 – concern from the Town about certain EIEMS, Inc. management decisions,
2 and some EIEMS, Inc. leaders also make questionable comments that suggest a lack of cooperation with
3 the Town on the EMS transition.
4

5 As noted above, Town staff continue to work with EIEMS, Inc. officials and staff to implement the EMS transition
6 by March 1, 2018. In recent weeks, two EIEMS, Inc. leaders have questioned the need for the transition and/or
7 have expressed opposition to the transition. I believe this opposition to be limited to a small group of individuals
8 associated with EIEMS, Inc., and recent discussion with EIEMS, Inc. full-time employees indicates their willingness
9 and/or enthusiasm to become a part of the Town organization by March 1, 2018. Based on the Board of
10 Commissioners' directive, Town staff continue to work to implement the transition and will continue to do so
11 unless directed otherwise by the Board of Commissioners.
12

13 Other Service Models That Have Been Considered In The Past / May Still Be Considered By the Board of
14 Commissioners in the Future

15 In order to provide background and context, I have included a discussion of the other service models that have
16 been discussed over the years, and that remain available for consideration by the Board of Commissioners now
17 and in the future if desired.
18

19 As noted, the most common EMS service model used in North Carolina is a County-wide EMS system managed and
20 financed by County government. Other service models utilized in North Carolina include a hospital-based model, a
21 (combined) Fire & EMS department, a contract relationship between a county or municipality and a non-profit Fire
22 and/or EMS organization, or a municipal EMS department. Each of these service models has been evaluated in the
23 past, and a summary of each model is presented below.
24

25 ***County-wide EMS system managed and financed by County government***

26 This model has been evaluated by Carteret County several times in the past, but has never been
27 implemented due to political complexities associated with the fact that there are 14 different EMS
28 service providers that may be unwilling to cede control of these services.
29

30 If, however, the Town of Emerald Isle requested that Carteret County provide these services in Emerald
31 Isle, I believe that the County would entertain this request and (hopefully) work cooperatively to assume
32 control of this service, as it would further future efforts toward the creation of a centralized EMS system
33 in Carteret County, similar to many other counties in North Carolina.
34

35 If EMS services were transferred from Emerald Isle to Carteret County, the County would finance and
36 provide these services at the paramedic level of care operating out of the current EMS station. The Town
37 would realize annual budget savings of \$390,000, and could reduce the Town property tax rate by
38 approximately 1.5 cents (from 15.5 cents to 14 cents). The disposition of the current EMS station and
39 other EMS assets would be negotiated with Carteret County, and it is possible that these assets would
40 simply be contributed to the County or it may be possible for the Town to negotiate the purchase or
41 rental of these assets by the County.
42

43 In Emerald Isle, proponents of this service model might claim that:

- 44 ▪ this service model is the predominant model that North Carolina counties have evolved to,
45 ▪ this service model removes the Town from managing this service, and enables the Town to focus
46 on other community priorities,
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- a clear focus solely on emergency medical services would result in better quality service, and that service providers would not be “distracted” by fire or other duties,
- this service model promotes an economy of scale, more efficient use of expensive resources, and provides professional development opportunities for EMS personnel that will ultimately result in improved services, and
- the assumption of this service by the County would reduce the Town’s property tax rate by 1.5 cents.

In Emerald Isle, opponents of this service model might claim that:

- the transfer of this service from the Town to the County may result in decreased quality of service because the County staff would not be supervised by individuals with a closer connection to the Emerald Isle community,
- the conversion of this service to a larger organization would eliminate the close-knit feel between service providers and the residents of Emerald Isle,
- the County could make a future decision to move the EMS station out of Emerald Isle if it is more cost-effective for their overall service area to be based in a different location, and
- the County may implement service strategies that result in the Emerald Isle-based crew performing more services outside of the Emerald Isle municipal limits.

Hospital-based service model

This model has never seriously been considered by the Town, although various informal discussions about such a model have occurred in Carteret County over the years, but have obviously not been pursued. Although it is unlikely that Carteret Healthcare would consider this model, if the Board of Commissioners has interest in exploring this model, I will convene the appropriate meetings with Carteret County and Carteret Healthcare officials to explore this service model in the future. Of all of the service model options available, this model is likely the most complex to implement.

In Emerald Isle, proponents of this service model might claim that:

- the hospital is ideally suited to provide the most effective emergency medical services, and this service complements the hospital’s overall mission,
- this service model removes the Town from managing this service, and enables the Town to focus on other community priorities,
- a clear focus solely on emergency medical services would result in better quality service, and that service providers would not be “distracted” by fire or other duties,

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- 1 ▪ this service model promotes an economy of scale, more efficient use of expensive resources,
2 and provides professional development opportunities for EMS personnel that will ultimately
3 result in improved services, and
- 4
- 5 ▪ the assumption of this service by the hospital would reduce the property tax burden for Emerald
6 Isle property owners, and transfer the financial responsibility to the users of these services.
- 7

8 In Emerald Isle, opponents of this service model might claim that:

- 9
- 10 ▪ it is likely a much more complex process to establish a hospital-based model in Carteret County,
11 and may not be feasible,
- 12
- 13 ▪ the transfer of this service from the Town to the hospital may result in decreased quality of
14 service because the hospital staff would not be supervised by individuals with a closer
15 connection to the Emerald Isle community,
- 16
- 17 ▪ the conversion of this service to a larger organization would eliminate the close-knit feel
18 between service providers and the residents of Emerald Isle,
- 19
- 20 ▪ the hospital could make a future decision to move the EMS station out of Emerald Isle if it is
21 more cost-effective for their overall service area to be based in a different location, and
- 22
- 23 ▪ the hospital may implement service strategies that result in the Emerald Isle-based crew
24 performing more services outside of the Emerald Isle municipal limits.
- 25

26 ***(Combined) Municipal Fire & EMS department model***

27 This model has been successfully utilized by the Town of Atlantic Beach and the Town of Morehead City
28 for many years, and could be implemented in the Emerald Isle Fire Department if desired.

29

30 Under this service model, the Town would hire all existing full-time EMS employees and incorporate
31 them into the Fire Department. Over time, these employees would receive training and certification as
32 basic firefighters (which is not difficult or time consuming to obtain), and would perform minimal fire
33 duties (with their primary emphasis on emergency medical services). If these employees are
34 incorporated into the Emerald Isle Fire Department, the Town would increase staffing at both fire
35 stations from 5 personnel at all times to 7 personnel at all times. As existing EMS employees receive
36 additional training and eventually achieve paramedic certifications, the Town would eventually be able
37 to offer 2 paramedics on duty at all times during the year (as opposed to only on busy summer weekends
38 under the current contract model), and could eventually station 1 paramedic at each of the Town's two
39 fire stations. This model would also improve firefighter safety and compliance with national firefighting
40 standards, and could potentially promote a better fire insurance rating.

41

42 Under this model, an EMS Chief position would not be necessary (one paramedic could be assigned
43 Captain or Assistant Chief status in the EI Fire Department, or perhaps the Chief of the combined
44 department would eventually be someone with a more extensive EMS background in the future), thus
45 only 6 full-time positions would be added. Additionally, employees in the combined department would
46 be subject to FLSA regulations that do not require overtime pay until an average of 53 hours per week is

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1 worked, as opposed to 40-hour regulations for EMS-only employees. (Appropriate salary adjustments
2 would be made for existing EIEMS, Inc. employees to insure that they are not harmed by this change.)
3

4 Under this model, a separate Board of Directors is unnecessary, and the Board of Commissioners would
5 serve as the “ultimate Board of Directors”, as it does for all other Town departments, including Police,
6 Public Works, and other Town departments.
7

8 This model would result in improved communication and coordination with other Town departments,
9 and would also result in other operational efficiencies. The Town would continue to welcome and
10 encourage EMS volunteers to assist in any way desired by the volunteers. It is anticipated that EIEMS,
11 Inc. would continue to exist as a separate organization that supplements paid staff, serves as an EMS
12 advisory Board to the Chief, Town Manager, and Board of Commissioners, and engages in fundraising
13 activities.
14

15 The total annual cost associated with this model (which includes improved benefits – including better
16 health insurance and retirement plans - for current EMS employees) is estimated at approximately
17 \$550,000. The Board of Commissioners should note that this cost would increase to approximately
18 \$585,000 with the future achievement of paramedic status by current EMS employees. This annual cost
19 can be accommodated by the Town’s historical EMS funding and service fee revenues.
20

21 In Emerald Isle, proponents of this service model might claim that:
22

- 23 ▪ the integration of EMS services into the Fire Department will improve communication and
24 coordination with other Town staff,
25
- 26 ▪ Fire Department personnel are already trained as emergency medical technicians and are
27 responding to most EMS calls already, thus this approach is more efficient,
28
- 29 ▪ existing EIEMS, Inc. employees would become Town employees in a combined Fire & EMS
30 department and would receive improved employee benefits,
31
- 32 ▪ cross-training of personnel for Fire and EMS duties maximizes the Town’s efficiency and
33 effectiveness in providing both essential services, and
34
- 35 ▪ this service model would ultimately enhance emergency medical services by staffing 2
36 paramedics every day of the year (instead of busy summer weekends only), and theoretically
37 would improve EMS response time in eastern and central Emerald Isle by operating out of Fire
38 Station 2.
39

40 In Emerald Isle, opponents of this service model might claim that:
41

- 42 ▪ the dual provision of fire services may “distract” employees from a clear focus on emergency
43 medical services, and that EMS would not receive the proper priority from department leaders
44 that have placed a historical emphasis on fire services,
45
- 46 ▪ EMS employees may not be interested in performing fire duties, and thus they may not find it
47 appealing to work in Emerald Isle,

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- 1
- 2 ▪ EMS volunteers may not be interested in serving a combined Fire & EMS department, and
- 3
- 4 ▪ EMS fundraising activities will decline if service is provided by a Town department.
- 5

6 ***Continued contract relationship with Emerald Isle EMS, Inc.***

7 This model would continue the Town’s historical relationship with EIEMS, Inc., and would continue
8 current service levels. The Town would continue to fund EIEMS with an annual appropriation from the
9 General Fund. EMS employees would not be Town employees and would not receive Town benefits. As
10 you know, the Board of Commissioners previously stated its intent to no longer utilize this model as of
11 March 1, 2018.

12

13 The management of EIEMS, Inc. would continue to rest with the three EMS volunteers and two Town-
14 appointed members of the EIEMS, Inc. Board of Directors. This model would presumably be most
15 attractive to the three EMS volunteers who currently serve on the EIEMS, Inc. Board of Directors, as they
16 would continue to be actively involved in the management of EI EMS, Inc., and would not cede any
17 authority to the Town. Because there are only a handful of EMS volunteers that are active in the
18 organization and participate in officer elections, the three EMS volunteers serving on the EIEMS, Inc.
19 Board of Directors are only accountable to a very small group of people, and some of these volunteers do
20 not live in Emerald Isle. In contrast, the Emerald Isle Board of Commissioners is accountable to the entire
21 voting population of the Town, as they are for all other Town departments (Police, Fire, and other Town
22 departments).

23

24 The total EMS budget for FY 2017-18 is \$575,000, however, EIEMS, Inc. added an additional full-time
25 position in May 2017 (despite the Town’s stated concerns), and this new position is expected to increase
26 the annual budget by anywhere from \$15,000 - \$30,000 annually (depending on whose projection is
27 ultimately correct). This would likely increase the amount of the annual EMS budget to \$590,000 -
28 \$605,000. This annual cost can also likely be accommodated by the Town’s historical EMS funding and
29 service fee revenues.

