



June 4, 2025

Swannanoa Shower and Laundry Station

WHY WE CONDUCTED THIS REPORT

On October 23, 2024, a Community Care Station was opened at Owen Pool in Swannanoa, N.C. to assist Hurricane Helene victims. The station included showers, laundry, bathrooms, access cell towers and WiFi, potable and non-potable water, and access counseling services. As part of the North Carolina Office of the State Auditor’s (OSA) ongoing monitoring of Hurricane Helene relief spending, this service was flagged and reviewed by the Rapid Response Division.

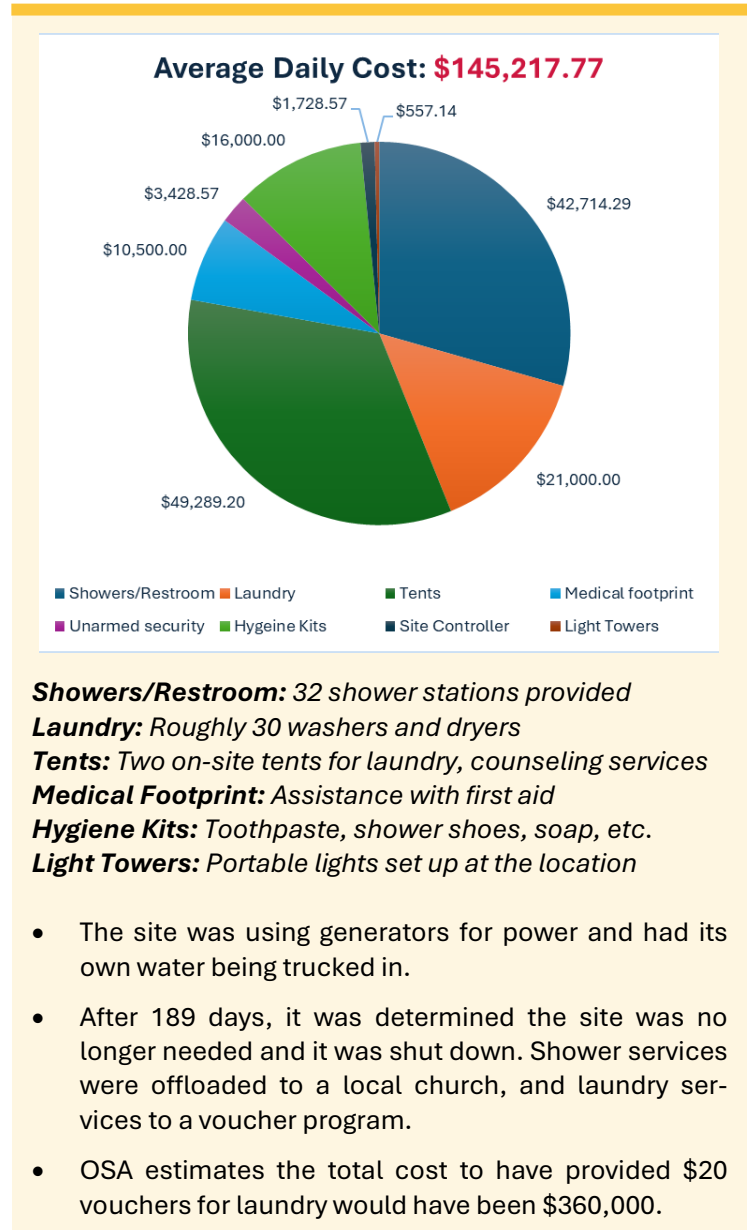
OBJECTIVES

Determine the cost and use of the Community Care Station.

WHAT WE FOUND

- The total estimated cost of the Community Care Station was **\$27.4 million over the 189 days it was open.**
- The station, which was primarily used for its shower and laundry services, had an **average daily cost of \$145,217.77** (see Supporting Documents).
- The station provided a total of approximately **14,000 showers and 18,000 loads of laundry.**

It cost an estimated **\$220 per load of laundry.** OSA could not identify cost per shower because cost data was mixed between showers and restrooms.



