

**MINUTES**  
**TRANSYLVANIA COUNTY BOARD OF COMMISSIONERS**  
**February 27, 2017 – REGULAR MEETING**

The Board of Commissioners of Transylvania County met in regular session on Monday, February 27, 2017 at 7:00 p.m. in Commissioners Chambers at the County Administration Building, located at 101 S. Broad Street, Brevard, NC.

Commissioners present were Chairman Larry Chapman, Jason Chappell, Mike Hawkins and Vice-Chairwoman Page Lemel. Commissioner Kelvin Phillips was absent due to illness. 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 more than 50 people in the audience.

**CALL TO ORDER**

Chairman Larry Chapman presiding declared a quorum was present and called the meeting to order at 7:03 p.m.

**WELCOME**

Chairman Chapman welcomed everyone to the meeting and thanked the members of the public for participating in their local government. He introduced Commissioners and staff in attendance.

**PUBLIC COMMENT**

Reid Wood: Ms. Wood expressed disappointment with the Board of Commissioners for changing its meeting schedule to include a daytime meeting. She feels the new schedule will limit public participation and discourage people from running for office as a County Commissioner because a daytime meeting may interfere with their work schedule.

**AGENDA MODIFICATIONS**

There were no agenda modifications from the Board of Commissioners. The Manager asked Commissioners to add Item VIII.A under New Business to consider flag pole options for the new Elections Center and to move the Manager's Report to Item VIII.B.

**Commissioner Lemel moved to approve the agenda as amended, seconded by Commissioner Hawkins and unanimously approved.**

**CONSENT AGENDA**

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

The following items were approved:

### MINUTES

The Board of Commissioners met in regular session on January 23, 2017 and February 13, 2017. Commissioners approved the minutes as submitted.

### DELAY TAX ADMINISTRATION OFFICE OPENING FOR MONTHLY STAFF MEETING

The Tax Administration staff meetings are held on the Thursday after the monthly department head meetings. These meetings allow staff members to be informed of pertinent County information discussed during the department head meetings. Also during these meetings, staff discuss safety topics and receive continued customer service training. Commissioners approved the request to open the Tax Administration office at 9:30 a.m. on the Thursday after the monthly department head meetings to allow all Tax Office staff members to attend a monthly staff meeting.

### CLINIC FEE SCHEDULE UPDATE

A recent review of current fees and acquisition costs by Health Department staff identified Prevnar-13 for adjustment. The new proposed fee is \$170, which is an increase of \$17. The increase will allow the agency to cover acquisition costs associated with the vaccine.

During a recent billing and coding audit, five additional client service codes were identified that should be added to the fee schedule. The CPT codes are for use with a client's first visit to the agency and are based on the length of time required for the provider to see a client at the initial visit. The agency had been using the codes for established patients. This correction from the audit is an example of quality improvement for the agency.

The Board of Health approved the adjusted Prevnar-13 vaccine fee and the inclusion of new patient CPT codes during their regular meeting on February 14, 2017. Commissioners approved the adjusted Prevnar-13 fee and the inclusion of the new patient CPT codes with the associated fees as recommended by the Board of Health.

### DISCOVERY, RELEASE & MONTHLY SETTLEMENT REPORT

Each month the Tax Administrator has a listing of proposed releases for that month. The Board of Commissioners has the responsibility of approving the releases. For January 2017, total tax dollars released was \$81.23 and refunds totaled \$914.76. Commissioners approved the Discovery, Release and Monthly Settlement Report for January 2017.

### ARC EMERGING OPPORTUNITIES GRANT

The goal of the ARC Emerging Opportunities grant is to support economic strategies that leverage the natural and cultural heritage assets in Appalachian communities. One strategy that the County, in partnership with Transylvania County Tourism and Development Authority (TCTDA), has explored is installing wayfinding signs at strategic locations throughout the County. In FY 2017, the TCTDA included \$25,000 in their budget for this purpose. The ARC Emerging Opportunities grant would provide \$25,000 to match the TDA funds for the design and installation of the wayfinding signs. Based on the design and installation cost of the wayfinding signs installed by the City of Brevard several years ago, it is estimated that 7-10 signs can be installed with the \$50,000 investment. Commissioners authorized staff to submit a final application for the ARC Emerging Opportunities grant. If successful, staff was authorized to coordinate with TCTDA on the design, location and installation of 7-10 wayfinding signs throughout the County.

### HOME FUNDS

The Asheville Regional Housing Consortium, which receives and distributes federal funding for affordable housing projects, awarded Transylvania County \$165,000 in HOME funds. These HOME Funds are available to rehabilitate three existing owner-occupied homes to ensure that they are safe,

accessible, energy efficient and up-to code for property owners earning less than 50% of median income for the area, adjusted for family size (\$26,550 or less for a family of four). Staff proposed to contract with Land of Sky Regional Council for technical assistance to ensure environmental and regulatory compliance.

There is no financial impact to the County. HOME Funds will cover the cost of the contract with Land of Sky Regional Council, rehabilitation work, title searches and income verification.