30

31 As noted, this service model is unusual. It is rare to find a fully-paid EMS organization serving a city or
32 town as large as Emerald Isle that operates with nearly \$600,000 of public funding annually that is not a
33 part of a county or town government. Under this service model, nearly \$600,000 of public funding
34 annually would continue to be entrusted to the EIEMS, Inc. Board of Directors with limited accountability.

35

36 In Emerald Isle, proponents of this service model might claim that:

- 37
- 38 ▪ the current service quality is high, and is likely to continue under this service model,
- 39
- 40 ▪ a clear focus solely on emergency medical services would result in better quality service, and
41 that service providers would not be “distracted” by fire or other duties,
- 42
- 43 ▪ services will continue to be supplemented by volunteers under this model, as opposed to a
44 claimed decrease in volunteer services under other service models, and
- 45
- 46 ▪ the continuation of this service model is the least disruptive, as it maintains the status quo.
- 47

48 In Emerald Isle, opponents of this service model might claim that:

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- this service model is outdated for the complexity and size of Emerald Isle, and is not sustainable in the long-term,
- the Town will continue to have limited input into the management of EMS services, while still providing significant sums of public funding, financial administration, and payroll services,
- there is limited accountability for EMS leaders that are selected by a small number of volunteers, some of whom are only active in a very limited capacity and some of whom do not live in Emerald Isle, and
- this service model does not promote maximum communication and coordination with other Town departments.

Municipal EMS department

As determined by the Board of Commissioners in April 2017, this model is in the process of being implemented by March 1, 2018. This model would continue current service levels and staffing, but as a Town department. EMS employees would become Town employees and receive Town benefits. EMS salaries would remain at current levels, and be adjusted in the future as deemed necessary or strategic. The EMS Chief would be selected by the Town Manager via a competitive and objective process, as is used for all Town department heads and as has been previously directed by the Board of Commissioners.

The management of the Town EMS Department would be identical to that of all other Town departments, the EMS Chief would report directly to the Town Manager, and the new department would ultimately be accountable to the Board of Commissioners. Under this model, a separate Board of Directors is unnecessary, and the Board of Commissioners would serve as the “ultimate Board of Directors”, as it does for all other Town departments, including Police, Fire, and others.

This model would result in improved communication and coordination with other Town departments, and likely result in other operational efficiencies. The Town will have complete discretion to implement desired service improvements in the future, and would be able to more fully consider these services in the context of the entire Town organization. The Town would continue to welcome and encourage EMS volunteers to assist in any way desired by the volunteers. It is anticipated that EIEMS, Inc. would continue to exist as a separate organization that supplements paid personnel, serves as an EMS advisory Board to the Chief, Town Manager, and Board of Commissioners, and engages in fundraising activities.

The total annual cost associated with this model (which includes improved benefits for EMS employees and the additional full-time position created by EIEMS, Inc. in May 2017) is estimated at approximately \$630,000. Essentially, this service model includes similar costs as the continued contract relationship, plus the additional cost for improved benefits for each full-time employee. These additional costs can likely be accommodated in the Town’s existing budget.

As noted, this service model is also unusual, and I am unaware of any other municipal EMS-only departments in North Carolina. The Board of Commissioners should note that the Town has pursued this service model specifically and only because EIEMS, Inc. has repeatedly noted that it opposes a transition to County government and that it opposes a transition to a combined Fire & EMS department. In an effort to be cooperative with EIEMS, Inc., the Town has focused its efforts solely on the establishment of a Town EMS department, regardless of other cost, service quality, or efficiency concerns. In short, the Town

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1 has deliberately worked to accommodate EIEMS, Inc. on this issue, and has intentionally placed greater
2 emphasis on their concerns than other cost, service quality, or efficiency concerns at this time in order to
3 promote a cooperative transition.
4

5 In Emerald Isle, proponents of this service model might claim that:
6

- 7 ▪ this service model places the highest priority on accommodating EI EMS, Inc.'s concerns while
8 also improving accountability for significant sums of public funding,
- 9
- 10 ▪ this service model is sustainable in the long-term, and retains control of emergency medical
11 services in the Emerald Isle community,
- 12
- 13 ▪ a clear focus solely on emergency medical services would result in better quality service, and
14 that service providers would not be "distracted" by fire or other duties,
- 15
- 16 ▪ the integration of EMS services into the Town organization will improve communication and
17 coordination with other Town staff, and
- 18
- 19 ▪ existing EI EMS, Inc. employees would become Town employees in a municipal EMS department
20 and would receive improved employee benefits.
- 21

22 In Emerald Isle, opponents of this service model might claim that:
23

- 24 ▪ some other service model options (County-wide EMS, combined municipal Fire & EMS, or
25 hospital-based) are likely to be more efficient and as or more effective in providing quality
26 services,
- 27
- 28 ▪ this service model has a slightly higher cost, due solely to the provision of improved benefits for
29 EMS employees,
- 30
- 31 ▪ EMS fundraising activities will decline if service is provided by a Town
32 department, and
- 33
- 34 ▪ volunteers may not be interested in serving a Town EMS department.
- 35

36 Although cost is absolutely important in the provision of emergency medical services (and all Town services), it has
37 not been viewed as the sole factor in the decision-making process for emergency medical services. The reality is
38 that each of these service models is affordable for the Town of Emerald Isle, and the key factors considered in this
39 decision-making process have always been accountability, good government, service quality, and long-term
40 sustainability. The reality is that the current service model is not sustainable in the long-term, and both the Town
41 and EIEMS, Inc. have known this and have been gradually evolving to an alternative service model for many years.
42 If the Board of Commissioners does not make a change to the EMS service model this year, it is likely only a matter
43 of time before this issue resurfaces again in the future.
44

45 Rationale for Transition of EMS to Town Department

46 Much of the rationale for the transition of EMS to a Town department has been discussed above, however, I will
47 summarize the key reasons for this effort below. As you will note, most of these are "big-picture" items:

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- 1
- 2 • emergency medical services are no longer provided by a true volunteer organization (and have not been
- 3 for many years), and EIEMS, Inc. has evolved into a fully-paid, non-profit organization that now operates
- 4 with an annual budget of nearly \$600,000 of public funds,
- 5
- 6 • the core volunteers who “built” EIEMS, Inc. over several decades are no longer active, have moved away,
- 7 or, in some cases, have passed away; the organization is not the same organization that it was for much of
- 8 the Town’s and EIEMS, Inc.’s history,
- 9
- 10 • there are now only a small number of volunteers actually providing emergency medical services now, and
- 11 this complex organization is primarily governed by leaders selected by a very small group of volunteers,
- 12
- 13 • the current service model is not sustainable or prudent in the long-term,
- 14
- 15 • it is unusual for such an organization serving a community of people as large as Emerald Isle to operate
- 16 under the current service model,
- 17
- 18 • the Town directly provides the bulk of funding for EMS operations, and has only limited input into the
- 19 management of the EIEMS, Inc. organization,
- 20
- 21 • the current service model does not maximize cooperation and communication with other Town
- 22 departments, and the Town may be missing unknown opportunities for greater service efficiencies and
- 23 service enhancements,
- 24
- 25 • the perception by many in the Emerald Isle community is that EMS is already part of the Town
- 26 government organization,
- 27
- 28 • the Town already performs financial administration and payroll services for EI EMS, Inc.,
- 29
- 30 • the Town owns the EMS station and has funded the purchase of many of the existing assets, and
- 31
- 32 • the fact that other Town departments providing important public services with similar amounts of
- 33 significant public funding are not governed by a separate Board of Directors, and are accountable to the
- 34 people of Emerald Isle through the Town government and ultimately the elected Board of Commissioners.
- 35

36 Additionally, there has been increasing concern about the management of Emerald Isle EMS, Inc. in recent months
37 and a lack of communication and cooperation with the Town, which is the contracting entity and is ultimately
38 responsible for the provision of emergency medical services in Emerald Isle. Some of the more recent and specific
39 concerns that have reinforced the rationale noted above include the following:

- 40 • there have been more instances in recent years in which EIEMS, Inc. has made significant decisions
- 41 without consulting with the Joint EMS Committee and/or the Board of Commissioners before proceeding
- 42 with initiatives that will impact the Town budget in the future; examples include:
- 43 ▪ inconsistencies in the need for (or lack of need for) a full-time EMS Chief position,
- 44
- 45

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1
2 As you know, the Board of Commissioners made the decision to proceed with the transition of EMS to a Town
3 department in April 2017 after more than a decade of discussion about this issue. Additionally, the Town has been
4 encouraged by some of the core volunteers who built EIEMS, Inc. that the time is now right to proceed with the
5 transition of EMS to the Town government organization. As noted above, if the Board of Commissioners chooses
6 not to proceed with this transition now, it is likely only a matter of time before this issue resurfaces again in the
7 future. The Board of Commissioners should also note that as service demands continue to increase and as
8 volunteerism continues to decline (for completely understandable reasons), there will almost certainly be requests
9 for additional Town funding and the creation of additional full-time and part-time positions to provide emergency
10 medical services in Emerald Isle in the future. The Board of Commissioners should contemplate exactly how large
11 a separate, non-profit organization that relies almost exclusively on public funding should ultimately become, and
12 should insure that prudent accountability mechanisms are in place.

13
14 Until recent weeks, the EIEMS, Inc. Board of Directors had appeared to publicly embrace this transition, however,
15 concern was recently expressed about the Board of Commissioners' directive to utilize a competitive selection
16 process for the Town EMS Chief. Because they disagree with this approach, two members of the EIEMS, Inc. Board
17 of Directors have now publicly expressed opposition to the transition of EMS to a department of the Town
18 government organization. As the Town Manager is charged with the selection of all Town department heads, I
19 have repeatedly assured all involved that the current EIEMS, Inc. Chief will receive fair consideration for the Town
20 EMS Chief position, and I have encouraged him to apply and compete for this position in the same manner that we
21 anticipate that others will apply and compete. As noted numerous times in the past, I intend to utilize an inclusive
22 selection process that will include input from other Town department heads, other EMS professionals in North
23 Carolina, and the EMS staff.

24
25 The Board of Commissioners should note that a competitive EMS Chief selection process was included in the
26 February 2017 framework for the new EMS department that was presented to the entire EIEMS, Inc. organization
27 in February and March. Ironically, this approach was included in the February 2017 framework because EIEMS,
28 Inc. specifically requested that the Town undertake a competitive selection process.

29
30 Status of Transition Efforts

31 As you know, the Board of Commissioners decided to proceed with the EMS transition at its April 12, 2017
32 meeting, just as the busy tourism season was about to begin. Because of the significant increase in workload for
33 both EIEMS, Inc. and Town staff during the tourism season, the bulk of the work associated with the transition was
34 intentionally delayed until the fall. Town staff began preliminary work on transition efforts during the summer,
35 and more concerted efforts by Town staff began in early October and are ongoing.

