

**MINUTES
TRANSYLVANIA COUNTY BOARD OF COMMISSIONERS
May 23, 2016 – REGULAR MEETING**

The Board of Commissioners of Transylvania County met in regular session on Monday, May 23, 2016 at 7:00 p.m. in Commissioners Chambers at the County Administration Building, located at 101 S. Broad Street, Brevard, NC.

Commissioners present were Vice-Chairman Larry Chapman, Jason Chappell, Chairman Mike Hawkins, Page Lemel and Kelvin Phillips. Also present were County Manager Jaime Laughter, County Attorney Tony Dalton and Clerk to the Board Trisha Hogan.

Media: *The Transylvania Times* – Derrick McKissock

There were approximately 15 people in the audience.

CALL TO ORDER

Chairman Mike Hawkins presiding declared a quorum was present and called the meeting to order at 7:04 p.m.

WELCOME

Chairman Hawkins welcomed everyone to the meeting and thanked the members of the audience for participating in their County government. He introduced Commissioners and staff in attendance.

PUBLIC COMMENT

Jenny Maybin: Ms. Maybin is the field representative for Congressman Mark Meadows. She introduced herself to the public and informed everyone that she is in the County on the second Tuesday of each month. The County provides office space for her in the Community Services Building. She hopes to increase her presence here in the County. Ms. Maybin is available to talk to citizens about federal issues, but she works closely with our State representatives to ensure citizens are being assisted where needed. She asked to be informed of events that Congressman Meadows or she may attend.

Commissioners welcomed Ms. Maybin into the community and expressed their appreciation for all that Congressman Meadows does for the County.

AGENDA MODIFICATIONS

There were no agenda modifications.

Commissioner Lemel moved to approve the agenda, seconded by Commissioner Chappell and unanimously approved.

CONSENT AGENDA

Commissioner Lemel moved to approve the Consent Agenda, seconded by Commissioner Chappell and unanimously approved.

The following items were approved:

MINUTES

The Board of Commissioners met in regular session on Monday, May 9, 2016. Following the regular business, the Manager presented the recommended budget for FY 2017. Commissioners approved the minutes of the May 9, 2016 regular meeting as submitted.

DISCOVERY, RELEASE AND MONTHLY SETTLEMENT REPORT

For April 2016, total tax dollars released was \$755.17. Refunds totaled \$817.98. Commissioners approved the Discovery, Release and Monthly Settlement Report for April 2016.

SCHEDULE PUBLIC HEARING ON FY 2016-17 BUDGET

The Manager presented the recommended budget for FY 2016-17 to the Board of Commissioners on May 9. Commissioners held one budget workshop on May 12. At that time, Commissioners were in consensus to:

- Remove the \$50,000 reserve for community center facility needs
- No new full time personnel for the fire departments
- Established the fire district tax rates based on no new full time personnel and other minor changes as discussed during the budget workshop on May 12

Commissioners instructed staff to schedule the public hearing on the FY 2016-17 Budget for the regular meeting on June 13, 2016 and to advertise accordingly.

PRESENTATIONS/RECOGNITIONSSAFETY COMMITTEE REPORT – EMPLOYEE SURVEY & DISCUSSION ON NEXT STEPS

The Manager reported that Commissioners had requested that Administration and the Safety Committee partner to conduct an employee safety and security survey. In this presentation, she will share the responses received thus far and the trends revealed in the responses. Afterwards, she will ask Commissioners to discuss next steps.

This is a summary of the presentation:

Employee Safety and Security Survey

- All County employee emails were used in order to distribute the survey
 - Coded paper copies provided as needed to ensure all received the survey
- 401 surveys emailed, 270 responded
 - 311 opened, 87 unopened, 3 bounced (confirmed that bounced back emails were from those no longer employed with the County)
 - 3 reminders sent to ensure everyone had opportunity to take survey
- 38 print surveys submitted
- Open April 8-April 22 with three reminders
- Outside agencies in our buildings not included in this portion of the survey
 - Clerk of Court
 - Co-operative Extension

Overall Comments

- Some concerns already being addressed such as current project at Community Services Building
 - Single entrance
 - Badge access for employees at other entrances
 - Improving flow through the building from the single entrance
- EMS base stations not included (instructed to list Public Safety Facility, where administrative staff work)
 - Notes comments identified issue for bases currently being addressed
- Some discussion about inherent nature of the professions in notes depending on service provided
 - Social Services

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- Law Enforcement
- Identified improvements to systems that could be made
 - Parking County cars after hours
 - Reporting of security incidents
 - Looking at safety and security system-wide for evaluation
- Software can split by building to give additional information (some differences between buildings especially on safety/security measures and what would help employees feel safer in their environment)

Results

- 96.41% state safety and security is very important (84.97%) or somewhat important (11.44%) to overall job satisfaction
- 82.95% of employees feel very safe/secure (29.84%) or safe/secure most of the time (53.11%) at work
- 54.30% felt personally unsafe in their primary building 0 times in the last five years
 - 29.80% felt personally unsafe 1-4 times
 - 6.95% 5-10 times
 - 8.94% frequently
- 93.29% feel comfortable communicating safety and security concerns to their supervisor
- Of 202 responding to the question:
 - 101 open or close a building to the public alone
 - 111 work within a facility after dark that remains open to the public
 - 108 work within a facility that remains closed to the public after dark, but work inside alone

Results – Type of Concern (ranked by respondents)

- #1-safety and security issues as the result of an angry customer/citizen (weighted average 2.5)
- #2-safety and security while in the field (3.2)
 - Communications throughout County cited as an issue related to feeling safe and secure in the field; lack of cell and radio service throughout the County
- #3-safety and security in the office (3.35)
- #4-safety and security issues related to terrorism (3.55)
- #5-safety and security issues related to interpersonal relationships of/with coworkers (3.99)

Results – Measures Ranked Top to Bottom

The next part of the survey included a listing of different measures. Respondents were asked to decide if those measures would make them feel safer or not on scale from 1-10, with 1 being not improving their feeling of safety at all and with 10 being that the measure would alleviate concerns. Below is a weighted average of all the responses ranked from the highest scores to the lowest scores; the highest meaning that more people responded favorably that a particular measure would help alleviate safety concerns.