Commissioners accepted the \$165,000 in HOME Funds and authorized staff to finalize the contracts with the City of Asheville and Land of Sky Regional Council. Commissioners also authorized staff member Mark Burrows to sign as the designated agent for matters relating to HOME Funds. Lastly, Commissioners approved the budget resolution and HUD required policies as submitted.

## **APPOINTMENTS**

### PLANNING BOARD/BOARD OF ADJUSTMENT

The terms of Kris Hovey and Maureen Copelof expired January 31, 2017. Both are eligible to serve another term according to the Citizen Advisory Council appointment policy. In addition, there are two vacancies resulting from resignations that occurred due to health problems and relocation to another county. The Clerk advertised for the vacancies and upcoming appointments in October and January. There are 19 applications on file, including the three current members.

In addition, the enactment of the Pisgah Forest Community Zoning Ordinance required the establishment of a board of adjustment to hear appeals to the ordinance. The Planning Board serves as the Board of Adjustment. The ordinance states that the County Commissioners shall also appoint two alternate members who may be called in to the Board of Adjustment to serve in the absence of a regular Board of Adjustment member. The terms for the two alternates expired in July 2016. The Board of Adjustment has yet to hear any appeals to the ordinance since its enactment. The Clerk included this information for the Board's information and for possible discussion.

Prior to making nominations, Chairman Chapman expressed concern about the term limits because out of the seven member board, the roster indicates four terms expiring at the same time. He suggested a re-staggering of appointments by making one of the openings a two-year appointment.

**Commissioner Lemel moved to make one of the seats up for appointment a two-year term expiring in January 2019 and for the other three seats up for appointment three-year terms expiring in January 2020. The motion was seconded by Commissioner Hawkins and unanimously approved.**

#### *Two-year term*

**Commissioner Lemel nominated and moved to appoint Kimsey Jackson to a two-year term on the Planning Board, seconded by Commissioner Chappell and unanimously approved.**

#### *Three-year terms*

**Commissioner Chappell nominated and moved to appoint Sandy Watson to a three-year term on the Planning Board. The motion was seconded by Commissioner Lemel and unanimously approved.**

**Commissioner Lemel nominated and moved to appoint Lauren Wise to a three-year term on the Planning Board. The motion was seconded by Commissioner Hawkins and unanimously approved.**

**Commissioner Chappell nominated and moved to appoint Arleca Chapman. The motion died for lack of a second.**

**Commissioner Lemel nominated and moved to appoint Steve Woodsmall. The motion was seconded by Commissioner Hawkins. The motion passed by a vote of 3 to 1, with Commissioner Chappell voting against.**

Commissioners decided to delay appointing Board of Adjustment Alternates at this time. The Board of Adjustment has yet to be called upon to hear any issues related to the Pisgah Forest Community Zoning Ordinance. Commissioners also asked the Clerk to verify the residency requirements for the alternate positions.

Chairman Chapman thanked everyone who applied for the Planning Board and for participating in the interview process.

## NEW BUSINESS

### FLAG POLE OPTIONS AT ELECTIONS CENTER

The Elections Center renovation did not include the addition of an outdoor flagpole for the project. The Board of Elections has requested that a flagpole be erected at the new building. The County currently has three flagpoles on the main campus. They are located in front of Administration, the Tax/Register of Deeds Office and the Library. The one in front of the Tax/Register of Deeds Office was dedicated to 9/11 victims when the Sheriff's office previously occupied the building.

The Manager offered Commissioners the following options for their consideration:

- Option 1: Declare the existing three flags the County campus flags
- Option 2: Relocate the current flag from beside the Tax/Register of Deeds Office to the green space to the east of the Tax Office; cost \$3,000-\$5,000 depending on need to purchase new pole; rededicate
- Option 3: Place a wall mounted flag on the Elections Center by the entrance; cost \$270-\$460

The Manager asked Commissioners to discuss these options and provide directive to staff.

**Commissioner Hawkins moved to approve Option 2 to relocate the current flag from beside the Tax/Register of Deeds Office to the green space to the east of the Tax Office. The motion was seconded by Commissioner Lemel.** Commissioner Hawkins stated it is important to have a flag in prominent locations. Relocating the flag is the best option and serves as anchor for this part of the County's campus. Commissioners were supportive of the campus flag concept. Chairman Chapman added that the plaque dedicated to 9/11 victims is worn and should be replaced and rededicated at some time in the near future. **The motion was approved unanimously.**

### MANAGER'S REPORT

The Manager reported the following:

- Design work has begun on the Ecusta Road Project with the Transylvania Economic Alliance and City of Brevard
- NC Work Ready Community 100% pending status; congratulations to Commissioner Chappell for this work on this
- Jessica McCall, Tax Administrator received her NC Certification for Property Mapping
- March 4 Annual Tree Sale for Soil and Water Conservation

- Library hosting meetings on strategic plan the first full week of March
- Transportation audit results to come in March
- Congratulations to DSS Director Tracy Jones! Baby girl Bristol was born last night at 8lbs 10oz. Mother & baby are doing well.