36
37 The Joint EMS Committee met on November 3 to review the list of tasks to be completed to implement the
38 transition. An updated copy of that list (November 22) is attached for the Board of Commissioners' information.
39 As you will note, nearly all of the tasks are administrative in nature, and can be completed by Town staff with
40 appropriate assistance from EIEMS, Inc. officials and staff. This list is shorter than might otherwise be necessary
41 due to the fact that the Town already provides financial management and payroll services for EIEMS, Inc., and
42 many of the remaining tasks on the list will be completed by or led by Laura Rotchford, Finance Director, and/or
43 Rhonda Ferebee, Town Clerk / Human Resources Specialist. With proper cooperation from EIEMS, Inc., I don't
44 foresee any significant impediments to completing these tasks by March 1, 2018.

45
46 Rhonda Ferebee and I have held individual meetings with all 6 of the current full-time EMS employees serving as
47 Paramedics and EMTs. I have communicated to each employee that they are valued by the Town, will be
48 transitioned to a full-time employee of the Town, that their salary will not decrease, their job duties will be nearly
49 identical to their current job duties, their job titles will not change, and their benefits package will be consistent
50 with the benefits provided to all other Town employees. The Town's benefit package includes a more robust

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1 health insurance plan and a much better retirement program, and thus the EMS transition will be especially
2 beneficial for the full-time EMS employees. All 6 employees expressed a willingness and/or enthusiasm about
3 becoming a Town employee, and we enjoyed meeting with each of them. Additional meetings with the employees
4 will be coordinated by Rhonda Ferebee in the coming weeks. I also met with the current Chief to explain the new
5 Chief selection process, encouraged him to apply and compete, and explained to him that if he is selected as the
6 Chief, then he will be treated in the same manner as described above. I also explained that if he is not selected as
7 the Chief, from my perspective as Town Manager he is still welcome to remain with the Town EMS Department as
8 a Paramedic, at the appropriate salary range. I made this commitment to him to be compassionate and in
9 recognition of his family responsibilities, even though this approach is temporarily more costly for the Town. (My
10 approach is to retain this additional position until attrition occurs, at which time we would not fill the future
11 vacated position.) If the Board of Commissioners is not comfortable with this approach, please provide
12 appropriate direction and, if the current Chief is not selected as the new Chief I will negotiate a less costly, but
13 compassionate separation agreement if it becomes necessary. The Board of Commissioners should note that I also
14 advised the current Chief that in whichever role he may fill for the Town that he will be required to separate from
15 his employment with the current EMS billing contractor.

16
17 I have also communicated with the current EMS part-time employees to explain the transition and offered to
18 answer any questions they may have. Part-time employees of the Town are not eligible for benefits, and these
19 employees only work sporadically for EIEMS, Inc., so the transition issues are less complex for these employees. I
20 did communicate to the group that each part-time employee is valued by the Town, will be transitioned to a part-
21 time employee of the Town, that their hourly rate will not decrease, their job duties will be nearly identical to their
22 current job duties, and their job titles will not change. Many of the part-time employees are employed in a full-
23 time capacity in other public safety departments in our region (that utilize the other EMS service models discussed
24 earlier), and I expect that most, if not all, will continue to work part-time for the Town in the future.

25
26 Perhaps the other most significant task to be completed is the recruitment and selection of the EMS Chief.
27 Advertisements have been published in several media, and the deadline for applications is Thursday, December 21.
28 (A copy of the "long version" of the EMS Chief advertisement is attached.) Rhonda Ferebee and I are hopeful that
29 the Town will attract numerous qualified applicants. As is the case for all Town department heads under the
30 council-manager form of government, the Town Manager will ultimately select the EMS Chief. As noted above,
31 however, I will be implementing an inclusive selection process that will include input from other Town department
32 heads, other EMS professionals in North Carolina, and the EMS staff. I hope to schedule interviews and activities
33 for the selected finalists in mid-January, and announce a selection before the end of January. I am hopeful that
34 EMS Chief will begin work with the Town just prior to the March 1 transition date.

35
36 As noted numerous times in recent months, and for the past decade+ that the EMS transition has been discussed,
37 the Town absolutely welcomes and encourages any and all volunteers who are willing to provide their time and
38 talents to assist the Town EMS Department. As noted earlier, for many reasons not unique to Emerald Isle,
39 volunteerism has declined over the past few decades, however, Emerald Isle is fortunate to receive services from a
40 dedicated group of volunteers. I hope those efforts will continue, and all volunteers are absolutely welcome and
41 encouraged to serve the Emerald Isle EMS Department. Perhaps the most significant task to be completed by
42 EIEMS, Inc. is the exact form and roles of the volunteer organization in the future, and I am essentially relying on
43 EIEMS, Inc. to determine the most appropriate form according to their goals, subject to the following basic
44 parameters:

- 45
46 • the EMS Chief is responsible for the day to day management of the Town EMS Department and the
47 supervision of all EMS personnel,
- 48
49 • the Town Manager is responsible for the selection and oversight of the EMS Chief,

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- 2 • any volunteer fundraising proceeds must be deposited and managed by the Town's Finance Director in
- 3 Town accounts, and
- 4
- 5 • the Board of Commissioners is responsible for all funding and expenditure decisions for the Town EMS
- 6 Department (these basic parameters are consistent with those used by all other Town departments).
- 7

8 As I have communicated repeatedly to all involved, I will absolutely expect the EMS Chief to cultivate a positive
9 and productive relationship with the EI EMS, Inc. volunteer organization and maximize their involvement in any
10 way that is beneficial for our residents and visitors, the volunteers, and the Town EMS staff.

11
12 As noted, the exact form and roles of the volunteer organization will be determined by themselves, however, I
13 have suggested that the volunteer organization might perform the following roles:

- 14
- 15 • supplement paid EMS staff as desired and advantageous for the volunteers and the Town, under the
- 16 direction of the EMS Chief,
- 17
- 18 • serve as an advisory body to the EMS Chief, the Town Manager, and the Board of Commissioners on EMS
- 19 issues in Emerald Isle,
- 20
- 21 • engage in fundraising activities as desired, and
- 22
- 23 • any other beneficial roles not inconsistent with the Town's goals.
- 24

25 The next Joint EMS Committee meeting will be held on Friday, December 15, and other meetings will be scheduled
26 as needed in the following weeks. In the meantime, I remain in regular communication with Town staff assigned
27 the various duties necessary to implement the EMS transition. I remain optimistic that all necessary tasks
28 associated with the transition will be complete by the March 1 deadline, however, if any tasks are not fully
29 complete by that date we will adjust accordingly.

30
31 Conclusion

32 Ultimately, the responsibility for emergency medical services in Emerald Isle rests with the Board of
33 Commissioners, and the Board of Commissioners is authorized to utilize any legal service model to ensure the most
34 cost-effective and highest quality services are afforded to our residents and visitors.

35
36 Town staff have been working to implement the Board of Commissioners' April 2017 directive to establish a Town
37 EMS Department, and will continue efforts to implement this service model unless directed otherwise. I also
38 anticipate presenting several administrative items associated with the transition to the Board of Commissioners for
39 consideration at future Board of Commissioners meetings.

40
41 I look forward to updating the Board of Commissioners on this issue at the December 12 meeting, and welcome
42 any constructive feedback and suggestions you may have so that Town staff may more effectively implement your
43 directive.

44
45 Town Manager Rush provided a very detailed presentation for the Board and public of the EMS
46 transition of Emerald Isle EMS to a Town department. Town Manager Rush outlined the
47 history, key points, and current efforts by Town staff in place to implement this transition by

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1 March 1. Town Manager Rush noted that there were a lot of local governments that provided
2 this service and they had gotten great assistance from the State Office of EMS and the County
3 Emergency Services Office. Town Manager Rush in conclusion stated that this had been
4 discussed for more than a decade, they had always had a great relationship and had both been
5 served very well by that cooperative spirit and he expected that to continue going forward.
6 Town Manager Rush said they would continue with efforts to implement this until directed
7 otherwise by the Board. Town Manager Rush said at the end of the day it was not about the
8 Town of Emerald Isle, Emerald Isle EMS, the Mayor, Commissioners, Town Managers or any of
9 the individuals currently in their positions at Emerald Isle EMS, Inc. but it was about the people
10 of Emerald Isle. We provide together the services for the people of Emerald Isle and he felt as
11 long as everyone focused on that they would be fine and would make this a successful
12 transition.

13
14 Town Manager Frank Rush introduced Dr. Michael Lowry, Carteret County Emergency Medical
15 Services Director to make a few brief comments.

16
17 Dr. Michael Lowry, Carteret County Emergency Medical Services Director, said he had been in
18 the position for 18 years and looking around the room it was delightful to see the level of
19 support and the faces of volunteers who had brought in patients for the last 18 years. Dr.
20 Lowry speaking of the transition didn't see any way personally that the volunteers participation
21 and enthusiasm would be diminished by transitioning to a Town department. Dr. Lowry said
22 that volunteer involvement was still welcome and they could still enlist their services to patient
23 care and do everything they were doing for direct patient care. Dr. Lowry said that the Town
24 taking over EMS Services for this good community was something that would still welcome
25 volunteers in every form and fashion to do what they were already doing. Dr. Lowry felt some
26 of the transition would be in the best interest of the full-time EMS providers that were working
27 currently with Emerald Isle EMS as they would get better benefits, State Retirement, 401k, and
28 the feedback he had received had been positive to that extent. Dr. Lowry felt this was a
29 transition that did not lose anything with regard to the volunteerism, and that it was in the best
30 interest of the full and part-time employees. Dr. Lowry said this was a model that had been
31 well practiced throughout the County, as there were other services in the County that had
32 make the transition to paid staff and made the transition to a municipality-based department,
33 and still kept and fostered the volunteerism.

34
35 Stephen Rea, Carteret County Emergency Services Director was also present and available to
36 answer questions.

37
38 Chuck Lewis, Asst. Chief, NC Office of EMS, appreciated the Town taking the interest they had in
39 EMS and he had the opportunity to have a number of discussions with Town Manager Rush.
40 Mr. Lewis said he was impressed by the level of detail that Mr. Rush had dug into and he told
41 Mr. Rush half kiddingly that a lot of county and town managers wouldn't know which end of an

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1 ambulance to put a patient in so he felt Mr. Rush was very astute in the EMS world. Mr. Lewis
2 said that EMS had become more and more complicated over the course of just the past 25
3 years he had been in business. Mr. Lewis said as Mr. Rush had said earlier, they had seen a
4 steep decline in volunteerism but those volunteers that had remained continued to be
5 dedicated and there was a place for the volunteers to be involved in the EMS system and
6 providing EMS services within the County. Mr. Lewis said the role of the Office of EMS was to
7 help the Town follow the process, obtain the proper licenses, make sure vehicles were
8 inspected, staff property credentialed. Mr. Lewis said they currently licensed a little over 400
9 EMS agencies across the state and they credentialed about 41,000 EMS professionals. Mr.
10 Lewis said it seemed the Town had a keen interest in providing quality service to the citizens
11 and visitors.

12
13 Commissioner Messer thanked Town Manager Frank Rush for an excellent presentation.

