

**REQUEST FOR BOARD ACTION  
HENDERSON COUNTY  
BOARD OF COMMISSIONERS**

**MEETING DATE:** October 18, 2006

**SUBJECT:** NOTIFICATION OF VACANCIES

**ATTACHMENTS:** Yes

**SUMMARY OF REQUEST:** These notifications are for information only. They will appear on the next agenda under "Nominations".

1. **Apple Country Greenway Commission – 1 vac.**  
Position #2
2. **Hendersonville Planning Board – 1 vac.**  
Position #2
3. **Hospital Corporation Board of Directors – 1 vac.**  
Position #11
4. **Nursing/ Adult Care Home Community Advisory Committee – 1 vac.**  
Position #11

**Nuala Fay**

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**From:** <sandglo@bellsouth.net>  
**To:** <nuala@cytechcis.net>  
**Sent:** Monday, September 25, 2006 5:20 PM  
**Subject:** Resignation from C.A.C.

I am sorry to inform you of my resignation from the Nursing Home Community Advisory Committee. I regret that I can no longer serve on this committee because my husband, who has Alzheimer's disease, can no longer be left alone at home, thus preventing me from participating as a volunteer.

I am glad I've had the opportunity to serve the community in a volunteer capacity and hope to be of service at some future date.

Gloria Sandborg  
26 S. Woodridge View Ct.  
Hendersonville, 28791

SEP 28 2006

cc: BOC  
STEVE  
TERRY

9/27/2006

# HENDERSON COUNTY BOARD OF COMMISSIONERS

100 North King Street  
Hendersonville, North Carolina 28792-5097  
Phone 828-697-4808 • Fax: 828-692-9855  
TDD: 828-697-4580  
www.hendersoncountync.org

BILL MOYER  
Chairman  
CHARLIE MESSER  
Vice-Chairman

LARRY YOUNG  
SHANNON BALDWIN  
CHUCK McGRADY

October 6, 2006

Ms. Colette Summitt  
420 Birdland Drive  
Hendersonville, NC 28739

Dear Ms. Summitt:

Your term on the APPLE COUNTRY GREENWAY COMMISSION will soon expire (12/1/2006).

The Board of Commissioners wants to thank you for your interest in our county. We have found that selecting appointees is always difficult with so many citizens eager and qualified to serve. It is our desire to balance your interest and service against the interest of other citizens also willing to serve. We would like to know if you are willing to serve another term, if nominated.

Please indicate your decision below and return this letter in the enclosed/self-addressed, stamped envelope as soon as possible. Thank you.

Sincerely,

William L. Moyer, Chairman

WLM/arb

enclosure

\_\_\_\_\_ Yes, I would be willing to serve another term if nominated.

\_\_\_\_\_ No, I am unable to serve another term.

Please initial your reply. Thank you.

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CHUCK McGRADY

October 6, 2006

Mr. Edward J. Fortaw  
121 Long John Drive  
Hendersonville, NC 28791

Dear Mr. Fortaw:

Your term on the HENDERSONVILLE PLANNING BOARD will soon expire (12/1/2006).

The Board of Commissioners wants to thank you for your interest in our county. We have found that selecting appointees is always difficult with so many citizens eager and qualified to serve. It is our desire to balance your interest and service against the interest of other citizens also willing to serve. We would like to know if you are willing to serve another term, if nominated.

Please indicate your decision below and return this letter in the enclosed/self-addressed, stamped envelope as soon as possible. Thank you.

Sincerely,

William L. Moyer, Chairman

WLM/arb

enclosure

\_\_\_\_\_ Yes, I would be willing to serve another term if nominated.

\_\_\_\_\_ No, I am unable to serve another term.

Please initial your reply. Thank you.

**William M. (Bill) Blalock  
Carolyn A. Blalock  
125 Ladson Road  
Horse Shoe, NC 28742  
Tel: 828-891-6045  
Fax: Call First  
E-Mail: [solutions@ioa.com](mailto:solutions@ioa.com)  
Bill's Cell Phone: 828-606-2050**

#11

OCT 10 2006

Monday, October 9, 2006

Bill Moyer, Chairman  
Henderson County Board of Commissioners  
100 North King Street  
Hendersonville, NC 28792

Dear Bill,

I am totally frustrated and burned out, I don't feel like I am bringing value to Pardee, nor do I feel like I represent the majority of the Commissioners.....so it is time for me to resign.

#### The Situation

My well intended efforts have clearly alienated me from the board and the administration. When the tough hard questions and red flags are raised in a culture that doesn't support it, the messenger gets shot. High performance teams are characterized by a strong commitment to a set of shared values (trust, teamwork, open and candid communication, valuing of divergent opinions as healthy however once a decision is made we all support it, etc), an intense focus on the mission, goals, measurements, performance tracking, and constant involvement in continuous learning and continuous improvement. In addition, our board needs to develop a set of roles and responsibilities, along with committee charters that will clearly identify who does what, including the separation between the board's oversight role and the administration's/management's role.