## **WORKSHOP**

### SEMI-ANNUAL DEPARTMENTAL UPDATE: ACCOMPLISHMENTS & TRENDS

Included in the Commissioners' agenda packets was a copy of the six-month update to the annual work plan. This is the first year since the strategic plan was adopted that work plans were adopted along with the budget. The work plan update serves as a communication tool so that Commissioners understand what departments plan to accomplish over the course of a year, and also in mid-year to inform Commissioners of progress made or changes that occurred.

Tonight department heads will share highlights of their departments from the first six months of the fiscal year. They will also share current trends and how these trends may impact their budget requests for the coming year. The County is working hard to move toward a data-driven decision-making process.

The Manager thanked Management Analyst Jonathan Griffin and IT Specialist Erik Schroder for making this process easier by allowing department heads to track and update their progress online. She also thanked the Clerk for assisting with organizing all the PowerPoint Presentations that department heads will be presenting tonight. Manager pointed out that all departments will be presenting tonight, with the exception of the Sheriff's Office. Sheriff Mahoney will be presenting at a meeting in March.

Department heads and nonprofit organizations have submitted their budget requests to the Finance Director. The next step will be an internal review by Finance and Administration. The Manager will then meet individually with Commissioners in April to discuss her recommendations. She will present her recommended budget at the first Board of Commissioners' meeting in May. Workshops will commence the following week. As in the past couple of years, she will ask Commissioners to identify major items they want further discussion on during the workshops and reach consensus. The final steps in the process will include a public hearing and subsequent approval of the budget.

This is a summary of the departmental presentations (note: department heads identified the strategic plan goal and strategy that each item was tied to, but that information is not included in this summary):

### **Register of Deeds – by Register of Deeds Cindy Ownbey**

#### *Accomplishments*

- First E-file plat (electronically recorded/filed) was accepted on 01/11/17; approximately five counties in the State have done this
- Completed current GT/GT process and rolled out to the website 02/01/17; this encompasses Real Estate Indexes dated from 1960 thru 1972.
- Began a new 5-year Preservation Project; released 17 books for preservation and received back 33 books because of the process; will be requesting more shelving to accommodate additional books

#### *Trends*

- Increased demand for electronic resources; 12% increase in the number of electronic recordings for real estate; 6% increase in associated fees
- Continues to see improvement in revenues; already collected roughly 62% of budgeted revenues for half of fiscal year

*Goals*

- Begin new phases of GT/GT scanning projects
  - Pre 1988 Map index and import images.
  - Pre 1960 Real Estate Indexes and import images.
- Continue the current Preservation Project
- Continue adding submitters for e-recording
- Add “Thank-A-Vet” program pending budget approval; provides veterans with an identification card for local discounts
- Add marriage kiosk to existing lookup stations in Record Room
- Continue customer service and training efforts to better serve our citizens
- Changes to customer service area to address security concerns

**Fire Marshal – by Scott Justice (on behalf of Fire Marshal Gerald Grose)***Accomplishments*

- Acquired a new full time fire code enforcement official, who holds a Level II Probationary Certificate and will take the state exam for the Standard Level II certificate in March
- Currently at 55% of the mandated fire and safety inspection schedule for inspections due this year; still on track to reach 85% even being without an inspector for about a month
- Continued support of County programs through Transylvania Public Health, school site safety preparedness, and the functions of the County’s Emergency Operations Plan
- Developed a fire investigation task force with investigators from the City of Brevard and Sheriff’s Office; Fire Marshal is lead agency
- Continues the educational requirements for Level III Fire Code Enforcement and Fire Investigation Certification
- Commercial plan reviews this year is 38; 13 are new commercial projects; reviews start within one business day after receiving them; turn around depends on the scope of the project

*Trends*

- Inspections continue to grow; each new commercial project adds to the numbers of required inspections; current data base of 1,280 occupancies and continuously growing
- Fire investigation requests; 14 so far this year, including two commercial fires
- Steady request each week on information regarding insurance protection class ratings on properties for insurance companies
- Continued support to County safety programs, downtown festivals, special events, firework permits (typically 12) and community programs

*Goals*

- Meet or exceed 85% or more of the mandated fire and safety inspections
- New inspector to acquire a Level III Probationary Certificate
- Continue county safety programs as new Safety Committee Chair (Fire Marshal Gerald Grose)

**Planning & Community Development – by Director Mark Burrows***Accomplishments*

- 2025 Comprehensive Plan submitted to Board of Commissioners in fall of 2016
  - Coordinated development of plan by staff, Planning Board members, and community advocates
  - Developed and produced plan in-house, saving approximately of \$100,000
- Applied for or are managing \$1,302,500 in grant funding; continue to seek new opportunities to support the strategic plan and the community