Answer Options	Rating Average
Lighting in the parking areas	7.35
Exterior building lighting	7.29
Training for scenarios such as active shooter, bomb threats, etc	6.73
Panic buttons	6.70
Establish a method for reliable communication throughout the county to enhance safety in the field	6.33
Employee badge access on my building with a single point of public entry	6.27
Training in self defense	6.15
Safety/Defense training specific to those making visits to homes/outlying areas	6.00
Security cameras outside the building I work within	5.97
Training in dealing with difficult people	5.96
Ability to concealed carry while on travel for the county with a valid permit at locations not prohibited by law	5.76
Ability to concealed carry at work with a valid permit as an employee in my primary work building specifically (provided not prohibited by state law (courthouse, public safety building))	5.71
Security cameras outside the building I work within that are monitored by dedicated personnel	5.68
Ability to concealed carry at work with a valid permit as an employee in all buildings not prohibited by state law (courthouse, public safety building)	5.64
More limits on direct access to employee offices in my building	5.41
A dedicated county campus law enforcement during normal business hours	5.40
Security cameras on interior corridors in the building I work within	5.20
Security cameras on interior corridors in the building I work within that are monitored by dedicated personnel	5.13
Other	4.85
A dedicated county campus law enforcement during evening/weekend hours	4.47
Ability for anyone (including public) to carry concealed in the building with a valid permit in all buildings not prohibited by state law (courthouse, public safety building)	3.88

Results – Some Variance by Building

When the results were broken down by building, there were some variances. Below is a comparison of the County-wide weighted average versus the Tax Office (includes Register of Deeds) and the Library. The Tax Office was fairly consistent with the other responses; whereas there were differences with the responses on the Library.

Answer Options	Rating	Tax	
	Average	Office	Library
Lighting in the parking areas	7.35	7.50	7.22
Exterior building lighting	7.29	7.21	7.39
Training for scenarios such as active shooter, bomb threats, etc	6.73	7.25	4.86
Panic buttons	6.70	8.32	5.48
Establish a method for reliable communication throughout the county to enhance safety in the field	6.33	6.65	4.76
Employee badge access on my building with a single point of public entry	6.27	6.05	2.82
Training in self defense	6.15	6.85	5.05
Safety/Defense training specific to those making visits to homes/outlying areas	6.00	6.20	3.29
Security cameras outside the building I work within	5.97	6.85	6.73
Training in dealing with difficult people	5.96	6.75	5.83
Ability to concealed carry while on travel for the county with a valid permit at locations not prohibited by law	5.76	6.35	1.82
Ability to concealed carry at work with a valid permit as an employee in my primary work building specifically (provided not prohibited by state law (courthouse, public safety building))	5.71	6.15	1.50
Security cameras outside the building I work within that are monitored by dedicated personnel	5.68	6.35	6.23
Ability to concealed carry at work with a valid permit as an employee in all buildings not prohibited by state law (courthouse, public safety building)	5.64	6.20	1.32
More limits on direct access to employee offices in my building	5.41	4.65	2.77
A dedicated county campus law enforcement during normal business hours	5.40	5.42	5.91
Security cameras on interior corridors in the building I work within	5.20	6.35	6.86
Security cameras on interior corridors in the building I work within that are monitored by dedicated personnel	5.13	5.90	5.68
Other	4.85	6.00	1.80
A dedicated county campus law enforcement during evening/weekend hours	4.47	4.05	6.39
Ability for anyone (including public) to carry concealed in the building with a valid permit in all buildings not prohibited by state law (courthouse, public safety building)	3.88	3.15	1.82

Discussion – Next Steps

- Safety Committee- public survey
 - Smaller version
 - All paper
 - Require a lot of resources to complete
- Guidance to committee
 - Develop report tracking protocols?
 - Start with top ranking but review the building specific feedback?
 - Comprehensive look at security infrastructure?

Safety Officer Keith McCoy was in attendance and answered questions as needed.

Commissioner Chapman asked for further clarification on what makes employees feel unsafe. Mr. McCoy said the number one fear is dealing with some members of the public. There are no issues with the vast majority of citizens. The issue is an individual issue and what makes an employee feel uncomfortable. Mr. McCoy pointed that the committee is coordinating with the NC Association of County Commissioners (NCACC) to provide resources because these issues are not unique to just our County. Our local law enforcement agencies have been very receptive to offering assistance because they are experienced and well-trained.

Commissioner Chapman wondered if employees' fears and concerns have grown over the past few years. Mr. McCoy said more issues are prevalent in the news so the fear is at the forefront of people's minds. This is the first time he has seen such level of fear over an active shooter situation.

The Manager pointed out the survey revealed there is no consistent method of tracking events and management is not informed when panic buttons are activated. The procedures have been modified to including a reporting requirement to the Manager or Operations Manager in order to begin tracking those events.

Chairman Hawkins piggybacked on Commissioner Chapman's question on trend lines and whether or not employees felt less safe than in previous years. The results indicate 46% have felt unsafe at least once in the last five years. He wondered if this percentage might rank with others and if was within the norms. Mr. McCoy reported that Transylvania County has been recognized as being in the forefront with the work of the Manager and guidance from the Board of Commissioners. The NCACC is interested in our survey because it was well-developed and the results of the survey because, as previously noted, these issues are not unique to Transylvania County. They have been very complimentary of the County's initiative.

Commissioner Chappell agreed with the recommendation to keep the public survey simple. He asked staff to include those outside agencies that occupy County facilities. He thanked staff for the work that has gone into this process thus far.

Commissioner Lemel said she found it interesting that lighting was so highly regarded. It seems to be related to the uncertainty of dealing with our patrons. She asked if funds have been set aside in the budget to address these issues. The Manager said some items, such as security cameras, have already been included in the budget for some facilities. She would prefer a systematic approach and not concentrate on single issues.

In terms of next steps, the Manager noted that the Safety Committee meets monthly to address reports of injuries/accidents so the next phase would be a natural fit for this committee. The Safety Committee can work to develop a consistent protocol for reporting and make recommendations on how to address safety issues.