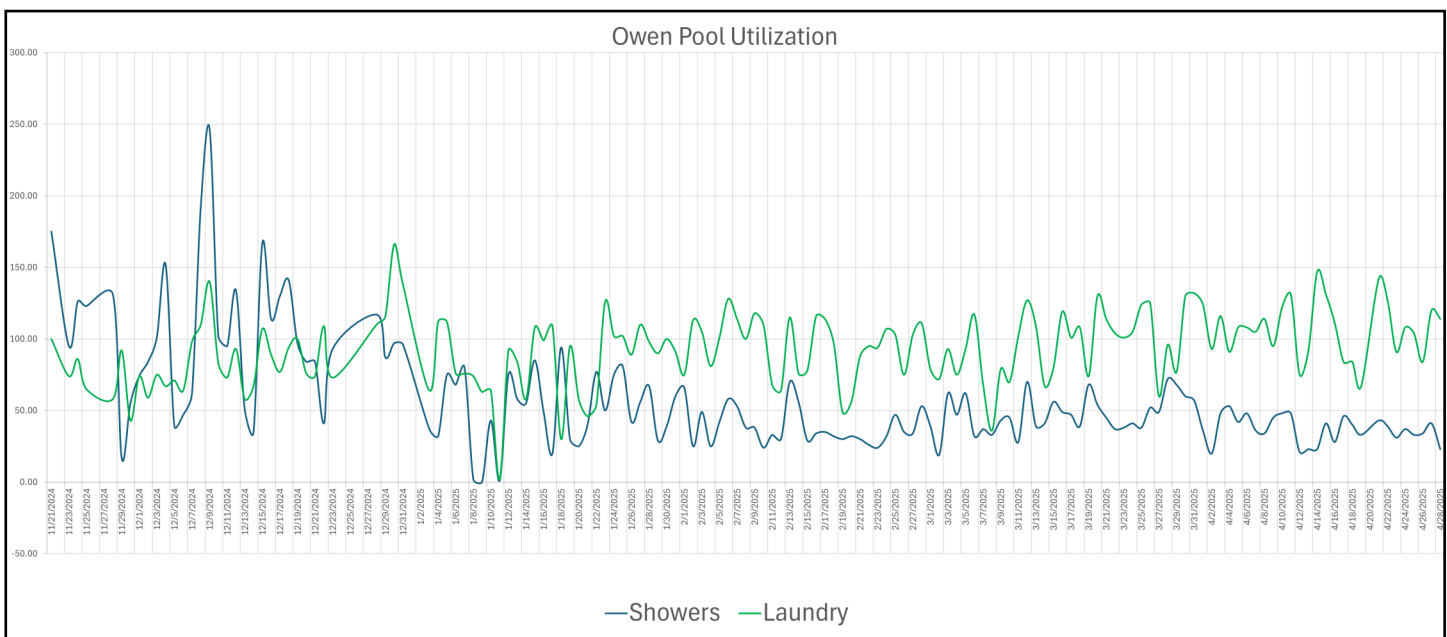
DATA: Data for trackable services is based on information provided by Buncombe County Emergency Management. Cost data is based on invoices provided from the North Carolina Department of Public Safety. The estimated costs were created by OSA based on the provided data.

NOTE: OSA maintains strict confidentiality when handling personally identifiable and other sensitive information in accordance with State and federal law. OSA takes all necessary precautions to ensure that sensitive information is not compromised or improperly shared. This special report is based on the limited information available to OSA during our investigation and is not exhaustive. This report does not constitute an audit or attestation engagement conducted in accordance with generally accepted government auditing standards.

WHAT WE FOUND (CONTINUED)

- According to Buncombe County, the decision to close the site “was made in coordination with County Staff and NC Emergency Management.”
- According to the site manager at the station, activity tracking was done by counting the number of individuals using the station, and sometimes done by counting the number of cars. There was no accurate record keeping to identify if people came to the facility multiple times.

- During interviews with the site manager and vendor manager on April 14 and April 24, OSA was informed that approximately 40-60 people per day were using the location. In the early stages of hurricane relief the location would have upwards of 100 people per day.
- **Station staff — titled General Workers and POD Managers — were paid an hourly rate of \$87.30 and \$145.50, respectively, and received a \$215 per diem** (see Supporting Documents). This expense was not included in the Average Daily Cost chart.



RECOMMENDATIONS

The services provided by a Community Care Station are responsive in the immediate aftermath of a natural disaster, but analysis and monitoring of cost, use, and need should be more frequently conducted, particularly in this case with costs running over \$145,000 per day. Planning for future disaster response should include contingencies for this type of facility.

Although the Community Care Station opened on October 23, 2024, tracking of utilization of showers and laundry did not begin until November 21, 2024. Tracking should begin at the onset to better understand service utilization and demand.