- Continue role advising and supporting the following:
  - Planning Board
  - Joint Historic Preservation Commission
  - Transportation Advisory Committee including efforts with NC Department of Transportation and Rural Planning Organization projects
  - Affordable Housing via the TC Community Land Trust, Asheville Regional Housing Consortium, and outreach to private developers
  - Project Empathy involves meetings in the various communities to determine how the County can engage in dialogue; an upcoming discussion will be about issues related to disadvantaged youth and education; potential grant funding can have major impact on community
  - Community Centers revitalization; spent time working with most centers and coordinating service providers to get information out to citizens
- Modernized website which averages over 252 individuals viewing 890 pages per month
- Land Use Ordinance communication, tracking and compliance continues
- Successful completion of FEMA 3-day floodplain audit

#### *Trends*

- Tracking permits and estimating future activity
- Reviewing various ordinances
- Emphasis on grant writing and grant administration activities
- Focus on community development and community centers
- Concentrated efforts to communicate ordinances
- Finalization of 2025 Comprehensive Plan

#### *Goals*

- 2025 Comprehensive Plan Implementation, assuming adoption
- Grant writing / support / close-out
  - Research and write grant applications for projects that address needs identified in the County Strategic Plan and the 2025 Comprehensive Plan
- Continue support of various groups (those noted under Accomplishments)
- Ordinance management with updates as required
  - Flood Damage Prevention;
  - Historic Preservation;
  - Pisgah Forest Zoning
  - Scenic Corridor
  - Sign Control
  - Subdivision Control
  - Telecommunication Towers
  - Manufactured Home Parks; Mountain Ridge Protection; and Watershed Protection
- Preparation for Census 2020
  - Many grants are awarded based on per capita so it is critical to have an accurate count as much as possible

#### **Tax Administration – by Administrator Jessica McCall**

##### *Accomplishments*

- Highest collection rate in State of North Carolina
  - 99.87% collected in 2015
- On-line appeal form developed and implemented prior to mailing of reappraisal notices of value
- In-house reappraisal finalized with exception of appeals at the Property Tax Commission level

- Reappraisal notices of value were mailed 2/29/2016
- Pictometry Project is being implemented
  - Flights began in early January 2017
- Cross training of staff continues to expand

#### *Trends*

- Collection rate above State average
- Cross train staff
- Approximately 90% of citizens pay taxes in a timely manner

#### *Goals*

- Provide friendly, efficient, courteous and prompt customer service
- Maintain collection rate at 99.5% or better (already at 97% as of February 20, 2017 for the 2016 tax bills)
- Completion of the Pictometry Project
  - Train appropriate staff in use of Pictometry application
- Proficiently review, process and maintain all tax records
  - Real property
  - Business Personal Property
  - Personal Property
- Land records updated, edited and maintained accurately
- Hear and respond to appeals in a timely manner
  - Informal appeals
  - Board of Equalization and Review appeals; first meeting scheduled for April 3
  - Property Tax Commission appeals
- Expand cross training of staff
- Develop an informative business personal property brochure
- Complete staff safety training based on the County safety matrix

### **Information Technology – by Director Dean Landreth**

#### *Accomplishments*

- Upgraded Sharepoint Server; runs County's intranet
- 2008 Tax server upgraded and should meet their needs well into the future
- Email Name-shortened suffix to make more user friendly
- Board of Elections move into new Elections Center; IT involved in entire process
- Installed new Library server which handles their circulation, cataloging, etc.
- New backup system helps us pack up all our information reliably and in one location
- Sheriff's Office email-moved 135 emails to the County system
- Meraki Switches and Access Points-installed; allows for faster speeds, is cloud based, and supports new phone system
- Digital Signage-wall mounted displays in various buildings; all networked together
- PC's-37 approved in budget; 26 installed thus far
- New phone system for Community Services Building; 260 phones are all IP/computer based; finalizing installation for remaining departments
- Technology Policy; existing policy is outdated; added social media guidance; created social media task force to discuss departmental needs; will bring forth to Commissioners in the near future for approval

### *Trends*

- Facebook Live-live streaming video for users
- Our Facebook page has over 3,700 daily users and our weekly reach is about 28,000 users
- Our Livestream broadcast has an average of 60 views
- Office 365 continues to grow; subscription based, instead of purchasing products, for office-based applications; includes Skype and storage space

### *Goals*

- To upgrade backup system to meet the growing need for additional storage space now and in the future
- To refresh the website giving it a more user-friendly experience and increased functionality for mobile devices; soft launch first week in March
- For upcoming year - Implement a standardized recurring cost model for 5-year PC replacement using Office 365 Business
- For upcoming year - Implement Facebook Live to give us three video streams for meetings; will increase transparency to citizens which is a key objective of the strategic plan