Commissioner Lemel stated that the next logical best steps should be to develop report tracking protocols, perform a comprehensive review of security infrastructure, and then start working on addresses the top ranking and building specific issues.

Commissioner Chapman noted there are some offices that are more prone to having upset patrons. There are ways to make these facilities more secure, but then we risk offending a majority of the public. He thought the best approach was to focus on these facilities first. Commissioner Lemel said she is concerned there is not a good handle on all the issues our employees are dealing with which is why she would like to first start with report tracking protocols to determine where the highest issues are coming from. The Manager noted that staff will continue to move projects forward where there are funds available for immediate improvements, but the goal is to tackle this system-wide.

Commissioner Phillips was interested in identifying buildings where lighting is lacking. Lighting is a major deterrent to crime.

Chairman Hawkins summarized the Board's action as follows:

1. Safety Committee should continue to work on this issue and create a prioritized action plan
2. Survey users of the facilities
3. Dual track to take care of immediate needs while looking at system-wide approach
4. Develop process to gauge progress

Commissioners thanked the Manager and staff for the work that went to developing the survey and compiling the results, noting the interesting data.

APPOINTMENTS

WORKFORCE DEVELOPMENT BOARD

Becky Alderman's term on the Workforce Development Board expires at the end of May. She is eligible and willing to serve another term. She represents the Community Based Organization category through her work at TVS. There are no other applications on file.

Commissioner Lemel moved to reappoint Becky Alderman to the Workforce Development Board. The motion was seconded by Commissioner Phillips. Commissioner Chappell attends the Workforce Development Board meetings. He commented that Ms. Alderman is one of the most dedicated members of this board and will benefit from her continued service. **The motion was unanimously approved.**

JOINT HISTORIC PRESERVATION COMMISSION

The terms of John Huggins, Betty Sherrill and Marcy Thompson expire at the end of May. All are eligible and willing to serve another term. It is the recommendation of the Planning Department to reappoint these members. There is also one vacancy. The Clerk has received two applications. It is the recommendation of the Planning Department to appoint Aaron Bland to fill the vacancy.

Commissioner Lemel moved to reappoint John Huggins, Betty Sherrill and Marcy Thompson and to appoint Aaron Bland to fill the vacancy on the Joint Historic Preservation Commission, seconded by Commissioner Chapman and unanimously approved.

TRANSPORTATION (ROADS) ADVISORY COMMITTEE

The terms of Norah Davis, Dana Hawkins and Raymond Norris expire at the end of May. Norah Davis is eligible and willing to serve another term. Dana Hawkins and Raymond Norris are willing to serve another term should the Commissioners desire to waive their term limits. The Clerk has also received one application from Scott McCall. The Clerk will advertise for any vacancies.

Commissioner Lemel moved to reappoint Norah Davis, appoint Scott McCall to fill one of the upcoming appointments expiring at the end of May, and waive the term limits and reappoint Raymond Norris. The motion was seconded by Commissioner Chapman. Commissioners expressed their sincere appreciation to Dana Hawkins for his many years of service on this committee. He has served since the 1990's. **The motion was unanimously approved.**

NEW BUSINESS

PARTNERSHIP WITH CITY OF BREVARD FOR WELLNESS CLINIC

In April, Derrick Swing, Human Resources Director for the City of Brevard approached the County about the possibility of the City and County partnering to allow City employees the opportunity to use the Employee Wellness Center. It was apparent that such a partnership would require an expansion of clinic service hours and days in order to accommodate the additional employees use the clinic.

Staff met with Dr. Tony Fisher of Blue Mountain Medicine to gauge their level of interest. They were very interested in exploring this opportunity and subsequently offered a proposal for the expanded services. The clinic would expand its hours to include an additional half day on Tuesdays and Thursdays which would give all employees access to the clinic five days per week. The County would continue to pay for the full three days of clinic operations. The City would enter into a separate agreement with Blue Mountain Medicine and cover the cost of operation for the additional two half days. Furthermore, the City will follow along with pre-established biometric criteria and wellness programs that the County already has in place. The City and the County would work under a Memorandum of Understanding (MOU) which would be renewed annually and the City will pay a fee of 10% of their contract price with Blue Mountain Medicine to the County to cover overhead expenses for the expansion which is estimated to be \$4,000.

Blue Mountain Medicine has been able to secure the appropriate staffing of physicians, physician assistants and registered nurses for the additional dates and times. Staff recommended the Board of Commissioners allow the County to partner with the City of Brevard for use of the Employee Wellness Clinic effective July 1, 2016 and authorize the Manager to negotiate and sign the MOU. The County Attorney has reviewed the draft agreement and found no issues.

Commissioner Lemel moved to allow the partnership of City of Brevard and Transylvania County on the Employee Wellness Clinic effective July 1, 2016 and to authorize the Manager to negotiate the MOU. The motion was seconded by Commissioner Chappell. Commissioner Phillips suggested a review in about six months to ensure the County is not losing any money by entering into the partnership and that both entities are benefiting from the expanded use. Commissioner Lemel thought this was a great opportunity to give County employees additional access to the clinic without additional cost to the County. Commissioner Chappell asked if there is the possibility of additional services with the expanded hours. The Manager said there is interest on the part of entities and those areas will be explored further. Commissioner Chapman stated that anything that can be done to help lower the cost of healthcare is a win-win. He agreed with Commissioners Phillips that staff should review the usage in six months to ensure the partnership was beneficial to both. **The motion was approved unanimously.**

DRAFT ANNUAL WORK PLAN

Commissioners adopted a County Strategic Plan in January 2016. The Strategic Plan included a draft annual work plan designed to be used annually with the budget to represent the intended outcomes in the coming fiscal year that will help support movement forward under the strategic plan.

The draft work plans were prepared by departments and submitted with their requested budgets during the budget process. The Manager reviewed the draft work plans for each individual department and noted those areas that were not funded. After the budget is adopted, Commissioners will adopt the work plan once finalized. Staff will prepare a mid-year and final-year report for accountability purposes. This will support Commissioners and citizens in understanding how funds are used to serve the public throughout departments and how they support the strategic direction of the County.