14
15 Jerry Albright, President EI EMS, Inc. Board of Directors, stated that the EMS Board was 100% in
16 back of the model as presented by Town Manager Rush. Mr. Albright said they wanted to join
17 as a town department separate from the Fire Department. Mr. Albright said the only sticking
18 point they had was with the selection of the Chief. He said they felt that perhaps it had not
19 been handled in the way it should have been and he referred to a memo from Town Manager
20 Rush to the Board of Commissioners in April which stated that – the EMS Board of Directors will
21 be responsible for selection of the EMS Chief – there was nothing stated that the EMS Chief was
22 only going to be for a certain time but was going to be for whatever time. Mr. Albright believed
23 that was the spirit in which they chose the Chief. Mr. Albright said they put out bids, people
24 sent resumes, they had interviews and they chose who they thought was the proper person for
25 leading EMS. Mr. Albright said at this time the Commissioners have said maybe this wasn't the
26 best way – that their judgment was not good or maybe they didn't care what they did and they
27 were going to go ahead and choose an EMS Chief on their own because that was the way it had
28 always been done. Mr. Albright looking from a different standpoint said when you merged two
29 entities both of which were good you usually didn't take the two entities and say of the
30 management of the one they were merging with that the CEO was probably not any good, we
31 were going to have to reevaluate and see who was the best EMS Chief. Mr. Albright didn't feel
32 this was a fair way to incorporate things. Mr. Albright thought it might be prudent to let the
33 current management be in the EMS as is now for 6 months, then evaluate and see if they
34 needed new management.

35
36 Town Manager Rush clarified that the April 12 memo that Mr. Albright was referring to was
37 written when the contract extension was being considered by the Board of Commissioners. Mr.
38 Rush said that was prior to the Board's determination that this would be the final contract. Mr.
39 Rush said at the time the memo was written there was not knowledge of when the transition
40 would occur and subsequent to that contract being approved the Board made the decision to

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1 move forward with the Town EMS Department on March 1, 2018, so the memo was written
2 prior to that decision by the Board.

3
4 Art Schools, 106 Indigo, thanked everyone for being willing to serve the Town of Emerald Isle.
5 Mr. Schools said in his opinion the best long term solution for EMS in Emerald Isle was a joint
6 Fire / EMS Town Department. Mr. Schools said from time to time the County had discussed
7 having a county-wide EMS service that may or may not have a location in Emerald Isle. Mr.
8 Schools said he wasn't aware of any push for a county-wide system at this time but felt sure
9 that the issue would come up for discussion at the county level as county leaders changed. Mr.
10 Schools felt having EMS as a Town Department improved their chances of keeping EMS assets
11 in Emerald Isle, which was one of the main reasons for building the EMS Station. Mr. Schools
12 said the town benefit package for full-time EMS employees was much better than what they
13 currently had, and as a citizen of Emerald Isle he wanted EMS employees to have the best
14 benefits possible as a good benefits package was important to attract and retain quality
15 personnel. Mr. Schools said until the early 2000's EMS was funded entirely with contributions.
16 Mr. Schools said EMS came to the Town and asked for financial support because their
17 solicitation for funds was not bringing in enough to cover expenses. Mr. Schools said that the
18 Town agreed to be a major funding source for EMS but it was his understanding that EMS was
19 going to stop the annual contribution campaign which they did but now EMS was soliciting
20 contributions again. He felt they either needed to be a Town Department or 100% off of their
21 own contributions. Mr. Schools felt for a Town the size of Emerald Isle the best long term
22 financial solution was a combined Fire / EMS Department and there were plenty of examples of
23 combined Fire / EMS Departments nearby providing quality service in a cost efficient manner.
24 Mr. Schools said if the Town decided not to go with a joint Fire / EMS Department but with a
25 separate EMS Department he questioned the need for a full-time Chief. Mr. Schools said
26 whether a full-time or part-time Chief he fully supported the selection being made by the Town
27 Manager.

28
29 James Wolfe, 9100 Reed Drive, referred to and read an excerpt from the April 2017 minutes of
30 the Town Board meeting that outlined the details of the contract expirations of EI EMS, Inc.
31 Mr. Wolfe noted at the end of the minutes it noted there was never a vote to transition on
32 March 1, that there would be a decision to transition on March 1 maybe this year or the
33 previous year, or the next year. Mr. Wolfe said if there was a Commissioners meeting where
34 they said they were going to absolutely take the EMS over on March 1 of 2018 it was not
35 posted or identified in the minutes. Mr. Wolfe said he wanted to know the benefits, costs, and
36 what would benefit the Town. Mr. Wolfe mentioned questions he had about the financials and
37 the contract decisions, and where the donations would go as he felt people didn't give to a
38 Town but gave to non-profits.

39
40 Town Manager Rush stated that at the April 12 meeting when the memo was written and the
41 contract was presented it called for a ten and one-half month contract extension, setting a

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1 termination date of March 1 of each year and it was unknown at that time whether or not the
2 Board would continue with another contract on March 1, 2018 or 2019, 2020 or whatever time
3 going forward. Mr. Rush said the contract extension was presented to the Board and after that
4 decision was made the Board clearly stated its expectation and intent not to renew the
5 contracts. Mr. Rush noted that the Board said there would not be another contract and
6 directed Town staff to proceed with the creation of a Town EMS Department. Mr. Rush was
7 not sure what Mr. Wolfe was talking about with the budget from 1997 but he was happy to talk
8 to him and go through all the numbers.

9
10 Mr. Wolfe mentioned a cost of living adjustment as put out by the United States Census Bureau
11 from 1997 to 2017 that listed the cost of adjusted living was 2.14%.

12
13 Town Manager Rush noted that each year when the Board of Commissioners adopted the
14 budget they looked at the change in the Consumer Price Index in March of each year as that
15 was the most recent data before the Board adopted the budget usually in June. Mr. Rush said
16 the recommended budget was presented in May and the Board usually adopted the budget in
17 June. Mr. Rush stated that they looked at the Consumer Price Index change for the southeast
18 area of the United States in March of each year. Mr. Rush said he thought in every year but
19 two, one year it was a little bit less and one year it was a little bit more, and one year it might
20 have been zero, the Board had always awarded cost of living increases equal to the change in
21 the Consumer Price Index as of March of each year.

22
23 Robert O'Donnell, 116 Janell Lane, stated that he was a practicing physician, Doctor of Medicine
24 in North Carolina and Virginia, Board Certified anesthesiologist, and he had been appointed as a
25 clinical fellow to Harvard Medical School this summer. Mr. O'Donnell said he was a member of
26 EI EMS and had originally joined the organization in 2009 and was currently an associate
27 member. Mr. O'Donnell said he originally joined the organization in 2009 and while he was a
28 full-time physician he was running on a team when the organization was still primarily
29 volunteer. Mr. O'Donnell said at the time there were about 30 active volunteers with about 3
30 full-time paramedics and a volunteer Board of Directors with a volunteer Chief. Mr. O'Donnell
31 thought that was one of the major changes that had occurred. Mr. O'Donnell said that his
32 circumstances had changed with children and less free time so primarily his contribution to the
33 rescue squad was that he was a swat medic for the Sheriff's special response team in which he
34 participated through Emerald Isle so he still spent 12-24 hours per month doing that however
35 due to organizational policy because that time was not spent on an ambulance, and due to
36 work schedule and meetings, he was not a voting member of EI EMS so he didn't have any
37 process in the mechanism as a member himself in order to impact the decisions that were
38 made. Mr. O'Donnell respected Board members as individuals but that he had some concern
39 over the way the organization had come to be managed. Mr. O'Donnell said there was a time
40 when it was all volunteer and then transitioned over time and now they had 3-7 members who
41 were able to vote the Board of Directors and the Board of Directors handled policy regarding

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1 hiring and firing. Mr. O'Donnell said his major concern was the change in Chief and how the
2 current situation with the Chief came to be. Mr. O'Donnell said the previous Chief was elected
3 by the membership but because that elected volunteer was also being paid the Board of
4 Directors said that they were going to remove the individual and then they selected a new Chief
5 as a paid appointed only position. Mr. O'Donnell said what was interesting to him as a member
6 was that his input was not solicited. He said he was told that this was a Board decision and as a
7 volunteer that he didn't have a voice as a volunteer member in the change of ownership. Mr.
8 O'Donnell said that this transition happened very quickly and he remembered at an open EMS
9 meeting they discussed there would be a transition, that everyone would keep their jobs, and
10 not necessarily the same jobs. Mr. O'Donnell said there was no guarantee that if someone was
11 made the Chief they would become the Chief, and the person only became the Chief at the
12 decision of the Board at that time of major transition around that April meeting. Mr. O'Donnell
13 felt as an associate member he was in favor of the Town transition and believed it was the next
14 best step for the organization, and he had no concerns about an open and fair selections
15 process for the next Chief. He felt the Town was entitled to the strongest possible candidate
16 and if that were the current Chief so be it, but they shouldn't be afraid to seek the best choice.

17
18 Town Manager Frank Rush clarified that when there was some internal controversy in EMS in
19 the early February/March part of the year, he, Mayor Barber, and Commissioner Finch, the two
20 members from the Emerald Isle Board on the joint EMS Committee attended three different
21 meetings held by EI EMS. He said at that time they had a lot of discussion about a potential
22 town department going forward. Mr. Rush said it was actually at one of those meetings that it
23 was suggested by Emerald Isle EMS that the Town go through a competitive selection process
24 for the Chief, that was the request made by the group at one of those meetings. Mr. Rush said
25 that was included in the framework that was in the packet at their request at that time. Mr.
26 Rush said that was included in the written material but he wanted to provide that background
27 for clarification.

28
29 John Wootten, 103 Eagles Nest, former Commissioner stated that he had been part of the
30 original Joint EMS Committee along with former Commissioner Nita Hedreen, EMS members
31 Carl Hogan, Ben Dadd, Doug Fleming, Joe Quigley, Ed Naiman, Susan Walker, also recognizing
32 Ron and Doje Marks who were present, what he called the "hall of fame" of the EMS Squad,
33 and they had all agreed through the years that this was where they were going. Mr. Wootten
34 said he was totally befuddled as to how that many people had been working together to make
35 this happen and that this had totally gone off the tracks in 3-4 months. Mr. Wootten said he
36 didn't understand the issue of Chief. Mr. Wootten said the EMS employees tended to seriously
37 gain benefits from this town organization. Mr. Wootten noted that they would get a 5%
38 contributions to a 401k – not matching – 5%. Mr. Wootten wondered who was in charge – this
39 would be good for the employees. Mr. Wootten said they had a good model for Chief as Frank
40 did a great job picking department heads. Mr. Wootten asked about the \$600,000 per year and
41 who was going to manage that – was it going to be three board members who reported to 17

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1 volunteers or would it be the Board of Commissioners who reported to thousands of taxpayers
2 and voters. Mr. Wootten said it had started with good logic and to keep on going. Mr.
3 Wootten didn't agree with comments by Art Schools about making EMS part of the Fire
4 Department. Mr. Wootten said the approach had always been to take simple steps and then
5 assess the situation, and they should do the same thing here. Mr. Wootten said if it was
6 warranted down the road to go into the Fire Department so be it but they shouldn't take that
7 controversy on now. Mr. Wootten felt that volunteers should become part-time employees
8 just as done with the Police force in the summer, lifeguards, and that should eliminate the
9 stipend program that was going in the EMS now that he didn't think was very good. Mr.
10 Wootten recommended the model for volunteers as the bike and pedestrian committee that
11 could be done for EMS volunteers.