## **Library – by Director Anna Yount**

### *Accomplishments*

- For FY 15-16, Transylvania County Library had the highest total per capita circulation among all of North Carolina's 58 county library systems
- In FY 15-16, Transylvania County Library had the 2<sup>nd</sup> highest electronic materials circulation per capita of all North Carolina county libraries; 24% increase in use
- Transylvania County's Digital Content on Digitalic; NC Digital Heritage Center based at UNC provides digitization and digital publishing for all counties; making local images available
- Awarded a \$48,000 LSTA planning grant by the State Library of North Carolina; midway through developing a new strategic plan for the Library; Library's work is being used as a model for the State; community meetings scheduled for input; presenting final plan to Board of Commissioners in June
- Launched lynda.com in September 2016 ; 2809 total views of online courses through January 2017; top 5 courses: Word, Excel, CSS, Wordpress and Photoshop; great positive feedback
- 13% increase in public wifi use; wifi upgraded in January 2017 by IT Department; enhanced access for public with greater ease of logon; speed increased
- Supported Early Child Initiative by increasing preschool outreach and early learning partnerships; believe we are moving the needle because this year's kindergarten readiness numbers were slightly better than last year
- Upfit of Rogow Room A/V system completed in September 2016
- Upgrade of security cameras completed in September 2016
- Inaugural Looking Glass Writers' Conference in partnership with Brevard College featured Rick Bass, Ron Rash and Marjorie Hudson; gives community opportunity to hear authors that they would not ordinarily get to meet

### *Trends*

- Demand for e-resources continues trending upward
- Need for tech assistance continues to rise; in calendar year 2016, Library staff did 2,401 one-on-one appointments
- 21% increase in page views of Transylvania County Library images on Digital NC
- 8% increase in overall program attendance during first half of FY 16-17
- 24% increase in attendance at children's' and teens' programs

## **Soil and Water Conservation District – by Director Jeff Parker**

### *Accomplishments*

- Assisted two landowners and NRCS with stabilizing the mouth of the East Fork River by sponsoring three grants from the Division of Water Resources in the amount of \$149,566
- Planned BMPs with landowners that will keep 225 tons of soil out of our streams and rivers
- Currently working with eight Envirothon teams
- Recognized 39 local students with awards for their Soil and Water Conservation themed posters and essays
- Made 55 education program presentations this year exceeding goal
- 54% of budgeted funds used for debris removal
- Met 43% of goal allocation for Ag Cost Share Program
- Exceed revenue goal for equipment rental

### *Trends*

- Education Programs: Teacher turn over this year has affected overall presentation requests for this year's conservation contests; if trend continues, presentation goals may have to be adjusted
- French Broad River debris removal; expecting more sites, but smaller in size; several have been single tree blockages
- No TVA Funds available for Ag Cost Share program this year so allocation was lower; working on additional contracts that should utilize remaining funds
- Landowners are learning about the availability of equipment for rent; exceeded our revenue goal, but would like to increase the landowner participation.
- Use of personal vehicles for County business continues to increase; increase is due to addition of equipment rental program and the debris removal program; average monthly mileage is 279, up from 225 from the previous year; need County vehicle
- Would like to be considered for relocation to former Board of Elections building and free up current space for DSS expansion; has need for storage space and conference room space for Board meetings

### *Goals*

- Increase awareness of rental equipment availability and revenues generated by the equipment
- Work with French Broad River Stewards to secure funds for continued debris removal projects
- Increase Envirothon team participation in middle schools and high schools
- Continue to administer the NCACSP and other grants made available to the Soil and Water Conservation District

## **Cooperative Extension – by Director Bart Renner**

### *Accomplishments*

- Made 24,697 contacts in calendar 2016
- Volunteers gave over 4,000 hours in service
- Secured \$50,000 in grants
- 15 success stories
- Staffing changes to meet State strategic plan mandate

### *Trends*

- Programming based on the results of a community mapping survey, evaluations form programs, and advisory committee comments
  - 4-H programs

- EFNEP program; results in behavior change due to improved dietary practices and more physical activity
- Wide variety agricultural education programs; many meet continuing education requirements
- Master Gardeners; 70 active volunteers
- Hemlock Cost Share Program; moving forward with preparation to treat trees this spring
- Wide variety of Local Foods; active in supporting Farmers Market and home gardeners
- Farmland preservation and production continues
- SHIIP program helps many people in the community

### **Transportation – by Interim Director Jonathan Griffin**

#### *Accomplishments*

- Before the former Director's retirement, TVS successfully submitted a 5310 grant to help provide for an expansion of its transportation services to address their increased needs
- Working with Land of Sky to appraise our route map to see what other route options might be available; this project is ongoing
- Replaced two vehicles this year
- Completed all grant applications for FY 2018

#### *Trends*

- Federal and State funding is steady for the upcoming fiscal year
- General Public ridership is down over past three years, but senior citizen participation is up
- Currently analyzing staffing levels and needs moving forward to determine how to provide services in the most efficient way possible
- Audit results expected mid-March
- Operating at capacity
  - Amount of miles traveled is up slightly, but remains steady
  - Number of passengers remains steady
  - Elderly transportation increasing more than general public
  - Vans run all day and get lots of mileage
  - Looking to better provide service to citizens in the future

### **Finance – by Director Gay Poor**

#### *Accomplishments*

- Maintained financial records and prepared a Comprehensive Annual Financial Report for FY 16 that resulted in an unmodified audit opinion
- Established the parameters for the purchasing-card program; tested transactions, procedures, and workflows in a demo database; helped build an interface with our financial software; and developed a P-Card Policy and user guides which will require Board approval with the goal of full implementation by July 1
- Assessed different alternatives to ensure payroll is processed on a timely basis, focusing on options that are the most cost-effective and least disruptive to other departments and the current payroll cycle
- Laid the groundwork for distributing payroll direct deposit notifications electronically beginning in March
- Initiated the implementation of the Employee Self-Service Portal
- Moved a portion of idle funds to higher-yielding investment vehicles to increase interest revenue; moved some funds to NCCMT due to uptick in interest rates