Goal and Strategy	Activities	Expected Date of Completion	Activity Measure
ANIMAL CONTROL/SERVICES			
1C	Networking with nonprofits	Continuous	Meetings, formal agreements pursuing mutual goals
3B	Outreach activities partnering with community centers	6/30/17	Distribution of literature, audio/visual presentations
4B	Support wildlife preservation and education programs	6/30/17	Distribution of literature, audio/visual from wildlife programs, provide facilitation for educational programs, assist in animal handling when needed
4B	Promote outdoor education programs	6/30/17	Distribution of literature, audio/visual from outdoor education programs, provide location as needed
5B	Develop nonprofit registration with annual reports on services	12/30/16	Formalized agreements, capturing data specific to agency compiling into reports
6E	Who to all lists	12/30/16	Literature development, media advertising, local and web
6E	Public Service Announcements	12/30/16	Obtain, develop and display media in facility lobby. Provide PSA's as needed to local media

6D	Develop long range capital improvements	6/30/17	Assess human demographic and animal community, identify future needs
6E	Expand communications plans	6/30/17	Develop Agency specific Emergency Operations protocol
6E	Quarterly report information available to the public	12/31/17	Upgrade software to provide accurate reports, provide reports to public via web media, written public record
6E	Information sharing across departments	6/30/17	Literature, audio/visual agency specific distributed to all departments
ELECTIONS			
6B	Install 2D barcode scanners in the precincts in conformity with voter photo ID	11/8/16	Voter check-in time at the precinct or voting location
3B, 6B	Notify all registered voters of office relocation	8/10/16	Deadline
3B, 6B	Notify all registered voters in Brevard #1 precinct of polling place relocation	10/23/16	Deadline
6C	2 Staff Complete National Certification	6/30/17	Graduation
6C	1 Staff begins National Certification	2019	Complete 2-4 classes each year
6E	Establish all processes in one building	8/2016	Deadline
BUILDING			
1A, 6E	Respond to requested inspections within 24 hours	Daily	100% of inspections conducted within 24 hours from time of request
1A, 6E	Ensure permit applications are processed in a timely manner	Daily	85% of residential permits available for issuance day after submittal
6D, 6E	Website improvements	Continuous	Increased activity, 10,275 visits per week (includes office staff)
6B	Be consistent in enforcing minimum code requirements	Daily	Monthly staff meetings
6C	Maintain qualified staff	Continuous	Level III Inspectors within 3 – 5 years Level II: Devin Wilson Level I: Jason Massey
5D	Continue collaboration with other departments, improve interdepartmental flow of information	Continuous	Time management Challenge other departments involved in development to restructure to be more efficient
CHILD DEVELOPMENT (DEPARTMENT OF SOCIAL SERVICES)			
2A, 5B, 6B	The center will maintain a five star license	June 2017	The center will meet the enhanced standards on a yearly basis
5B, 5D	The center management will participate in community collaborations involving the needs of children in our community	June 2017	Management staff will participate in the Child Task Force meetings on a monthly basis
5B	The waitlist will be managed by center staff to ensure timely placement and potential funding for upcoming/open slots	June 2017	The waitlist will be monitored and updated quarterly with current potential student contact information and potential funding source
COMMUNICATIONS			
5A, 6A	Pep wave installation in EMS units	10/1/16	Units functioning and talking to 911

			center
5A, 6A, 6B	Install new audio recorder for both the Primary and Backup PSAP	7/15/16	Unit recording all audio for radio and telephone
5A, 6A	Overhaul all generators, install new housing, install remote monitoring units on all generators	12/31/16	This will be done in phases. The first phase will be the overhaul of the units to ensure operational status, the remote monitors will be installed to meet NC DOI requirements, and then the housing units will be fitted
5A, 6A	Install new radio transmitters for Animal Services	6/30/17	This project will be dependent on finding new frequency pairs and going through FCC coordination for their operation. No equipment can be purchased or installed until a license is granted
3A, 5A, 6A	Upgrade all Nortel Phone systems to hosted VoIP solution and transition daily maintenance of system with the exception of the Public Safety Facility, Maintenance Facility, and Court House sets over to IT Department	10/1/17	Coordinate installation and training with IT Department staff for transition over to their department to handle routine issues
5A, 6B	Meet all mandated requirements to secure PSAP Funds from NC State 911 Board	6/30/17	Attend scheduled meetings and conferences where discussions are held with NC State 911 board representatives or any related meetings (APCO, NENA, EM, OEMS, OSFM, Sheriffs Standards, SBI) to ensure all local activities are meeting the requirements set forth by the state and federal level
DEPARTMENT OF SOCIAL SERVICES			
5B, 6B	The agency will assist in ensuring safety, stability and quality of life for children and families	June 2017	<ol style="list-style-type: none"> 1. 100% of children in custody will receive face-to-face visits monthly. 2. 100% of caretakers will receive face-to-face visits monthly. 3. 90% of identified biological parents who have a permanent plan of reunification will receive face-to-face visits monthly. 4. 25% of youth in the LINKS program will participate in State and/or Regional LINKS activities. 5. 90% of the children placed in Transylvania County will retain their school community. 6. 75 % of children in custody will not have a placement change/placement disruption.

			<ol style="list-style-type: none"> 7. 90% of absent parents are identified, located and engaged. 8. Number of licensed TCDSS foster homes will increase by 5 homes.
5B, 6B	The agency will assist in establishing economic stability, health and self-sufficiency	June 2017	<ol style="list-style-type: none"> 1. 98% of Work First Applications will be processed within 45 days. 2. 98% of Work First Reviews will be processed within 45 days. 3. 98% of Low Income Energy Assistance applications will be processed within 10 days. 4. 98% of Crisis Intervention Program applications will be processed with 48 hours. 5. 99% of all child care subsidy dollars will be used. 6. 93% of open child support cases are in enforcement. 7. 90% of Family and children Medicaid applications will be processed within 45 days. 8. 100% of Family and Children Medicaid reviews will be processed within 25 days. 9. 100% of Long Term Care applications will be processed within 45 days. 10. 90% of all Adult Medicaid applications will be processed within 45/90 day time frame. 11. 100% of expedited FNS applications will be processed within 30 days. 12. 100% of expedited FNS applications will be processed within time frames. 13. 95% of normal Food and nutrition applications will be processed within 30 days. 14. 100 % of expedited Food and Nutrition reviews will be processed within time frames.
5B, 6B	The agency will assist in ensuring safety and quality of life for seniors and adults with disabilities	June 2017	<ol style="list-style-type: none"> 1. 100% of screened in reports of abuse, neglect and/or exploitations will be initiated within 72 hours. 2. 100% of evaluations and case decisions will be completed within 45 days of the initial report.