12
13 Jim Hackett, 6410 Ocean Drive, gave some history noting he was originally from Baltimore
14 County Maryland, and there was a big difference between Baltimore County and Carteret
15 County, everything was run by the County in Baltimore County. Mr. Hackett felt that North
16 Carolina with all of the town councils was a lot better but it had a risk and one of the risks was
17 that it got very personal. Mr. Hackett felt that one of the problems with the comment section,
18 which he appreciated, but it tended to get personal when names were mentioned and that was
19 hard to take for these folks up here to have to sit back and listen. Mr. Hackett said he spent his
20 whole career in information systems and insurance and he supported EMS coming under the
21 Fire department. Mr. Hackett said when you were a volunteer and you provided services to this
22 Town you were at risk and all it took was one person who was badly treated to file a suit against
23 the Town and the volunteer individually that they might regret not having been part of the
24 umbrella of the Town and being part of that. Mr. Hackett said they should be sure they have a
25 great umbrella policy for liability. Mr. Hackett supported having EMS under the Fire
26 Department because of the extended training and if he were a volunteer he would want all of
27 that and felt they needed to look at that. Mr. Hackett said that when they made some of these
28 decisions that it got down to a very personal level and he really thought everyone especially
29 Frank did a wonderful job, with the pounding they took sometimes as well.

30
31 Elton Matheson, Sound Drive, said they needed to keep this simple as it was a simple problem.
32 Mr. Matheson said they were talking about growth, which would usually take care of itself if
33 they didn't mess it up. Mr. Matheson didn't see why they couldn't work out a compromise with
34 a 6 month transition and normally the acquiring corporation would always try to put one of
35 their own men in the corporation being acquired. Mr. Matheson said that shouldn't dictate
36 how this thing runs and there was no reason they couldn't give the old Chief a chance and then
37 see what happens. Mr. Matheson said bringing a new manager in at the top of a responsibility
38 like this was not easy, and was not even easy to pick them so why take the chance. Mr.
39 Matheson said they had a proven Manager let it ride and see what happened.

40

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1 Clint Baysden, current Chief of EI EMS, Inc., said he was asked by the Town Manager a while
2 back would like to see a Town Department or left alone and he gave the answer that it really
3 wasn't up to him and that he didn't deserve to have an opinion, he wasn't a taxpayer here and
4 his only concern was that the citizens who were here in this Town and paid taxes that there was
5 a good fiduciary responsibility exercised of their tax dollars and that they had all of the story
6 and their voices were heard as well. Mr. Baysden said he had heard the assumption that EI
7 EMS, Inc. as a private non-profit couldn't handle change and that they couldn't grow into the
8 future. Mr. Baysden said the agenda packet pointed out a few things, it described the reasons
9 that warrant the Town taking over EMS. Mr. Baysden said from looking over the agenda
10 information what he could see was that the EI EMS Board of Directors noticed the same thing
11 and was why they hired a new Chief in May of 2017 to start correcting some of the issues. Mr.
12 Baysden said that they were suggesting poor management by EMS leaders when in reality they
13 were just fixing the same problems that were presented as needing to be fixed. Mr. Baysden
14 said in terms of accountability the Town got to see all the money now except for the volunteer
15 account. Mr. Baysden said one of his first questions was why was the volunteer account which
16 housed their donations and fundraising monies was not being floated into their operating
17 budget, why was that money not offsetting the tax dollars, why was that \$91,000 brought in
18 last year in fundraising and donations not decreasing the tax contributions by \$91,000. Mr.
19 Baysden also noted the excess in billing revenue as showing in the presentation of \$34,000,
20 those revenues were brought in not only from the taxpayers of Emerald Isle but also from the
21 visitors to the area who paid their insurance and ambulance bills thus bringing in more money
22 to EMS coffers. Mr. Baysden said that in 17 years the calls had increased from 450 to now over
23 950 this year, and with those increased calls there were also increased revenues so they really
24 did balance out, and with good management they could more than balance out and they can
25 begin to use the extra revenue and extra fundraising efforts and extra donations to offset the
26 tax dollars. Mr. Baysden he said that they at Emerald Isle EMS, Inc. had been asked what they
27 wanted to do in the future, how they wanted to run EMS in the future, what they thought was
28 the best for the town and the taxpayers. Mr. Baysden said they did have plans to increase
29 efficiency, to increase effectiveness, provide a better service and expand services and to do it
30 with less money, and less burden on the taxpayer. Mr. Baysden thought they were up to the
31 challenge, they were an independent corporation, their overall budget may be tapping
32 \$600,000 but \$390,000 was the tax burden, the rest was generated by their efforts and as their
33 performance improved their revenues improved and that was how they could offset the tax
34 dollars. Mr. Baysden respected the opinions of everybody here but he wanted everyone to be
35 informed and to make an informed decision. Mr. Baysden said he was okay with whichever
36 way it goes but he was a big fan of everyone seeing the whole picture.
37
38 Joe Quigley, Emerald Isle resident, stated he was with the squad for about 15 years from 1998
39 until 2016. Mr. Quigley said he respected Mr. Baysden but was a little confused because he
40 thought Mr. Albright said that they were agreeable with being taken over by the Town but he
41 got a different impression from Mr. Baysden.

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1
2 Mr. Baysden he was not on the Board of Directors. Mr. Quigley said Mr. Baysden was the Chief.
3 Mr. Quigley was confused about that and having been with the squad for 15 years as
4 membership director, he sat on the Board, one of 5 team members, was a paramedic for a
5 while, and they used to put in about 80 hours a month. Mr. Quigley said the squad became
6 paramedic in 2002 and within about two years after they had to go with paid paramedics. Mr.
7 Quigley said they had teams continue until 2007 / 2008 and they started paying the people
8 during the day and they continued with teams staying the night until 2014. Mr. Quigley said
9 when you asked about the volunteers today he thought the volunteers made a good effort but
10 they're not nearly the number of volunteers as there was – they were not there to respond to
11 calls and be able to substitute for paid people. Mr. Quigley said they could save money by
12 having members on a regular basis being able to substitute for paid people and unfortunately
13 he didn't think you would have that as often. Mr. Quigley said that was one reason why now
14 when he looked at the squad you basically had a few members – 6-7 members showed up at
15 the last meeting – that was just not enough to run a non-profit organization. Mr. Quigley felt
16 things had changed and now was time to evolve into something else, what it was going to be he
17 didn't know but he thought that was why they had to work with the Town. Mr. Quigley hated
18 to hear some of the comments not tonight but on the website and so forth that people who
19 don't like the change make comments about Mr. Rush, and comments about various members,
20 and they didn't need that. Mr. Quigley said they should look forward to trying to serve the
21 people of Emerald Isle.

22
23 Leonard Crumpler, 305 West Warren, stated he had lived here since 2004 and had been coming
24 here for about 48 years and he took the EMT class in 1977. Mr. Crumpler said he was with the
25 Fire Department back home for 28.5 years, and rode rescue off and on during that time until it
26 became so much of a burden to you as you had to go from EMT to EMT-B and so on so he gave
27 up his EMT. Mr. Crumpler said he was in favor of the merger under the Town's umbrella
28 because unfortunately they lived in a time now where there were just not that many volunteers
29 anymore. Mr. Crumpler said part of that was that people didn't have jobs that they could
30 readily leave. Mr. Crumpler felt it would be beneficial to everyone. Mr. Crumpler said as far as
31 who headed the department that should be taken up and discussed and really find the right
32 avenue but as far as it coming under the Town's leadership it was a win-win. Mr. Crumpler said
33 that you didn't go to many small towns and see as many calls as were run around here.

34
35 Joan Pate, 9100 Reed Drive, thanked the Board for putting this issue on the agenda. Ms. Pate
36 spoke of the tax information on the back of the tax bill - \$3.50 police, \$2.80 Fire, Parks &
37 Recreation \$1.70, EMS 0.80 – she wanted to know if that would change and if this would be a
38 great expenditure. Ms. Pate asked for this on the Facebook page and she didn't know enough
39 about this and she wanted to understand more about it. Ms. Pate said enough people came to
40 her and the Facebook page and had questions so she asked for it to be put on the agenda. Ms.
41 Pate said the thing she kept hearing, and yes some of the EMS volunteers came to her, and they

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1 had one big thing whether the Town took them over or not that was important to them and
2 that was that they now had someone who they believed in who was leading them now, and
3 that he was healing wounds and disagreements but they wanted to work for him. Ms. Pate
4 agreed with Mr. Albright to do it for six months and what would hurt for six months or a year to
5 let Clinton do it. Ms. Pate said this was what they asked her to ask the Town to put on the
6 agenda because they didn't think they were being heard. Ms. Pate said it was not so much the
7 takeover as it was that he was unanimously selected out of 19 candidates by a Board that
8 included two members that the Town picked and three members of EI EMS so she asked they
9 give him a shot.

10
11 Town Manager Frank Rush answered the question about the Town tax bill stating that EMS was
12 a Town contribution of \$390,000 for the current fiscal year and it may go up or down in the
13 future. Mr. Rush said that \$390,000 was the equivalent of about 1.5 cents on your tax rate.
14 Mr. Rush said the data on the tax bill also incorporated all other town revenues. Mr. Rush said
15 one of the comments made was that EMS brought in \$200,000 of service fees, whether that
16 was tax dollars or service fees or something else the bottom line was that it was still the public's
17 money, not EMS or the Town's money. Mr. Rush stated that the Town's budget was about \$10
18 million a year and about \$4.5 million of that came from property taxes, another \$5.5 million
19 came from all sorts of other sources – Parks and Recreation center fees, golf cart registration
20 fees, beach driving permit fees, Planning and Inspection fees, sales, taxes, franchise taxes and
21 all sorts of different things. Mr. Rush said that the calculation on the tax bill factored in all of
22 the revenues of the Town and distributed them across all town departments and services the
23 Town provided including beach nourishment for example. Mr. Rush said if you looked at EI
24 EMS, and the Town didn't offer EMS, for example the county took it over, the budget would go
25 down by \$390,000, that was purely derived from property taxes, the tax rate would go down by
26 about 1.5 cents so he hoped that clarified as the town's budget was a lot more than property
27 taxes. Mr. Rush said the full budget was on the Town's website and every year people could go
28 on and look and the Town received a lot of really good comments from the public.

29
30 Mr. Rush in answering about the Chief selection process said that going back to the meetings in
31 February and March with Emerald Isle EMS, Inc., they had requested a competitive process and
32 that was a group that included volunteers, lifetime members, and employees which was why
33 that was built into the framework that was presented tonight and in the past. Mr. Rush said
34 that the current Chief would certainly receive fair consideration and was welcome to apply and
35 he would be considered fairly along with whatever candidates applied for the position. Mr.
36 Rush said the process they intended to use would involve interviews with other EMS
37 professionals from elsewhere in North Carolina, interviews with some of the Town Department
38 heads as he was a big proponent of building a big team and getting the input of the Department
39 heads during that selection process. Mr. Rush said that it would involve interviews and/or a
40 presentation to the EMS staff similar to the selection process we used for Police Chief a few
41 years ago. Mr. Rush said ultimately the decision rested with the Town Manager because that

1 was the law in North Carolina. Mr. Rush said under the council-manager form of government
2 the manager selected the department heads, the only employee he didn't ultimately sign off on
3 was the Town Attorney and that person was selected by the Board of Commissioners. Mr. Rush
4 said that was the process that he planned to go forward with, and was the process that the
5 Board of Commissioners directed him to go through when they discussed this several times in
6 the last six months or so. Mr. Rush said he was also going to involve Dr. Lowry in the selection
7 process as well to make sure we were getting individuals with good paramedic skills and he
8 would probably also ask Chuck Lewis to assist and he hoped to make the selection by the end of
9 January.