Detailed records should be kept so officials responsible for allocation of resources can make timely and effective decisions to serve the most people in the most efficient manner.

DATA: Data for trackable services is based on information provided by Buncombe County Emergency Management. Cost data is based on invoices provided from the North Carolina Department of Public Safety. The estimated costs were created by OSA based on the provided data.

NOTE: OSA maintains strict confidentiality when handling personally identifiable and other sensitive information in accordance with State and federal law. OSA takes all necessary precautions to ensure that sensitive information is not compromised or improperly shared. This special report is based on the limited information available to OSA during our investigation and is not exhaustive. This report does not constitute an audit or attestation engagement conducted in accordance with generally accepted government auditing standards.

SUPPORTING DOCUMENTS

Invoices from vendor SLSCO LTD:

SLSCO, LTD
PO Box 17017
Galveston, TX 77552

Bill To:
North Carolina Emergency Management
Attn: Logistics Contracts & Purchasing
4236 Mail Service Center
Raleigh, NC 27699-4236
ncem.purchasing@ncdps.gov

Invoice Detail
Invoice Number: **321717-1-01R**
Invoice Date: **2/18/2025**

Project: Hurricane Helene
PO: HEL321717-1
117 Stone Dr, Swannanoa, NC 28778

Description	Start Date	Billed to Date	QTY	Weeks	Unit Price	Unit of Measure	Total Invoiced to Date
Shower & Restroom	12/1/2024	1/6/2025	1	5.29	\$ 299,000.00	Weekly	\$ 1,580,428.57
Laundry	11/27/2024	1/6/2025	1	5.86	\$ 320,524.40	Weekly	\$ 1,877,357.20
Tent for Comfort Stations	12/1/2024	1/6/2025	1	5.29	\$ 171,500.00	Weekly	\$ 906,500.00
Medical Footprint, Unarmed Security	12/1/2024	1/6/2025	1	5.29	\$ 97,500.00	Weekly	\$ 515,357.14
Hygiene Kits, Towels, Shower Shoes	12/1/2024	1/6/2025	1	5.29	\$ 112,000.00	Weekly	\$ 592,000.00
Site Coordinator, Traffic Control	12/1/2024	1/6/2025	1	5.29	\$ 12,100.00	Weekly	\$ 63,957.14
Light Towers	12/1/2024	1/6/2025	1	5.29	\$ 3,900.00	Weekly	\$ 20,614.29

Total Invoiced \$ **5,556,214.34**
Less Previously Invoiced: \$ -
Current Due: \$ 5,556,214.34

Total PO Value: \$ 7,115,670.73
PO Value Remaining: \$ 1,559,456.39

PO Status: Complete

Item Description (Include Shipping As Line Item)	Qty	Unit Price	Item Total
1 Laundry, Showers, Restrooms 1000-PAX (11/19/24-1/6/24) Weekly \$869,524.40 Daily	49	\$124,217.77	\$6,086,670.73
2 Tent for comfort station (11/19/24-1/6/24) \$147,000 weekly \$21,000 Daily	49	\$21,000.00	\$1,029,000.00
3 Medical footprint 12-hours & unarmed security 24/7 (11/19/24-1/6/24)			
4 Hygiene kits, towels, shower shoes			
5 Site coordinator & traffic control 12 hours			
6 Light towers 6506 units			
7			

DATA: Data for trackable services is based on information provided by Buncombe County Emergency Management. Cost data is based on invoices provided from the North Carolina Department of Public Safety. The estimated costs were created by OSA based on the provided data.

NOTE: OSA maintains strict confidentiality when handling personally identifiable and other sensitive information in accordance with State and federal law. OSA takes all necessary precautions to ensure that sensitive information is not compromised or improperly shared. This special report is based on the limited information available to OSA during our investigation and is not exhaustive. This report does not constitute an audit or attestation engagement conducted in accordance with generally accepted government auditing standards.