			<ol style="list-style-type: none"> 3. 100% of screened in reports alleging danger of death will be initiated immediately. 4. 100% of on-site visits to adult and family care homes will be conducted.
6A, 6E	The agency will ensure Fiscal Integrity and Outstanding Customer Service	June 2017	<ol style="list-style-type: none"> 1. % of county dollars utilized (DSS) quarterly. 2. % of budgeted revenue drawn quarterly. 3. % of customers who report that they were treated with respect.
6A	The agency will maintain facilities in all areas to support service delivery	June 2017	Purchase an additional agency vehicle Purchase an updated and Web host supported Daysheet system
EMERGENCY SERVICES			
5A	Implement approved PSSi Study Strategies	n/a	Difficult to determine, must identify strategies, build consensus and obtain Board approval
5A	Continued Coordination of Local Agencies	All year	Response Data showing 35 mutual responses annually
5A	Map Revisions per PSSi if needed	7/1/17	Finished/Updated Maps
5A	Effective Response to natural or manmade disasters	All year	Response Data for Natural Disaster or manmade EM incidents (4 last 12 months)
EMS			
5A, 5B, 5D, 6C, 6E	Community Paramedicine	Ongoing	Continue to work with citizens on injury prevention and reduced admissions. Since we started, we have contacted 12 people for inclusion in the program, and currently have two that we are actively engaged with. The current goal is to have 2 active people per shift (8 total)
5A	Replace Stryker Cot Mounts	August 2016	Purchase remaining installation parts and schedule installation
5A, 6A, 6C, 6E	Maintain average response time under 9 minutes	Ongoing	Additional staffing (see #4). For calendar year 2015 our average response time was 9.9 minutes
1B, 3A, 5A, 6A, 6C, 6E	Add 10 full time staff	August 2016	Hire additional staff
3A, 5A, 5D, 6A, 6C, 6E	Consider future base replacement/relocation	Ongoing	Work with Administration on long term facility planning
3A, 5A, 6A, 6C	Replace an ambulance	December 2016	Complete specs and place order
5A, 6A, 6C	Replace a Training/Admin vehicle	December 2016	Complete specs and place order
5A, 5B, 5D, 6A, 6C, 6E	Implement Mass Violence training and response procedures	March 2017	Continue staff training, and work with TCSO on response procedures. We sent 4 FT staff to the initial training at BRCC in February, and have 3 scheduled for the Command Staff

			training in April. We are working with BRCC to set up the initial training in Transylvania County, and have all of our staff trained by December 2016
5A, 6A, 6C, 6E	Switch to Pepwave cell routers/AVL	October 2016	Install Pepwave in all ambulances
5A, 5B, 6A, 6C	Purchase 2 VIPER Handhelds	July 2016	Order
FINANCE			
6E	Evaluate payroll processing options and improve turnaround time	December 2016	<ol style="list-style-type: none"> 1. Identification of cost-effective alternatives to reduce time required and/or time constraints on processing payroll 2. Electronic distribution of direct deposit notifications
6E	Implement Employee Self-Service Portal module from Harris Local Government	September 2016	The number of inquiries made through the portal versus current means
6B, 6D, 6E	Update Purchasing Policies and Procedures to incorporate p-card usage guidelines, the latest statutory requirements, and best practices	June 2017	<ol style="list-style-type: none"> 1. Improvement in internal control as evidenced by ease of credit card transaction reconciliations 2. Reduction in number of questions on purchasing guidelines 3. Better compliance with local and state purchasing procedures
6B, 6D, and 6E	Generate financial reports that meet all governmental, accounting, and statutory requirements constituents	December 2016	<ol style="list-style-type: none"> 1. Submission of the CAFR to the LGC by November 15, 2016. 2. Completion of monthly financial reports by the 6th working day.
6E	Enhance the accessibility, timeliness, and transparency of financial information for both internal and external customers	December 2016	<ol style="list-style-type: none"> 1. Satisfaction of new State transparency requirements 2. CAFR and annual budget posted on the County's website
FIRE MARSHAL			
5A	Meet 85% of mandated fire and safety inspections	Ongoing	By record of inspections made
5A	New Inspector to acquire his Level II Standard Certificate	Ongoing	Pass State Exam
5A	Plan Review Turn Around	Ongoing	Start review within one day of receiving them
5A	Fire Investigation Task Force	Ongoing	Develop operational guidelines, dispatch protocols and mutual Aid Agreements
HEALTH DEPARTMENT			
5D	Engage in taskforce work to improve community health outcomes	6/30/17	Leading YCTF: Health/MH/SA Workgroup in developing target interventions