10
11 Town Manager Rush asked if the Board was comfortable with the current path that they
12 express their concurrence and if they would like him to adjust or change in some way he would
13 be happy to change based on their collective direction.

14
15 Commissioner Messer suggested that Town Manager Rush continue on the path he was on as
16 they had directed him. Commissioner Finch added that would include the selection of the EMS
17 Chief as well. Town Manager Rush based on the full boards' concurrence stated he would
18 continue in the process and efforts as outlined in the memo.

19
20 Mayor Barber called for a short break at 8:05 pm.

21
22 The meeting was called back to order at 8:10 pm.

23
24 **13. Ordinances Amending the Unified Development Ordinance (UDO) to Implement the**
25 **"Commercial Village" Concept**

- 26
27 **a. Public Hearing**
28 **b. To Amend Chapter 5 – Density, Intensity, and Dimensional Standards – To Amend**
29 **Building Setbacks in Certain Zoning Districts – (17-12-12/01)**
30 **c. To Amend Chapter 5 – Density, Intensity, and Dimensional Standards – To Amend**
31 **Natural Area / Vegetated Area Requirements in the Business, Village East, Village**
32 **West, and Marina Village Zoning Districts – (17-12-12/02)**
33 **d. To Amend Chapter 6 – Development Standards – To Amend Buffer Requirements in**
34 **Certain Zoning Districts – (17-12-12/03)**

35
36 Town Planner Josh Edmondson addressed the Board concerning this Agenda item. The
37 following excerpt from his memo to the Town Manager is provided for additional background:

38
39 After comments and feedback concerning amendments to the Business and Mixed-use Districts at the
40 Commissioners November meeting, staff reviewed/ revised the setback and vegetative requirements proposed.
41 Staff also, looked into the concern of additional buffer height as discussed at the November Commissioners
42 meeting. These revisions/amendments were discussed at the November Planning Board. The revisions still

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1 support the concept of promoting a more traditional downtown and provide greater flexibility and opportunity to
2 property owners in the Business Zoning District and Village Districts.

3
4 These proposed amendments only affect limited areas of Emerald Isle. The Business, Government and Village
5 Districts total 200 acres or about 6% of the total Emerald Isle land area.
6 The first amendments concern setback requirements. These are outlined below, include the current requirements,
7 and proposed amendment.

8
9 Chapter 5

10 Section 5.1 - Density, Intensity, Dimensional Table
11 Front, Side and Through Street Setback

12
13 **Current Setback - 10'**

14 Note 4. In the B, G, C, VE, VW, VE-C, VW-C, MV and MV-C zoning districts, every building or property in these
15 districts that has NC 58 (Emerald Drive) as an adjoining street shall also be set back an additional ten (10) feet
16 from NC 58 (Emerald Drive) for each additional story over two (2) stories.

17
18 **Proposed Setback - 5' in Business, Government, Village and West Districts**

19 Note 4. In the C, MV and MV-C zoning districts, every building or property in these districts that has NC 58
20 (Emerald Drive) as an adjoining street shall also be set back an additional ten (10) feet from NC 58 (Emerald
21 Drive) for each additional story over two (2) stories. **In the G,B, VE, VW, VE-C and VW-C zoning districts, every**
22 **building or property in these districts that has NC 58 (Emerald Drive) as an adjoining street shall have a five**
23 **(5) feet set back if parking is located on the side or rear of the building and has a primary building entrance**
24 **located along NC 58 (Emerald Drive). Carteret Craven Electric Membership Cooperative (CCEMC) and Bogue**
25 **Banks Water Corporation (BBWC) may require additional setbacks.**

26
27 Section 5.1 - Density, Intensity, Dimensional Table
28 Side and Rear Setbacks

29
30 **Current Setback - 0'**

31 Note 5. In the Business and Government zoning districts, when a side or rear lot line abuts a residentially zoned
32 lot, there shall be a minimum yard of fifteen (15) feet for the first and second story of commercial building and
33 ten (10) feet yard width for each additional story.

34
35 **Proposed Setback - 0' in Business district**

36 Note 5. 0' in Business district

37 Note 5. **In the Business and Government zoning districts, when a side or rear lot line abuts a residentially**
38 **zoned lot, there shall be a minimum yard of fifteen (15) feet for the first and second story of a commercial**
39 **building and twenty (20) feet for all additional stories.**

40
41 Historically, there was a 5' front setback along Emerald Drive if this was an adjoining side street. This changed
42 with an amendment in 2016 to 10'. The Planning Board unanimously supported this amendment.

43
44 Staff proposed to the Planning Board a 20' setback in the business and governmental zoning districts when a
45 side or rear lot line abuts a residentially zoned lot. Essentially, this would have eliminated varying setbacks
46 depending on the height of the building. The Planning Board discussed this and felt setting the setback at 20'
47 would penalized those developments that were one or two stories. Therefore, the amendment was revised at
48 the meeting to keep the 15' requirement for a one or two story building and then all other stories would be
49 required to meet a 20' setback. The Planning Board unanimously supported this amendment with the revision.
50

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1 The second amendment concerns the buffer requirements for business and mixed-use developments when
2 abutting a residential or multi-family residential lot. The Commissioners discussed a desire to see an increase in
3 buffer height requirements since buildings could sit closer to property lines and rear/side yard parking is being
4 encouraged.

5
6 Chapter 6

7 6.1.2 - Business and Mixed Use Districts

8 **Current Buffer Requirement**

9 (1) Buffers

10 A buffer shall be required if commercial, mixed use or governmental development abuts a residential or multi-
11 family residential lot. The buffer shall consist of one (1) of the following: (1) a vegetative opaque screen six (6)
12 feet in height; or, (2) an opaque fence six (6) feet in height. The buffer must be located along the perimeter of
13 the project where it abuts the residential or multi-family residential lot and the methods and materials of
14 construction must be approved as part of the commercial development review process. The buffer must be
15 maintained as constructed and replaced or repaired if destroyed or damaged by any means.

16
17 **Proposed Buffer Requirement**

18 (1) Buffers

19 A buffer shall be required if commercial, mixed use or governmental development abuts a residential or multi-
20 family residential lot. The buffer shall consist of one (1) of the following: (1) a vegetative opaque screen **eight**
21 **(8) feet in height**; or, (2) an opaque fence six (6) feet in height **with a vegetative opaque screen eight (8) feet in**
22 **height**. The buffer must be located along the perimeter of the project where it abuts the residential or multi-
23 family residential lot and the methods and materials of construction must be approved as part of the
24 commercial development review process. The buffer must be maintained as constructed and replaced or
25 repaired if destroyed or damaged by any means.

26
27 Staff and the Planning Board had a lengthy discussion about the buffer height issue. Staff proposed 10' and the
28 Planning Board ultimately recommended 8'. A few reasons for the 8' were the Board felt a 10' vegetative opaque
29 screen may lead to more developers using fences, which could be unsightly, and 10' seemed to be excessive. Also,
30 the Board did not want to increase the fence height, which is why the proposed amendment combines fence and
31 vegetative screening if a developer was to choose option (2).

32
33
34 The last amendment concerns the vegetative requirements in the Business and Village Districts.

35
36 Section 5.1 Density, Intensity, Dimensional Table
37 Minimum Natural/Vegetated Area (% of site)

38
39 **Current % - 15% Natural Area in B**

40
41 **Proposed % - 15% Vegetated Area in B**

42
43 **Current Standard**

44 25% Vegetative in VE, VW, MV, VE-C, VW-C and MV-C
45

1 **Proposed Standard**

2 **15% Vegetative in VE, VW, MV, VE-C, VW-C and MV-C**

3
4 The Planning Board voted unanimously at the October meeting to approve this amendment.

5
6 Attached to the memo, are ordinances to amend the UDO as specified above. I look forward to discussing this with
7 the Commissioners at their December 12, 2017 meeting.

8
9 Town Planner Josh Edmondson outlined the details of the proposed ordinance amendments as
10 included in his memo above. Town Planner Edmondson noted these amendments included
11 revisions following discussions during the November meeting including one new amendment.

12
13 Commissioner Normile stated his appreciation to the Planning Board for taking the matter up
14 again and sending back to the Board. He really liked the way it had been put forth and they
15 would hear what the public had to say but he appreciated their hard work.

16
17 ***Motion was made by Commissioner Messer to open the Public Hearing. The Board voted***
18 ***unanimously 5-0 in favor. Motion carried.***

19
20 Tony Browder, 7515 Sound Drive, said where he moved from they had all kinds of buffer
21 requirements between business and residential and he actually had a lot next to him at their
22 home that cleared and had a 20 foot buffer and then all of a sudden they had all of this traffic
23 there. Mr. Browder said he would just be very careful as he wouldn't want them to be in the
24 situation where they ended up with degraded property values next to the business districts as
25 they continually tried to get the businesses to creep toward the property line and degrade the
26 residential values. He wanted them to be careful with that and keep the opacities, screening,
27 and noises from the residences.

28
29 ***Motion was made by Commissioner Messer to close the Public Hearing. The Board voted***
30 ***unanimously 5-0 in favor. Motion carried.***

31
32 ***Motion was made by Commissioner Normile to adopt the Ordinance Amending Chapter 5 –***
33 ***Density, Intensity, and Dimensional Standards – of the UDO to Amend Building Setbacks in***
34 ***Certain Zoning Districts. The Board voted unanimously 5-0 in favor. Motion carried.***

35
36 ***Motion was made by Commissioner Dooley to adopt the Ordinance Amending Chapter 5 –***
37 ***Density, Intensity, and Dimensional Standards – of the Udo to Amend Natural Area /***
38 ***Vegetated Area Requirements in the Business, Village East, Village West, and Marina Village***
39 ***Zoning Districts. The Board voted unanimously 5-0 in favor. Motion carried.***

40

1 ***Motion was made by Commissioner Finch to adopt the Ordinance Amending Chapter 6 –***
2 ***Development Standards – of the UDO to Amend Buffer Requirements in Certain Zoning***
3 ***Districts. The Board voted unanimously 5-0 in favor. Motion carried.***

4
5 Clerks Note: A copy of Ordinance Amendments 17-12-12/O1, 17-12-12/O2, and 17-12-12/O3 as noted above are
6 incorporated herein by reference and hereby made a part of these minutes.
7

8 **14. Implementation of Body Cameras for EIPD Officers**

9
10 Police Chief Tony Reese addressed the Board concerning this Agenda item. The following
11 excerpt from his memo to the Town Manager is provided for additional background:

12
13 I am recommending a proposal that will eliminate our current policy of purchasing and using in-car camera
14 systems in lieu of implementing a full deployment body camera program for the department. As you are aware,
15 Chief Waters and I began researching body camera programs several years ago when the national push for body
16 cameras was in its infancy. At that time, there were several reasons that we did not feel that a body camera
17 program was a viable option for the department, primarily due to the cost of the new technology in comparison to
18 the in-car camera technology we were using at that time. The primary expense that has always been cost
19 inhibitive to body camera programs has been associated with the cost of storing the media, since it is evidence and
20 falls under the evidentiary rules of the State of North Carolina. Since that time, many companies have worked to
21 create solutions to make these programs more affordable and, in fact, several companies have now developed
22 leasing programs that include “total package solutions” that are cheaper than our current in-car camera systems.
23