### *Trends*

- The volume of transactions processed by most of the Finance Office's core functions is continuing to increase, as shown below:
  - Accounts payable checks are processed weekly
  - Payroll is processed every other week
  - Purchase orders are processed on an as needed basis; only one measure of activity in purchasing function
  - 6.5% reduction in EMS billings/transactions due to reduction in non-emergency transports to Mission Hospital
- So far, technology enhancements and the dedication of staff members have enabled the Finance Office to keep up with the growing number of daily activities and continue to deliver services promptly and efficiently.

### *Goals*

- Evaluate, in conjunction with the Human Resources Director and IT Director, different financial and HR software packages to identify a software vendor that stays abreast of emerging technology, provides superior customer support, and offers a fully integrated system with advanced functionality and reporting capability
- Update Financial Policies and Procedures to incorporate the latest statutory requirements and best practices; to establish clear, consistent, comprehensive guidelines for conducting the financial activities of the County; and to strengthen internal controls
- Continue to generate financial reports that earn the GFOA Certificate of Achievement, support the County's bond rating, and provide meaningful information for County staff, administration, and citizens
- Enhance the accessibility, timeliness, and transparency of financial information for both internal and external customers through innovative applications of new technology capabilities

## **Building Permitting – by Director Mike Owen**

### *Accomplishments*

- Implemented improvements to software program making information more readily available to the public
- Excellent customer service, timely inspections (within 24 hours of request), expedited permitting
- Provided training to staff to respond to increasing work load; takes three to five years to achieve Level III Standard Certifications
- Reduced office visits by continuing to promote and educate the public on our website usage; saves contractors time
- Combined inspections efforts save taxpayer dollars, as well as contractors
- Improved interdepartmental flow of information
- Hired two new inspectors

### *Goals*

- Excellent customer service, timely inspections, expedited permitting with proper staffing in both areas
- Provide training and education for inspectors to remain up-to-date on new State Building Code releases and technologies; State on a six year cycle so codes should be updated in 2018
- Seek ways to enhance our web services for the public to eliminate costly time and delays with the inspection and permitting process
- Establish minimum requirements to safeguard the public safety and health and general welfare of our citizens
- Continue working with other departments to accomplish enhanced work flow

### *Trends*

- Increases in permits, revenues
- Growth trend and staff retirements will dictate additional staffing
  - Administrative assistant to full time position effective July 1; hired part time assistant and would like to increase to full time July 1
  - Possible increase to 40 hours/week
  - Potential new inspector
- Expect website usage to continue to increase
- Total permits issues increase 10% over previous year; 1,390 to 1,529
- Total construction value increased 44.7% over the previous year; \$65.3 million to \$94.5 million
- Total fees collected increased 27.7% from the previous year; \$410,702 to \$524,615
- Number of inspections increased 16.9%; 5,099 in 2015 vs 5,961 in 2016

### **Elections – by Director Tracie Fisher**

#### *Accomplishments*

- Director and Deputy Director of Voting Systems achieved national certification
- Conducted a highly contested election with very little expressed voter dissatisfaction in the process, both at One Stop and Election Day
  - Relocated the office three weeks prior to early voting; seamless process thanks to Maintenance and IT
  - Reasonable wait times
  - Efficient voter processing
  - Efficient layouts of polling places
  - Administered 15 training sessions for precinct officials
- Notifications to voters
  - All registered voters of office relocation using print media, social media, and signage
  - Mailed Brevard #1 and Brevard #4 voters information on polling location change
  - Updated website to be more user friendly and informative
- Conducted voter outreach and education
  - Distributed informational booklets to all 4<sup>th</sup> and 5<sup>th</sup> grade students in the TCSS regarding the Presidential General Election
  - Educated 11<sup>th</sup> and 12<sup>th</sup> graders at Rosman High School and Brevard High School regarding the voting process resulting in an increase of Student Election Assistants from the Primary
  - Managed voter registration drives throughout the County

### *Trends*

- Increase in One Stop early voting turnout, records processed (250%), correspondence mailed (attributed to polling place changes), Student Election Assistant participation, and overall voter turnout
- Transylvania County continues to exceed the overall State average for voter turnout

### **Human Resources – by Director Sheila Cozart**

#### *Accomplishments*

- Completed scanning of personnel and insurance files for current staff
  - Accomplished in-house using two interns and one staff member
- Recruitment assistance and new employee processing
  - 45 positions posted in 2016 vs. 44 in 2015; hired 92 people, most of which were part time employees across several departments
  - Orientation and paperwork processed for all full and part-time employees