			Participation in Teens in Crisis Taskforce
5B	Develop agency Strategic Plan for 2017 - 2020	1/1/17	Completion of new strategic plan
6D	FLSA overtime plan for a communicable disease outbreak response	6/30/17	Staff response to an estimated 2 community level outbreaks annually
6E	Develop a commercial project permit efficiency approach with partner agencies	1/1/7	Development of "same page meeting" protocol. Promotion of "same page meeting" protocol. Utilization of "same page meeting" protocol with 90% of newly proposed commercial projects in county.
6A	Replace 3 high mileage, aging vehicles in Env. Hlth	10/1/16	Purchase of 2 Chevy 4WD trucks Purchase of 1 Chevy Equinox AWD
6A	Add car for clinic and community outreach	10/1/16	Purchase of 1 Chevy Equinox AWD
6E	Continue Results Based Accountability process with the creation of agency program specific score cards	3/1/17	Creation of programmatic score cards that include baseline and targets.
6D	Continue to maximize agency billing	6/30/17	Decrease denied claims from 9% to 5%.
6E	Use external communications plan to improve outreach and education to community	6/30/17	Brand recognition for agency Improved social media metrics Unified messaging across agency programs. Provide 10 community presentations on health topics. Post relevant social media content to social media on a monthly basis
6D	Engage in Medicaid Reform dialogue as a safety net provider for Transylvania County	6/30/17	Local public health acknowledged as a reimbursed safety net provider in Medicaid reform
HOUSEKEEPING			
6A	Professionally maintain cleanliness of County facilities	Daily	Develop cleaning schedules for each facility; do regular and random inspections
6C	Update staff training	As needed	Conduct annual training for required issues
IT			
6A	Website update	1/31/17	Mobile friendly, social media, etc.
6E	New backup	8/1/16	Ability to backup all data
6B	Sheriff email conversion	10/1/16	Meet CJIS required compliance
6A	Service turnaround	12/31/16	Time requires for service requests
6E	PC installations	10/1/16	New PC installations completed
6E	Social media policy developed	10/1/16	Revise/update existing policy
6D	Finance software	12/31/16	Evaluate software for Finance Department
LIBRARY			
1C,3A,3B,3C 5C,6A	Develop a new strategic plan for the Transylvania County Library. Align	6/30/17	We will complete the "Action Guide for Re-Envisioning Your Public

	public library services in support of community goals. Apply for and receive 2016-2017 LSTA Planning Grant.		Library” (Aspen Report). We will utilize the results and information gained to craft a new Strategic Plan.
1B, 2A, 6C	Provide robust public wi-fi and improved public access to a rich array of resources in all formats.	6/30/17	Build on FY 15-16 success to increase number/availability of E-resources. We have seen a 47% increase in the first half of 15-16 and expect a continued increase. Replacing our aged-out ILS server (on IT replacement schedule) will improve public access to these resources. We will track public access of Lynda.com and SELF-e.
2A	Plan to support activities and initiatives developed by the county-wide Pre-School Task Force.	6/30/17	Planning for specific activities is underway. Examples could include increased pre-school outreach and the formation of new program partnerships. Exploring Saturday Hullabaloo. In FY 16, 5001 children, parents and caregivers have attended 172 children’s programs. Roughly the same as last year.
6A	Improve public safety and security in and around the Library with part time security and by adding/replacing building security cameras	August 2016	Decreased incidence of criminal and other unacceptable behavior. In FY 16 we have had an average of 3 incidents per month, mostly attempted theft, drunk & disorderly, internet violations.
5C	Continue to preserve cultural heritage through digitization and physical preservation of unique local history materials.	Perpetual and ongoing	Track items donated; digitized and/or made available through DigitalNC.org. In FY 16 we have scanned/digitized 1462 local items. 1052 digital images of Transylvania county have been made available on DigitalNC/Digital Public Library of America.
3B	Provide a vibrant node for civic activity by ensuring that the Rogow Room’s A/V system is fully functional and compatible with the Administration and Elections buildings.	Winter 2016	New equipment installed and staff trained. Zero incidents of catastrophic sound/visual failure. Ability to link with other county buildings/systems.
MAINTENANCE			
1C, 3A	Complete Building Maintenance in Timely and Scheduled Manner	Annual	Appearance and equipment dependability. Meet routine maintenance schedules.
3A	Complete Emergency Work Orders in Timely Manner	Annual	Emergency Repairs responded to and repairs began within 3 days. Meeting standard 100% (this includes ordering of parts when needed)
3A, 5A	Replace old and Failing Fire Alarm Systems	Ongoing	Replacement of old systems with new equipment
3A	Continue outdated HVAC Replacement Plan	Ongoing	Replacement of old systems with new equipment, fewer breakdowns

3A	Resolve Community Services Internal Gutter Leak Issue	Ongoing	Identify and correct water leak issues at DSS building. Take corrective action.
5A	Continue Security and Signage improvements at County Facilities	Ongoing	Installation of needed security equipment in DSS/Community Services including a signage plan for building navigation
6B	Replace Splintered or cracked jail security glass	December 2016	Replacement of Glass, Identify cause of breakage
PARKS AND RECREATION			
1B, 5C	Adoption of P&R Strategic Plan	Fall 2016	Formal Adoption by County & City
1B, 3C, 5A, 5B & 5C	Issue contract to start design work on Silvermont Mansion interior restoration and park master plan	Early 2017	Funding secure to start this phase of design work and issue contract to start design work. (connect this with the adopted P&R Strategic Plan)
1C	Develop & Implement a Tree Inventory Program	January 2017	Complete the baseline schedule for pruning cycles, hazard tree evaluation and removal, tree planting cycle, and tree health monitoring. Do not have staff hours to do this need to contract it out.
1C	Trailer purchase	July 2016	Acquire trailer for hauling parks equipment
1B, 5A & 5C	Free Drop-In Rosman Summer Camp	August 2016	Successful implementation of this new summer camp in Rosman based on survey feedback
1B, 1C	Put out an RFP to redesign Recreation Center park to fix drainage problems and level fields	October 2016	Costs to do the design work and a recommendation brought back to the BOC based on the outcome of the RFP process
1B, 4A, 5C	Design and install river access at Rosman Community Park in partnership with NC State	August 2016	Finalize agreement with property owner and NC state so the work can be completed in 2016.
1C	Purchase 128" mower to help with Park Maintenance demands	August 2016	Acquire new mower
1C	Addition of new rec programs including but not limited to: Summer Camps, Smart Start Golf, Flag Football, Smart Start Basketball and Play the Day Away	Ongoing	Successful completion of the new programs including: enough registrations to host the new programs and 85% positive feedback on participant surveys.
1C	Relocate Park Division into a shop location	Fall 2016	Determine best location and submit a proposal for the best option to move. This decision will not take place until the outcome of the P&R Strategic Plan is final so the best decision can be made.
5A, 5C	Install lighting on Silvermont Tennis Courts that meets current city code	December 2016	Completion of the installation and lighting is ready to use.
PLANNING AND COMMUNITY DEVELOPMENT			
1A, 1B, 1C, 4A	Support the Planning Board by preparing for and attending monthly meetings; taking and issuing minutes	June 2017	<ol style="list-style-type: none"> 1. Meeting attendance 2. Meeting minutes issued prior to next meeting