24 Over the course of the last 6 months, the department has researched and tested several of these systems to see
25 which of them would meet the needs and requirements of a body camera program for our department. After
26 evaluating several different body camera programs and options, I have found a company that offers a “total
27 package solution”, on a leasing program for half the cost of what we are currently spending. This program offered
28 by ARQ Vision, is a 3-year leasing agreement which includes 20 body cameras, management software, redaction
29 software, training and a 10 percent equipment overstock (2 extra cameras) so that that there is no down time in a
30 situation where a camera needed repair or had technical issues. ARQ Vision is offering this package at a cost of
31 \$5,750.00 per year. This is only slightly more than what we are paying for cost of a single in-car camera system.
32 Additionally, the department has a quote for the storage system which can be provided by the department or ARQ
33 has offered to provide the operating and media storage server with a 3 year maintenance
34 agreement at a total cost of \$4295.00, with an option to either pay that cost in full in year 1, or split the cost into
35 payments of \$1,432.00 per year over the course of the 3-year lease, bringing the total cost of the lease for all of
36 the equipment, training, maintenance and storage server to \$7,182.00 per year.
37

38 As you are aware, the departments’ current in-car camera systems are on a replacement schedule that matches
39 the replacement cycle of the vehicle. This schedule is designed to replace 3 police department vehicles per year to
40 keep our fleet on an 8-year rotation schedule. Consequently, when the vehicle is replaced, we replace the camera
41 system in the vehicle which equates to 3 in-car camera systems being replaced at a cost of \$5000.00 per system, or
42 a total of \$15,000.00 per year, which does not cover the cost of storing the media and requires manual evidence
43 retention practices which add to the total cost of this program.
44

45 It is my recommendation that we move forward with the implementation of a body camera program for the
46 department beginning January 2018 using the money that we currently have designated for the purchase of the
47 three replacement in-car camera systems for FY17-18. I am basing this decision on the annual cost savings to the
48 taxpayers, in addition to the benefits associated with the comprehensive coverage offered by a mobile body

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1 camera system vs. a fixed in-car camera system. I think this program will provide greater capabilities and
2 protection for the officers of the department and the public, at half the expense of our current system.
3

4 Should you approve this proposal, the department is currently working on and will implement a policy governing
5 the training, operation, and procedures for media storage and evidence retention for the program that is in
6 compliance with nationally recognized standards recommended by IACP (International Association of Chiefs of
7 Police and CALEA (Council on Accreditation for Law Enforcement Agencies) prior to deployment.
8

9 Thank you for your consideration of this matter. Should you have any questions regarding this program or
10 recommendation, I am available to answer at your convenience.
11

12 Police Chief Tony Reese discussed the issue of body camera implementation for the Emerald
13 Isle Police Officers with the Board for their consideration as fully outlined in detail in the above
14 memo. Chief Reese highlighted the benefits and associated costs and cost savings of the
15 implementation. Chief Reese mentioned the benefits of the in-car system that they would lose
16 with the implementation of the body camera program, however, Chief Reese believed that a
17 body camera provided greater capabilities and protections overall for the officer and the public
18 at half the expense of their current system as it had the ability to go with the officer wherever
19 they went. Chief Reese said in most interactions the officers were not standing in front of the
20 car the whole time. Chief Reese also stated that the Legislature in the past several years passed
21 significant legislation regarding the release of any camera recordings by law enforcement so
22 this was not something that would be readily available to the public, and in fact there were very
23 specific guidelines and requirements that must be met in order for the release of any video
24 recording to be legal under the new law. Chief Reese felt they were at a point now where the
25 benefits of the new technology outweighed earlier reservations they had when considering the
26 systems and it was his recommendation that the Board approve the implementation of this
27 program and permit the use of funding currently designated for the purchase of the 3
28 replacement in-car systems for FY 17-18 to be used to implement this program immediately.
29

30 Commissioner Messer commented that this was a no brainer and appreciated the good job by
31 Chief Reese. Chief Reese fielded several questions about the body camera operations and
32 policies.
33

34 The Board concurred with the Police Department plans to implement body cameras.
35
36
37
38
39
40
41
42
43

1 **15. Appointments**

- 2
3 a. **Planning Board – 1 Vacancy**
4 b. **Bicycle and Pedestrian Advisory Committee – 4 Vacancies**
5 c. **Eastern Carolina Council – 1 Vacancy**
6

7 **Brief Summary:**

8
9 The Board of Commissioners will consider filling vacant seats on three important appointed boards at the
10 December 12 meeting.

11
12 Planning Board – 1 Vacancy

13 As you know, Mark Taylor was recently elected to the Board of Commissioners, thus resulting in a vacancy on the
14 Planning Board. The Board should appoint an individual to serve the remainder of his term that expires in March
15 2018.

16
17 Bicycle and Pedestrian Advisory Committee – 4 Vacancies

18 The terms of members Wanda Collins, Anne Schrott, Ken Stone, and Deborah Styron all expire in December 2017,
19 and the Board should appoint 4 individuals to serve new 2-year terms that will expire in December 2019. All 4
20 individuals have expressed interest in being reappointed to the Bicycle and Pedestrian Advisory Committee.

21
22 Eastern Carolina Council of Governments – General Membership Board – 1 Vacancy

23 The Town is asked to appoint one of the members of the Board of Commissioners to serve on the General
24 Membership Board of the Eastern Carolina Council of Governments (ECC) for 2018. The General Membership
25 Board includes representatives from all participating local governments in the ECC, and provides general guidance
26 to the ECC. A separate Executive Committee provides direct oversight of the organization.

27
28 The ECC is one of sixteen multi-county planning and development regions in the State, and serves as a forum
29 where local officials determine priorities for the larger area in which their communities are an integral part. The
30 ECC includes members from nine counties in eastern North Carolina (Carteret, Craven, Duplin, Greene, Jones,
31 Lenoir, Onslow, Pamlico, and Wayne). The ECC offers a variety of services, including transportation planning,
32 economic development assistance, services for the aging, and support services for area local governments (i.e., GIS
33 services, consulting services, grant assistance, etc.).

34
35 The Town was a member of the ECC for many years, but dropped its membership during the recession of the late
36 2000s, and rejoined this organization in FY 15-16 (annual dues are approximately \$1,300). The Town has primarily
37 benefitted from the ECC's transportation planning and GIS services in recent years, including Patrick Flanagan's
38 (ECC Planning Director and lead staff person for DownEast Rural Planning Organization) assistance with the NC 58
39 Corridor Study.

40
41 The General Membership Board usually meets twice per year in New Bern, usually in January and June.
42 Commissioner Dooley is the current Emerald Isle representative on the ECC General Membership Board.

43
44 ***Motion was made by Commissioner Messer to appoint Chad MacAvery to an unexpired term***
45 ***on the Planning Board that expires in March 2018. The Board voted unanimously 5-0 in favor.***
46 ***Motion carried.***
47

1 **Motion was made by Commissioner Normile to appoint Ken Stone, Wanda Collins, Deborah**
2 **Styron, and Anne Schrott to new terms on the Bicycle and Pedestrian Advisory Committee**
3 **that expire in December 2019. The Board voted unanimously 5-0 in favor. Motion carried.**
4

5 **Motion was made by Commissioner Dooley to appoint Commissioner Mark Taylor to the**
6 **General Membership Board of the Eastern Carolina Council of Governments. The Board voted**
7 **unanimously 5-0 in favor. Motion carried.**
8

9 **16. Comments from Town Clerk, Town Attorney, and Town Manager**

10
11 Town Clerk Rhonda Ferebee welcomed Commissioner Taylor to the Board. Town Attorney
12 Richard Stanley said it was just a pleasure to continue to serve the Town.
13

14 Town Manager Frank Rush congratulated Commissioner Mark Taylor and stated that he looked
15 forward to working with him. Town Manager Rush mentioned the budget meeting scheduled
16 for December 20 at 8:30 am in the Administration Building Conference Room, looking to take
17 their input from that meeting so that staff could prepare more detailed information for the
18 budget planning workshop in February.
19

20 Town Manager Rush stated he was still working on the next beach nourishment project for
21 eastern Emerald Isle. Town Manager Rush said they had received a lot of good interest in the
22 dog park and golf cart committees. Lastly, Town Manager Rush hoped to finish the RFP for the
23 Islander Drive land and release to the public hopefully by Friday.
24

25 The following is an excerpt from the Town Manager Comments memo to the Board providing
26 additional background information for all items of importance:
27

28 **Town Christmas Schedule – Merry Christmas!**

29 Merry Christmas to everyone who lives in, owns property, visits regularly, or just loves Emerald Isle! We are all
30 incredibly blessed to be able to enjoy this special place!

31 Town offices will be closed on Monday, December 25, Tuesday, December 26, and Wednesday, December 27 in
32 observance of Christmas. The Community Center will be closed on Monday, December 25, but will be open on
33 December 26 and 27. Trash will NOT be collected on Monday, December 25 or Tuesday, December 26. The
34 regular collection schedule will resume on Wednesday, December 27.

35 Town offices and the Community Center will be closed on Monday, January 1 in observance of New Year's
36 Day. Trash WILL be collected on Monday, January 1. The regular collection schedule will be in effect
37 otherwise. Happy New Year!

38 **Special Budget Planning Meeting – Wednesday, December 20 @ 8:30 am**

39 This meeting is intended to allow the Board to have a general, open-ended discussion about FY 18-19 budget
40 priorities as Town staff prepare to begin the FY 18-19 budget process. My intent is to receive general feedback

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1 from the Board at this meeting, and use that feedback to prepare more detailed reports for the traditional annual
2 budget planning workshop meeting in February.
3

4 **Design Services – Next Beach Nourishment Project**

5 The Town continues to work with Greg Rudolph, Carteret County Shore Protection Officer, and the towns of Pine
6 Knoll Shores and Indian Beach on early planning for a winter 2018-19 beach nourishment project in eastern
7 Emerald Isle. I hope to present a design services contract for Board consideration at the January or February Board
8 meeting so that work can begin in earnest.
9

10 **Beach Access Walkway Replacements**

11 Alesia Sanderson, Parks and Recreation Director, and I are currently evaluating bids for the construction of
12 replacement beach access walkways at Fairfax, Beachview, and Whitewater, and hope to present a contract
13 recommendation to the Board in January. We will also be recommending a contract for the construction of a new
14 walkway near West Landing Drive (to be funded with significant property owner contributions).
15

16 **Dog Park Committee**

17 As of December 8, the Town has received emails from 18 individuals interested in serving on the Town's new Dog
18 Park Committee. The deadline for individuals to express interest is January 3, and I hope to schedule formal Board
19 appointments for the January or February meeting.
20

21 We recommend a total committee membership of 7 or 9 individuals. We will be following up with each individual
22 who has expressed interest in serving, and will request more detailed information about their interest and
23 background. We will share this information with the Board in January.
24

25 **Golf Cart Committee**

26 As of December 8, the Town has received emails from 6 individuals interested in serving on the Town's new Golf
27 Cart Committee. The deadline for individuals to express interest is January 3, and I hope to schedule formal Board
28 appointments for the January or February meeting.
29

30 We recommend a total committee membership of 7 or 9 individuals. We will be following up with each individual
31 who has expressed interest in serving, and will request more detailed information about their interest and
32 background. We will share this information with the Board in January.
33

34 **RFP for Sale of Islander Drive Land**

35 I expect to complete this document in the next week, and will then release it to several parties that have expressed
36 interest in the land, other individuals in the development and construction industries, and the general public. The
37 RFP should be posted on the Town's website no later than December 15. My goal is to receive all proposals by
38 early or mid-February, and then provide ample opportunity for the Board to review the proposals, identify the
39 most attractive proposal for the Town, and then proceed with the sale of the 1.8 acre tract.
40