- Affordable Care Act reporting requirements; mandated
  - Met the 2015 requirements, reported in May 2016
  - Currently working on the 2016 reporting requirements which will be completed by March 2017
- Employee training
  - Supervisor online training through EAN Leadership Academy
  - Financial Wellness – Grant through Investor Protection Trust and the State of NC; all employees can participate in online financial education
- Partnered with City of Brevard on Employee Wellness Clinic
  - Expanded Wellness Center to five days per week
- Recognized as the 2016 Outstanding Employer of the Year by Transylvania County NCWorks Career Center and the Mountain Area Workforce Development Board for our work with the Career Center and support for the ACT Work Ready Community Program
- Coordination and promotion of employee activities
  - Biggest Loser – County vs Schools
    - Transylvania County won – whole group lost 293 lbs
    - Currently working on Biggest Loser Season 8
  - Fall Walking Program – 12 participants.
  - Employee Discount Program
  - United Way Campaign – joint presentations with United Way staff at Department Staff Meeting – increased giving by employees of 50% (Mrs. Cozart awarded Volunteer of the Year)
  - Coordinated a Grand-Opening Event for the new location of the Employee Wellness Clinic
  - Diabetes Prevention Program
    - Six employees completed the second program average weight loss of 9.25 lbs and two saw significant changes to their A1C
  - Stress reduction activity – yoga twice per week led by Practice Manager; received equipment thanks to a Public Health Grant from the CDC; chair massages monthly at the Employee Wellness Center
  - 401K, 457, Open Enrollment, Vision Government Day

### *Trends*

- Continued high cost of employee health insurance coverage
  - Due to Affordable Care Act
  - Due to Utilization of Care
  - Due to prescription costs being out of control
    - Genetically modified drugs
    - Cost above \$10,000 or more per month for some medications that treat significant illnesses
- Turnover stable in 2016 vs. 2015 at 11%
- Use of technology is increasing at a rapid speed; need/demand for technology in all phases of the employment process
  - Application, screening, onboarding, employee access
- Increasing number of retirements due to baby boomers retiring
  - 24 since 2014
  - Loss of institutional knowledge
  - Need for additional training for new staff
- Growing complexity of legal compliance
- Continued increase in staff requirements

*Goals*

- Implement Compensation Philosophy
  - Revise recommendation to be brought forward from Personnel Board
- Evaluate applicant software for improvement of the recruitment process; will require software
- Provide professional development opportunities for department heads, supervisors and employees
- Automate portions of the new employee on-boarding process
- Implement standard exit interview questions and process; Track information annually; will require software

**Solid Waste – by Director Jeff Brookshire***Accomplishments*

- Completed an intermediate cover project for cells 1-4 to ensure compliance with Landfill Permit and NC Regulatory requirements.
- Began operations in Cell 5 in July 2016; have placed over 14,500 tons to date
- Hired two new equipment operators to replace two retirees
- Installed a new landfill entrance sign on the Highway 64 entrance to improve citizen awareness and assist in locating landfill access
- 19.6 % increase in waste on liner over previous year
- Installed new phone system

*Trends*

- Waste at landfill is keeping pace with last year's increase.
- Projected remaining life of constructed airspace is 11.9 years as of May 2016
- Loads of leachate increased, but so has sludge from City of Brevard
- C&D material has increased 250% in three years
- Commodity prices for recyclables are down; County has to pay to dispose of glass and electronics, but scrap metal has increased
- Traffic counts at the collection centers are up 18% from 2011
- Increases for containers and fiber materials for the County and City of Brevard
- Increased traffic at all three convenience centers

*Goals*

- Request new pickup truck and roll-off containers
- Refurbish buildings at Connestee, Calvert and Pisgah Forest
- Fill vacant Equipment Operator position
- Make necessary repairs and improvements to landfill road to maintain safe access for citizens and staff; when weather is warmer
- Improve electronics recycling program
- Develop resource management system including equipment and vehicles
- Improve facility and site appearance

**Animal Services – by Director Elma Rae Greene***Accomplishments*

- Field vehicle and animal transport vehicle added
- Software upgrade, expanding data collection
- New phone system
- Responded to 16% increase in service requests
- Passed inspection by the Department of Agriculture in all areas of regulations
- Responded to 12% increase in rabies control activities

- Reduced animal impoundments 2%
- Achieved 76% dog-cat live release rate; State average is 49%
- Implemented animal shelter spay-neuter program
- Nonprofit animal welfare organizations are now registering with the department and continuing to rescue animals from the shelter and placing them in adopted homes
- Formed Animal Welfare Coalition (TAWC)

#### *Trends*

- Request for animal services increasingly growing due to awareness
  - Nearly 1,100 requests many requiring return trips to location
- Enforcement measures and spay/neuter availability reducing overall impound numbers
- Seeing more animal surrenders due to financial issues
- Cat numbers rise due to more attention to dogs and feeding of strays
- 70% dog-cat live release rate goal met; achieved 76% rate
- Admitting other various species of animals (poultry, livestock, gerbils, hamsters, fish, rabbits, etc.) and expect trend to continue
- Rabies control and prevention activities remain strong
- Bite reporting increase slightly due to heightened awareness of enforcement activities by Animal Services; most bites occur when people try to break up dog fights and lack of knowledge of animal behavior
- Shift in animal species demographics; fewer dogs admitted; seeing shift in breed of dog admitted; number of cats rising
- Lease law enforcement is most popular reason for service requests