- In early 2005, I pointed out that Pardee was in deep financial trouble, the financial decline would likely accelerate throughout FY05 and our bond rating was effectively junk.....all of which proved to be true. There were one-to-one meetings with Ron Stephens and Don Holder to no avail.
- I also sensed there were other, perhaps significant issues being hidden by the administration. Asking the fundamental oversight questions, recommended by The Governance Institute, simply resulted in accusations

cc: BOC  
Terry

- that I was trying to manage the business. When things came to a crash in mid-year, I felt exonerated although deeply concerned.
- The 2005 Board Self-Assessment indicated very serious problems. One-to-one meetings to reach out to Marcia were unsuccessful and she blocked any attempt to implement the Self-Assessment Enhancement Program and Board 50 Best Practices. The 2006 Board Self-Assessment is worse than 2005.
  - There was an honest, sincere attempt to update the bylaws, however, we can't get anywhere. Whether we agree or disagree, we can't seem to at least have a healthy, no hidden agendas discussion.
  - The conflict of interest policy urgently needs revision due to the Sarbanes-Oxley Act and the increasing IRS focus on not-for-profit enterprises. There are perceptions that conflicts exist, but again, we can't seem to have an open discussion and address the policy.
  - There are the unresolved issues regarding the subsidiaries. I have been unable to help the board understand the realities of subsidiary relationships with the mother corporation.....in spite of the supporting information from The Governance Institute and Barry Bader (a highly respected healthcare board consultant).
  - I believe there is a common understanding that the 2002-2005 Strategic Plan was never effectively implemented resulting in a loss of market share and other very serious problems. We have had no strategic plan for at least 2 years at a time when the competitive environment is accelerating. When the competitors move faster than you, you die!
  - The FY07 Financial Plan and the new, 2006-2009 Strategic Plan (based on the critical success factors that have already been discussed) will be extremely challenging. A divided, contentious board will not help.
  - There are those on the board that feel the situation is personal. It is not! Marcia, Don and others are sincere people who have brought value to this community and are respected. It is about fulfilling the mission, ensuring that Pardee is successful and achieving excellence. I am unable to help this situation.
  - John Bell is a sincere person who has put in many hours and is dedicated to Pardee surviving, serving the community and achieving excellence. Shooting him, along with me, is not going to solve the problems. It is interesting that I was very successful in leading large organizations in my career and John has been very successful leading the Health Dept Board.
  - The pressure over the Kiawah reimbursement issue is intense. I wonder if board members have ever been asked to reimburse the hospital in the past, or is this to minimize the cost of the Kiawah retreat? Anyway, attached is an e-mail I sent to resolve the issue.

### The Path Forward

- I had a conversation with Chuck Mc Grady last Tuesday evening. The message remains unchanged.....the problems are Blalock, Bell and Moyer. Interestingly, Chuck recruited me for the Pardee Board but I have never felt like I ever had his support. Clearly my role on the board has been compromised. Four of the five Commissioners voted to reappoint the current leadership and there is heavy lobbying to continue the existing Chair. Chuck feels Blalock and Bell should get out of the way and certainly not ask for reappointment in 2007 when our terms are up. He is also concerned that Blalock or Bell could become the chair and he strongly feels this is a mistake. If we are the problems, why would the board want either of us as the chair?
- There are some talented people on the board and I believe both Jeff Miller and Bill Lapsley with be valuable assets. In addition, there is other talent out there.

One of my struggles is trying to determine when to hang in there and when to let go. At this point, I am completely ineffective with the current board situation and the majority of the Commissioners support the current situation. Therefore, it is time to bow out. Attached is a simple letter of resignation that should fulfill the "official" requirement. Thanks for your understanding. I don't feel bad about my efforts on the board, but I do feel like I let you down.....and that sincerely bothers me. I believe that I did the right things, although I probably went about it in the wrong way and certainly failed to recognize the strength of the "don't rock the boat" culture. My apologies!

Best wishes,

BILL

Cc: Dr. John Bell, Larry Freeman, Dr. George Jones, J. W. Davis, Bill Smith

**From:** BILL BLALOCK  
**To:** Deborah Crowder  
**Cc:** Myra N. Grant  
**Date:** 10/4/2006 11:21:37 AM  
**Subject:** Kiawah Advance

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Deborah and Myra,

Myra....will you please remove us from the "Generations of Excellence" list and transfer to Deborah, whatever amount she indicates for the Kiawah event. Also, please rescind my previous instructions regarding the gift and use the balance for whatever is needed.

Deborah.....I have been harassed, accused of undermining the Kiawah event, being non supportive, accused of sending a negative message and told I am being extremely unfair for not reimbursing the cost of the Kiawah event. Months ago Jon sent an e-mail regarding a retreat (advance) and I told him I was completely supportive.....and still am. When I found out the date and travel distance, I immediately made it clear that Carolyn is the Superintendent of a major llama and alpaca show at the WNC State Fair and I was not sure if I could be available for Kiawah. Carolyn has been doing this for 10 years. I made a sincere attempt to attend, but as it turned out, I really needed to be there to support her. So, I cancelled my attendance at Kiawah. This meant Pardee incurred the expenses for my airfare, lodging and whatever. When asked if I would reimburse Pardee, I declined. I felt that with the Generations of Excellence contributions we have given, the time and cost associated with being a board member, I was not being unreasonable. I'm tired of getting beat up and therefore, I give up. I am asking Myra to transfer money from our Foundation contribution. Please let me know how much is transferred to Pardee and when. The non refundable airplane ticket can be used for whomever. I will not be using it.

Thanks for the help and sorry for the problems.

W. M. (Bill) Blalock  
125 Ladson Rd  
Horse Shoe, NC 28742  
E-Mail: [solutions@ioa.com](mailto:solutions@ioa.com)  
Cell: 828-606-2050  
Tel: 828-891-6045  
Fax: Call First



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Carolyn A. Blalock  
125 Ladson Road  
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Tel: 828-891-6045  
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E-Mail: [solutions@ioa.com](mailto:solutions@ioa.com)  
Bill's Cell Phone: 828-606-2050**

Monday, October 9, 2006

Bill Moyer, Chairman  
Henderson County Board of Commissioners  
100 North King Street  
Hendersonville, NC 28792

Dear Bill,

It has become necessary that I resign from the Henderson County Hospital Corporation, Board of Directors. I appreciate the opportunity I have had to serve the community and the Board of Commissioners. My days on boards and committees are over.

Best wishes,

*BILL*