5B	Begin implementing the 2025 Comprehensive Plan	June 2017	<ol style="list-style-type: none"> 1. Written plan to meet goals and objectives 2. Collaboration with other stakeholders
1A,1B, 4A, 4B	County Ordinance Compliance	June 2017	<ol style="list-style-type: none"> 1. Ordinances are communicated to public 2. Subdivisions are reviewed, logged and signed (3-Year Avg: 130 exemptions, 25 subdivisions <10 lots, & 2 subdivisions >10 lots) 3. Track number of permits, inquiries & communications for Ordinances 4. Community Appearance Initiative – tracking number of properties assisted 5. Flood Ordinance – tracking field investigations, enforcement actions and letters sent
1B, 4A, 4B	Support and collaborate with other workgroups focused on future water / sewer infrastructure expansion	June 2017	<ol style="list-style-type: none"> 1. Participation as defined
1C, 3C, 5C	Support the Joint Historic Preservation Committee (JHPC)	June 2017	<ol style="list-style-type: none"> 1. Meeting attendance 2. Minutes issued prior to next meeting 3. Completed local designation applications 4. Submit Annual CLG Report 5. Work with other historic groups
1A, 1B	Support the Transportation Advisory Committee by preparing for and attending quarterly meetings; taking and issuing minutes; assisting in Comprehensive Transportation Plan	June 2017	<ol style="list-style-type: none"> 1. Public Outreach 2. TAC Meeting attendance 3. TAC issued meeting minutes 4. Attend LOS RPO meetings
1A, 1B	Begin preparation for 2020 Census	June 2017	<ol style="list-style-type: none"> 1. Provide assistance to Census Bureau as required
6C	Personnel Training and Professional Memberships	June 2017	<ol style="list-style-type: none"> 1. Vision Transylvania Participation 2. Planner SOG classes in preparation for AICP Exam and Certification
1A, 1C, 6E	Community Development / Resources (website)	June 2017	<ol style="list-style-type: none"> 1. Active website
1C, 5D, 6E	Support and develop Community Centers	June 2017	<ol style="list-style-type: none"> 1. Identification of requirements 2. Identification and pursuit of resources 3. Development of Grant Application and Distribution Policy/Guideline by July 2016
1C, 5D	Grant writing / Assistance	June 2017	<ol style="list-style-type: none"> 1. Completed grant applications

			<ul style="list-style-type: none"> 2. Tracking of successful applications 3. Grant implementation 4. Grant close-out
REGISTER OF DEEDS			
6B	Begin new Preservation	2021 (5 yr)	Segments completed each year
6B	Complete GT/GT project	December 2016	Ready to release to website
6A	Train for Legislative Changes	As needed	Smooth transition into changes
6E	Customer Service	Always	Continued positive responses to services provided
6A	Begin E-file plats	2016	Begin new recording process as has been accomplished for documents
SHERIFF'S OFFICE			
5A	NIMS Type 3 Special Response Team	July 2017	Receive and put into action Tactical Rescue Vehicle
5A	Scan Project	October 2016	All criminal files scanned and available via computer
5A	Track Number of Kids Impacted by the DARE Program	January 2017	1,000 elementary students will be involved in the DARE Program
5A	Implementation of Victim's Assistance Program	January 2017	The number of crime victims contacted will increase by 5%.
SOIL AND WATER			
4A	NCACSP	Ongoing	Soil loss: 150 Tons Ag. Acres affected: 50 Acres
4A	Ag. Rental Equipment	Ongoing	15 landowner rentals
4A	FBR Debris Removal w/Stewards	Ongoing	10 debris sites removed from river
4B	Edu. Activities	May 2017	35 classroom presentations/ 9 contests
SOLID WASTE			
4A	Maintain landfill in accordance with North Carolina Regulations including maintaining proper cover and control erosion	Year round	Inspections from NCDEQ Monitoring results from Joyce Engineering
4A	Maintain or increase percentage of recyclables removed from waste stream.	Year round	Weight of materials collected for recycling.
4A	Improve appearance of collection sites	December 2016	Replace buildings at Connestee and Calvert Collection Centers
TAX ADMINISTRATION			
6D	Provide friendly, efficient courteous and prompt customer service	Continuous	Taxpayer requests and questions are handled promptly and friendly by phone, email or in person.
6D	Maintain collection rate at 99.5% or better	6/30/17	Daily calls to delinquent taxpayers, final notices, wage garnishments, bank attachments, demand letters
6D	Continue reappraisal public relations campaign	Continues through appeal process	13 reappraisal presentations have been done. 6 more presentations are scheduled. More presentations will be performed as requested.
6D	Hear and respond to appeals in a timely manner	Continues through	Every year the first step in the appeal process is an informal appeal to the Tax

		reappraisal cycle	Administration office. This process ends when the Board of Equalization & Review convenes. The next step in the appeal process is to the Board of Equalization & Review, then Property Tax Commission and final appeal to North Carolina Supreme Court.
6D	Expand cross training of staff	Continuous	Travel and training to expand and/or increase knowledge in various departments (assessing, collecting, mapping, etc.) of the Tax Administration office.
TRANSPORTATION			
6D	Maintain existing level of service	Weekdays	<ol style="list-style-type: none"> 1. Monitor County Transportation Budget 2. Monthly and quarterly DOT reports measuring service levels
5D	Explore Section 5310 Funding for possible TVS Employment Transportation	10/1/16	Work with TVS to gather data used to apply for Section 5310 Grant
5D	Work with LOS Senior Companion Program to evaluate medical transportation needs	Monthly	Track needs being met with the Senior Companion Program to determine County expanding service
6C	Determine if need to change current software and use tablets on vans	December 2016	<p>Study surrounding counties</p> <ul style="list-style-type: none"> • Compare to proposed DOT Software • Possibly apply for DOT Grant
6E	Coordinate with LOS to develop interact map of routes for public	Monthly	Continue coordinating with LOS and updating GPS information to develop interactive map of routes
ADMINISTRATION			
6A	Enhance Transparency and accountability to the public	June 2017	<ol style="list-style-type: none"> 1. Complete review and update county ordinances 2. Complete review of county contracts for update/archival 3. Establish tracking for CAC attendance and minutes available to the public 4. Scan minutes for archival complete to 1970s 5. Prepare data driven report to citizens 6. Continue to move communications strategies forward
6C	Clerk Certification	June 2017	Achieve certification
6C	Assess organizational structure to better manage service provision	Ongoing	Structural adjustments made
6C	Facilitate discussion, provide data as needed for decision making and implement commissioner direction	Ongoing	Projects as identified in commissioner deliberation
6A	Safety Committee Survey and	Fall 2016	Complete survey; establish