SUPPORTING DOCUMENTS (CONTINUED)

SLSCO, LTD
 PO Box 17017
 Galveston, TX 77552

Bill To:
North Carolina Emergency Management
 Attn: Logistics Contracts & Purchasing
 4236 Mail Service Center
 Raleigh, NC 27699-4236
 ncem.purchasing@ncdps.gov

Invoice Detail
 Invoice Number: 321717-2-01
 Invoice Date: 2/26/2025

Project: Hurricane Helene PO: HEL321717-2 117 Stone Dr, Swannanoa, NC 28778								
Description	Start Date	Billed to Date	QTY	Days	Unit Price	Unit of Measure	Total Invoiced to Date	
Laundry, Showers, Restrooms	1/7/2025	1/31/2025	1	25.00	\$ 145,217.77	Daily	\$ 3,630,444.25	

Total Invoiced \$ 3,630,444.25
 Less Previously Invoiced: \$ -
Current Due: \$ 3,630,444.25

Total PO Value: \$ 3,630,444.25
 PO Value Remaining: \$ -

PO Status: Complete

Item Description (Include Shipping As Line Item)	Qty	Unit Price	Item Total
1 EXT Laundry , Showers, Restrooms 1000-PAX (1/7/25-1/31/25)	25	\$145,217.77	\$3,630,444.25
2 EXT Tent for comfort station (1/7/25-1/31/25)			
3 EXT Medical footprint 12-hours & unarmed security 24/7 (1/7/25-1/31/25)			
4 EXT Hygiene kits, towels, shower shoes			
5 EXT Site coordinator & traffic control 12 hours			
6 EXT Light towers 6506 units			
7			

DATA: Data for trackable services is based on information provided by Buncombe County Emergency Management. Cost data is based on invoices provided from the North Carolina Department of Public Safety. The estimated costs were created by OSA based on the provided data.

NOTE: OSA maintains strict confidentiality when handling personally identifiable and other sensitive information in accordance with State and federal law. OSA takes all necessary precautions to ensure that sensitive information is not compromised or improperly shared. This special report is based on the limited information available to OSA during our investigation and is not exhaustive. This report does not constitute an audit or attestation engagement conducted in accordance with generally accepted government auditing standards.

SUPPORTING DOCUMENTS

Labor invoice from vendor SLSCO LTD:

SLSCO, LTD PO Box 17017 Galveston, TX 77552		Bill To: North Carolina Emergency Management Attn: Logistics Contracts & Purchasing 4236 Mail Service Center Raleigh, NC 27699-4236 em.purchasing@ncdps.gov		Invoice Detail Invoice Number: 324367-2-03 Invoice Date: 4/25/2025			
Project: Hurricane Helene PO# 324367-2							
Position	ST Hours	OT Hours	ST Rate	OT Rate	Labor	Per Diem	Total Invoiced
POD Manager	1,781.46	115.92	\$145.50	\$218.25	\$ 284,501.97	\$ 11,395.00	\$ 295,896.97
General Worker	4,754.65	280.88	\$87.30	\$130.95	\$ 451,862.18	\$ 25,800.00	\$ 477,662.18
	6,536.11	396.80			\$ 736,364.15	\$ 37,195.00	\$ 773,559.15
Total Due:							\$ 773,559.15
Total PO Value: \$ 2,500,000.00 Previously Invoiced: \$ 1,314,122.73 Current Invoice: \$ 773,559.15 PO Value Remaining: \$ 412,318.12							
PO Status: Ongoing							

Date Worked	Employee Name	Worksite	Position	Rate	Type	Hours	Amount Invoiced	Pay Period End
2/22/2025		Programmatic Support	POD Manager	\$ 145.50	ST	5.00	\$ 727.50	2/28/2025
2/22/2025		Fairview Inlets	General Worker	\$ 87.30	ST	11.50	\$ 1,003.95	2/28/2025
2/22/2025		Owen Pool	POD Manager	\$ 145.50	ST	12.00	\$ 1,746.00	2/28/2025
2/22/2025		Fairview Inlets	General Worker	\$ 87.30	ST	11.50	\$ 1,003.95	2/28/2025
2/22/2025		Bethel United Methodist Church	General Worker	\$ 87.30	ST	11.55	\$ 1,008.32	2/28/2025
2/22/2025		Morgan Hill Baptist Church	General Worker	\$ 87.30	ST	11.52	\$ 1,005.70	2/28/2025
2/22/2025		Owen Pool	POD Manager	\$ 145.50	ST	11.63	\$ 1,692.17	2/28/2025
2/22/2025		Programmatic Support	POD Manager	\$ 145.50	ST	3.00	\$ 436.50	2/28/2025
2/22/2025		Morgan Hill Baptist Church	POD Manager	\$ 145.50	ST	11.55	\$ 1,680.53	2/28/2025
2/22/2025		Owen Pool	General Worker	\$ 87.30	ST	11.52	\$ 1,005.70	2/28/2025
2/22/2025		Owen Pool	General Worker	\$ 87.30	ST	11.53	\$ 1,006.57	2/28/2025