41 **New Trails in McLean-Spell Park (30 Acre Tract Behind Town Government Complex)**

42 Parks Maintenance Superintendent Ricky Lanier and I recently met with Jack McCabe, an Eagle Scout candidate, to
43 review planned nature trail construction. We are awaiting a formal plan from the Eagle Scouts, and I expect work
44 to begin after January 1, with a goal to open the new nature trails to the public by March or April. Town staff will
45 assist as needed.
46

47 **NC 58 Roundabout Construction / Detour**

48 The contractor appears to be making good progress on the construction of the new roundabout, and no major
49 problems have been encountered thus far. The detour appears to be working well thus far, and we appreciate the
50 Emerald Isle community's patience during construction. I am hopeful that the new roundabout may be completed

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1 slightly earlier than the expected early March completion date, and much will likely depend on the weather in the
2 coming weeks. The construction of the new roundabout is being financed by Publix, and no Town funds are
3 involved.
4

5 Thus far, large trucks have been using a separate detour on Crew Drive and Mallard Drive, however, the contractor
6 expects to close Mallard Drive soon and begin directing large trucks through a temporary road on the Publix
7 property.
8

9 **Educational Class – Driving in Roundabouts**

10 In anticipation of the completion of the new roundabout, Police Chief Reese is currently developing a new
11 educational class for the public on driving in roundabouts. We expect to present this class to the public in January
12 and February.
13

14 **Crew Drive Improvements**

15 Curb and gutter and base-course asphalt are in place on Crew Drive in front of the new Publix grocery store, and
16 the normal traffic pattern has been restored. An additional, finish layer of asphalt will be added to the new road at
17 the completion of the project. These road improvements are being financed by Publix, and no Town funds are
18 involved.
19

20 **Public Art in Center of Roundabout**

21 Publix has donated a bronze sculpture of blue herons that will be installed in the center of the roundabout in
22 January or February. Town staff will install the sculpture, and will also make other landscaping improvements to
23 create an attractive feature in Emerald Isle.
24

25 **Old Ferry Road Sidewalk**

26 The FY 17-18 adopted budget includes a total of \$30,000 for the construction of a new sidewalk along Old Ferry
27 Road between CVS and Canal Drive, and we recently received a quote of \$14,300 for this project. We expect to
28 award a contract in the coming days, and hope to complete the project by early January.
29

30 **New Golf Cart Path Along NC 58 Near Olde Cove Road**

31 I am still awaiting NCDOT's formal approval for this new path, and will schedule construction as soon as possible
32 after the necessary permit is issued. The new path will be a concrete path on the north side of NC 58 between
33 Olde Cove Road and Whitewater Drive, and will likely be 8 feet wide. The new path will be clearly marked as a golf
34 cart path, and will remain effectively segregated from the NC 58 travel lanes and the NC 58 bicycle path.
35
36
37

38 **Comprehensive Land Use Plan Certification**

39 New State rules allow for the Director of the NC Division of Coastal Management to certify local land use plans,
40 rather than the full NC Coastal Resources Commission. With the new streamlined process, we expect the Town's
41 plan to be officially certified in late December or January.
42

43 **Charters of Freedom Monuments**

44 I continue to work with Emerald Isle residents Doug and Erin Starcke on a project to install Charters of Freedom
45 monuments at a public location in Emerald Isle. The Charters of Freedom monuments include attractive
46 monuments that include the text of the US Constitution, Declaration of Independence, and the Bill of Rights. The
47 Starckes have requested that efforts be put on hold for now, with plans to revisit this project in the spring or
48 summer.
49
50

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1 **Cape Emerald Pond Bulkhead**

2 Work on this project is essentially complete, and is under budget. The completion of this bulkhead should
3 eliminate bank erosion concerns along the main pond, which is an integral part of the Town's storm water
4 management system for the Deer Horn / Sea Dunes / Ocean Oaks area.
5

6 **New STOP Signs Along Lee Avenue and Sound Drive**

7 Upon request from adjacent property owners, and as a trial program aimed at slowing traffic on Lee Avenue, the
8 Town recently installed new all-way STOP signs at the intersection of Sound / Lee and Archers Creek / Lee. If these
9 new signs are effective and there is not significant objection from nearby residents, we will leave the signs in place
10 and eventually add STOP bar pavement markings. If the signs are not effective and/or there is significant objection
11 from nearby residents, we will remove the signs after the trial period.
12

13 The Town has taken a similar approach in several other locations in the past, including Inlet / Channel, Reed /
14 Islander, Reed / Loon, Sound / Cedar, and Ocean / 12th. Please let me know if you receive significant objections or
15 have other concerns.
16

17 **Demolition of House Destroyed by Fire on Heverly Court**

18 A demolition permit has been issued for this house that was completely destroyed by a fire nearly one year ago,
19 however, the work has been placed on hold by the owner. Josh Edmondson, Town Planner, and I continue to work
20 with the homeowner and the contractor to complete this demolition and restore the land to vacant status.
21

22 **New Pavement Markings on Coast Guard Road**

23 The Town recently contracted for the repainting of the center yellow lines on Coast Guard Road, which had faded
24 over the past couple of years.
25

26 **Update for The Emerald Isle APP Released**

27 The new update has been released, and should be more user-friendly and also more efficient for Town staff to
28 update information. The new version is also more customizable by the Town, allowing us to include incident-
29 specific messages in a prominent manner on the main screen. As of November 30, nearly 8,700 people have
30 downloaded the EI APP.
31

32 **"Downtown" Light Improvements?**

33 I am still awaiting information from Carteret-Craven Electric Cooperative about potential improvements to the
34 "downtown" decorative lights. The current lights utilize high pressure sodium bulbs that include a yellow color,
35 and these lights were originally installed to match the existing, older lights on wood and concrete poles. These
36 older lights have since been removed, and there is now a desire to convert the "downtown" decorative lights to a
37 white light – either metal halide or LED. We also discussed the possibility of installing decorative banners on the
38 existing poles in the future. I plan to present information for the Board's consideration at the FY 18-19 annual
39 budget planning workshop in February.
40

41 **Golf Cart Safety Classes Scheduled**

42 The Police Department has scheduled the following golf cart safety classes, and attendance at one of these
43 sessions will entitle the attendee to a \$25 discount on the annual golf cart registration fee:

- 44
- 45 • Saturday, January 13 @10 am,
 - 46 • Friday, January 19 @ 6 pm,
 - 47 • Friday, February 2 @ 6 pm, and
 - 48 • Saturday, February 3 @10 am.

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1 **Coyote Trapping**

2 Several coyote traps have been set on select Town-owned properties (away from areas frequented by the public)
3 and participating private properties. As of December 8, a total of 2 coyotes have been trapped.
4

5 The authorized coyote trapping season runs from December 1 – February 28, and EIPD will arrange for trappers to
6 provide services on any private properties that are interested. Interested property owners should contact the
7 Emerald Isle Police Department to learn more and coordinate trapping activities.
8

9 **New Position to Assist Town Administration and Town Planner**

10 I continue to work to identify sufficient funds in the FY 17-18 budget to add a new position to assist Town
11 administrative staff and the Town Planner, and hope to present a recommendation to the Board at the January or
12 February meeting.
13

14 **Annual Meeting With Vacation Rental Agencies**

15 I have not yet had time to schedule this helpful annual meeting, but hope to convene the group sometime later in
16 December or January. I greatly appreciate the cooperative relationship between the Town and the EI vacation
17 rental agencies, and always value their feedback.
18

19 **New Firefighter Position**

20 We have filled the 3rd new firefighter position, and will introduce Clair Atkinson, our newest Town employee, to
21 the Board and the public at the January meeting.
22

23 **Emerald Isle Marathon, Half-Marathon, and 5K Races – March 10, 2018**

24 Planning is underway for the 5th annual event, to be held on Saturday, March 10, which is earlier than usual this
25 year due to calendar conflicts with the St. Patrick's Festival, other marathons in our area, and the Easter holiday.
26 We hope to attract another big crowd in Emerald Isle this year!
27

28 **Emerald Isle St. Patrick's Festival – March 17, 2018**

29 The Town's signature festival will be held for the 27th time on the actual St. Patrick's Day holiday. Parks and
30 Recreation staff continue planning for another big crowd and great kickoff to the tourism season!
31

32 **Beach Music Festival Generates Small Surplus**

33 Final accounting for the Beach Music Festival has been completed, and the event generated a small surplus of
34 nearly \$3,500. These funds will be reserved for expenses associated with the 2018 event.
35

36 **Small Area Storm Water Improvements**

37 Public Works is currently working to install drainage improvements on Doe Drive (closer to Coast Guard Road), and
38 route the water to the Doe Drive fixed storm water pump. We hope to complete this small project in the coming
39 weeks. Following completion of this project, Public Works will begin installation of a new storm water relay pump
40 at the Wyndward Court cul-de-sac, and route this water to the Town's fixed storm water pump at Island Circle.
41

42 Public Works staff will also be installing a new storm water relay pump in the cul-de-sac on Sunset Lane to address
43 chronic nuisance flooding. This water will be routed to a Town easement between Bogue Sound Drive and Sunset
44 Lane. We hope to complete this work by early February.
45
46
47
48
49

1 **17. Comments from Board of Commissioners and Mayor**

2
3 Commissioner Taylor stated he was happy to be here and he appreciated all the citizens staying
4 for the whole meeting. Commissioner Taylor said he knew he was filling some big shoes left by
5 former Commissioner Maripat Wright and would try to do his best for everyone.
6

7 Commissioner Finch thanked everyone for attending and their comments on EMS.
8 Commissioner Finch said he hoped this put some closure this evening, he thought we were on
9 the right track and it would be a good thing overall. Commissioner Finch also thanked
10 Commissioner Taylor for coming onboard.
11

12 Commissioner Messer welcomed Commissioner Taylor to the Board.
13

14 Commissioner Dooley welcomed Commissioner Taylor and echoed the statements about all the
15 comments, and thanked Town Manager Rush for his presentation to clarify everything for the
16 entire Board and citizens, and Merry Christmas.
17

18 Commissioner Normile said Merry Christmas to all.
19

20 Mayor Barber thanked everyone for coming and Merry Christmas.
21

22 **18. Closed Session – Pursuant to NCGS 143-318.11(6), for the Purpose of Discussing a**
23 **Personnel Matter**
24

25 ***Motion was made by Commissioner Messer to go into closed session, pursuant to NCGS 143-***
26 ***318,11(6), for the purpose of discussing a personnel matter. The Board voted unanimously 5-***
27 ***0 in favor. Motion carried.***
28

29 ***Motion was made by Commissioner Messer to return to open session. The Board voted***
30 ***unanimously 5-0 in favor. Motion carried.***
31

32 Upon returning to Open Session there was no action taken by the Board as a result of Closed
33 Session.
34
35
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41

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1 **19. Adjourn**

2

3 ***Motion was made by Commissioner Messer to adjourn the meeting. The Board voted***
4 ***unanimously 5-0 in favor. Motion carried.***

5

6 **The meeting was adjourned at 8:45 pm.**

7

8 Respectfully submitted:

9

10

11

12 Rhonda C. Ferebee, CMC, NCCMC

13 Town Clerk

14

15