	Recommendations on Safety and Security		recommendations and begin implementation
6B	State and Federal advocacy for community needs	Ongoing	Communicate legislative goals and community needs to NCACC, state legislators and federal legislators
5D, 2A, 3, 4	Facilitate collaborative projects to benefit the community	Ongoing	<ol style="list-style-type: none"> 1. Facilitate Early Childhood Initiative Task Force meetings 2. Collaborate with City, Town and TEA on economic development and future water needs 3. Continue collaboration with Smoky Mtn, Blue Ridge Community Health and Mission Hospital
5A	Study and make recommendations on EMS out of county transport policies	December 2016	Meet with Mission Hospital staff and establish a recommendation to commissioners based on data
6D	Continue implementation of performance budget tools and strategic plan	Mid year report in January 2017; Work Plan for FY 18 by June 2017	Mid-year report complete; Work Plan complete for FY 18 with clear connections to strategic plan
6E	Vehicle Inventory and Analysis	Spring 2017	Inventory all vehicles on county insurance and analyze current condition, usage and make recommendations on replacement and maintenance schedules

This concluded the presentation. The work place as presented is a draft and requires improvement. The Manager welcomed feedback from Commissioners.

Commissioners were impressed with the work that went into the draft work plan, but noted that many of the activity measures and baseline information need enhancement prior to final approval.

Commissioner Lemel expressed hope that the Planning and Community Development staff will work to draft an application process for evaluating projects for potential funding for FY 18 budget year. Part of the reason the funding was removed for community center facility improvements was because there was no application process or policy in place.

Chairman Hawkins noted that everything can be quantified. The process, however, is important it helps the Board to translate what they what accomplished into specific activities.

Commissioners will review the plan further and provide feedback over the next couple of weeks.

SMOKY MOUNTAIN CENTER FISCAL MONITORING REPORT

Per NCGS 122C-117 (c), the quarterly Fiscal Monitoring Reports (FMR) for the LME's must be presented to the Board of Commissioners in person and read into the minutes of the meeting at which it is presented at least twice a year. Finance Director Gay Poor presented the third quarter report for FY 16.

She reported revenues totaling \$287,738,385 which is \$6.7 million more than this time last year. She also reported expenditures totaling \$279,466,012, which is \$21,716,000 more than last year. Income from operations this year \$8.2 million, \$15 million less than this time last year.

Commissioner Phillips stated that report does not indicate the amount of dollars spent in Transylvania County serving our citizens. The County has continually asked for further detail and has yet to get it. The information would be helpful to the Health Department so they can determine where services are lacking. Other counties need to be as vocal as we are.

Commissioner Lemel responded that this is their standard report and because they are such a large entity it is difficult to see any kind of change in reporting like this. At a meeting with Smoky Mountain they provided good information about the services being provided in the County, but there were no dollar amounts tied to the report. She said she would relay this information to Smoky Mountain at the Commissioner Advisory Board meeting tomorrow night. The County does receive far more in services than the County pays them in maintenance of effort funds. Because Commissioners have been vocal there is much more happening in the County. The focus of the meeting tomorrow night is building relationships with counties and generating information that is meaningful.

MANAGER REPORT

- Senior Games and Special Olympics
- Library and Brevard College hosted the Looking Glass Writer's Conference this past weekend
- Summer reading program starts soon at the library
- Digital signage for community services building coordinated through maintenance and IT
- Reminded public to be wary around waterfalls; each year emergency services responds to injuries and sometimes fatalities
- Clerk requested to host NC Association of County Clerks Western Regional Conference and is ready to begin planning; Commissioners gave nod of approval
- Kudos!
 - To Frank Pearsall from citizen Lois Grabowski
 - For his professional and compassionate assistance to her navigating paperwork when she lost her husband, a veteran in Brevard
 - Biggest Loser Competition- 12 week
 - County employees lost total 355 lbs, 4.61% of body weight
 - School employees lost total of 648 lbs, 4.41% of body weight
 - \$720 raised goes to Cindy Platt Boys and Girls Club

Commissioner Phillips commended staff for donating to such a wonderful program like the Boys and Girls Club.

PUBLIC COMMENT

David Morrow: Mr. Morrow built and presented Commissioners with a "soapbox" as a funny and lighthearted gesture.

COMMISSIONERS' COMMENTS

Commissioner Lemel reported that she is preparing for summer camp to open which is keeping her very busy.

Commissioner Chapman reminded the public of the Memorial Day parade and ceremony this Saturday and stressed the importance of honoring those men and women who gave their lives in defense of this nation. A ceremony at Gillespie Cemetery will be held on Sunday and at Pisgah Gardens on Monday. He thanked Mr. Morrow for the soapbox. He reported that on Friday the Marine Corps JROTC will hold an awards program at which they will recognize their cadets. This is the first year of the program and it has been successful.

Commissioner Phillips informed everyone that the Boys and Girls Club allows tours to the public can get a firsthand view of the great things they do. This time of year they are starting work on their garden.

Commissioner Chappell reminded everyone to vote during the June 7 primary. Early voting begins Thursday at the Board of Elections office.

Chairman Hawkins congratulated Commissioner Chapman on his daughter getting married this weekend.

Chairman Hawkins announced that the next meeting is June 13. It is very possible the Manager may not be in attendance if the birth of her son comes on time. He and Commissioners wished her all the best.

ADJOURNMENT

There being no further business to come before the Board, **Commissioner Lemel moved to adjourn the meeting at 8:50 p.m., seconded by Commissioner Phillips and unanimously carried.**

Mike Hawkins, Chair
Transylvania County Board of Commissioners

ATTEST:

Trisha M. Hogan, Clerk to the Board