Date	Emp #	Employee Name	Position	Per Diem Invoiced
4/9/2025			General Worker	\$ 215.00
4/10/2025			POD Manager	\$ 215.00
4/10/2025			General Worker	\$ 215.00
4/11/2025			POD Manager	\$ 215.00
4/11/2025			General Worker	\$ 215.00
				\$ 37,195.00

DATA: Data for trackable services is based on information provided by Buncombe County Emergency Management. Cost data is based on invoices provided from the North Carolina Department of Public Safety. The estimated costs were created by OSA based on the provided data.

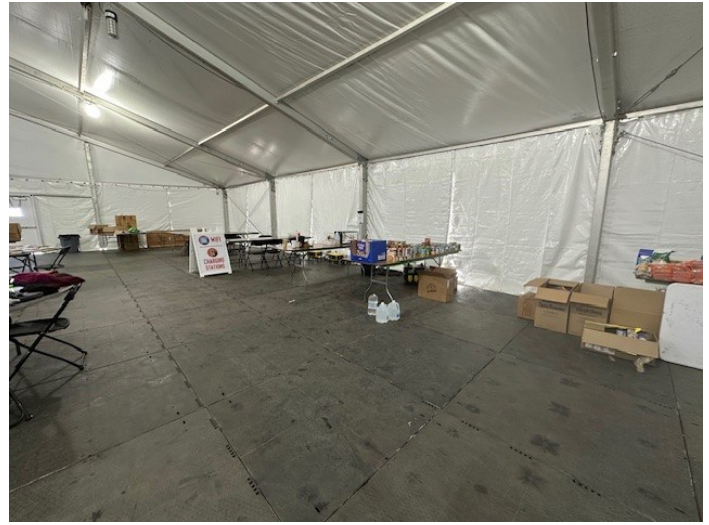
NOTE: OSA maintains strict confidentiality when handling personally identifiable and other sensitive information in accordance with State and federal law. OSA takes all necessary precautions to ensure that sensitive information is not compromised or improperly shared. This special report is based on the limited information available to OSA during our investigation and is not exhaustive. This report does not constitute an audit or attestation engagement conducted in accordance with generally accepted government auditing standards.

SUPPORTING DOCUMENTS (CONTINUED)

Hygiene kits and supplies



Counseling services tent



DATA: Data for trackable services is based on information provided by Buncombe County Emergency Management. Cost data is based on invoices provided from the North Carolina Department of Public Safety. The estimated costs were created by OSA based on the provided data.

NOTE: OSA maintains strict confidentiality when handling personally identifiable and other sensitive information in accordance with State and federal law. OSA takes all necessary precautions to ensure that sensitive information is not compromised or improperly shared. This special report is based on the limited information available to OSA during our investigation and is not exhaustive. This report does not constitute an audit or attestation engagement conducted in accordance with generally accepted government auditing standards.

SUPPORTING DOCUMENTS (CONTINUED)

Generators, shower/restroom stations, light towers, tents, storage unit



DATA: Data for trackable services is based on information provided by Buncombe County Emergency Management. Cost data is based on invoices provided from the North Carolina Department of Public Safety. The estimated costs were created by OSA based on the provided data.

NOTE: OSA maintains strict confidentiality when handling personally identifiable and other sensitive information in accordance with State and federal law. OSA takes all necessary precautions to ensure that sensitive information is not compromised or improperly shared. This special report is based on the limited information available to OSA during our investigation and is not exhaustive. This report does not constitute an audit or attestation engagement conducted in accordance with generally accepted government auditing standards.

SUPPORTING DOCUMENTS (CONTINUED)

Showers, additional supplies, water storage



DATA: Data for trackable services is based on information provided by Buncombe County Emergency Management. Cost data is based on invoices provided from the North Carolina Department of Public Safety. The estimated costs were created by OSA based on the provided data.

NOTE: OSA maintains strict confidentiality when handling personally identifiable and other sensitive information in accordance with State and federal law. OSA takes all necessary precautions to ensure that sensitive information is not compromised or improperly shared. This special report is based on the limited information available to OSA during our investigation and is not exhaustive. This report does not constitute an audit or attestation engagement conducted in accordance with generally accepted government auditing standards.