#### *Goals*

- Continue high live animal release rate by promoting responsible pet ownership and education
- Improve citizen access to spay/neuter services
- Increase Animal Officer training which is essential in ensuring department is providing the best services
- Increase citizen awareness; developed literature; Facebook page evolving; promotion of programs
- Maintain high level of effective, efficient service response and animal care

### **Parks and Recreation – by Director Carleen Dixon**

#### *Accomplishments*

- Opened Free Drop-In Rosman Summer Camp.
  - Served a total of 255 participants; averaged 8 per day
  - Support for program continuation and extending daily hours
- Purchased a 128” mower which decreased significantly the time it takes to mow large areas
- Relocated Park Division into a shop location; assisted with storage and maintaining equipment
- Completed Parks & Recreation Master Plan in September
  - Parks and Recreation Task Force has made recommendations as instructed
  - Trying to determine next steps for possible alignment of operations
- Request for Information was released to seek information about a tree management program to help better manage trees at our parks
- Unable to obtain river access at Rosman Community Park; however, continue to work on other opportunities
- Staff negotiated a new vending contract with Pepsi for the Recreation Center which resulted in a \$4,000 donation for equipment in the gymnasium

### *Trends*

- Proper signage at the majority of our locations is needed; received about 400 calls in the last year about how to reach our facilities; these include the following:
- Gymnasium use at the Recreation Center continues to be high
  - Lack of air conditioning limits seasonal use; Parks and Recreation Commission suggested the Board of Commissioners allocate funds set aside for the Master Plan work to purchase air conditioning in preparation for summer; staff working to finalize design and installation costs
- Use of Parks and Recreation website and Facebook page have dramatically increased; 30% of the County residents use these two forms of marketing to learn about our programs
  - Recently utilized Channel 70 video productions to create marketing for specific programs
- Challenges with maintaining safe playing areas at the Recreation Center softball fields
  - Old fences on both softball fields are beginning to pose safety issues due to age
- Demand for Summer Camp Programs
  - Hosted six staff directed camp programs in 2016
  - All were at full capacity; waiting list
  - Limited by part-time staff hours in the budget and summer time gymnasium temperatures
- Adding new programs based on citizen input
  - Youth Flag Football through grant from Carolina Panthers
  - Adult Flag Football this fall
  - Smart Start Basketball for four and five year olds
- Working on improvements to existing programs
  - New Summer Adult Basketball League
  - Youth Basketball League; participation increased by 39%
  - Breakfast with Santa at maximum capacity
- Pickleball participation continues to rise
- Continue to received requests for more reasonably priced family special events
- Silvermont Park has seen significant increases by user groups, volunteer groups, special interest groups, etc.
  - Increased use of the three tennis courts by the general public and the non-profit group Transylvania County Tennis
  - The entrance sign has aged significantly and is difficult to read while driving past
  - Concerns about safety of restrooms because they are located in the back of the park; dated; WCCA use of mansion prohibits general public from entering to use indoor restrooms
  - The addition of the new fully accessible playground, replacement basketball goals and trail have brought in numerous new users and a great new energy to the park
  - This is Silvermont's centennial
- Aging infrastructure in our parks continues to challenge staff in maintenance and repair
- Field use has increased as programs grow and new ones are added
  - Places demands on staff and equipment; looking at ways to implement efficiencies

### **Emergency Management – by Assistant County Manager David McNeill**

#### *Accomplishments*

- Effective response to Wildland Fire incident
- Coordination with Emergency Services stakeholders (i.e. Red Cross, Volunteer Departments, Public Health) to prevent emergency situations from occurring or respond appropriately and efficiently when they do

*Trends*

- Alternative methods for funding Emergency Services; trend seen across State and nation specifically for volunteer fire and rescue; takes funding out of equation and allows focus to be on best possible response
- Standardization of service level and cost countywide; standardization is tied to funding
- Reevaluation of Service Districts

*Goals*

- Develop, present and build consensus on implementation of effective and efficient emergency services strategies with financial and operational sustainability for approval by the Board of Commissioners; some departments have limited resources
- Map revisions that support implementation of effective and efficient emergency services with financial and operational sustainability
- Restructure of Emergency Management assignments to improve efficiency and communication

**Maintenance – by Assistant County Manager David McNeill***Accomplishments*

- Completed building maintenance in all County buildings with total square footage of 281,351
- New signage installed at Community Services Building and building readdressed to accommodate various disciplines in the building
- Completed installation of security measures at Community Services Building
- Completed gutter and roof repairs on DSS building and installed new windows on third floor
- Identified a grant program to replace old light fixtures with LED units in Community Services Building; staff initiated

*Trends*

- Aging facilities and equipment have increased maintenance issues and increased cost
- Flat and aging roofs with increasing maintenance and repair needs
- Parking lot deterioration; developing a repair and replacement including cost estimates
- Paint and building beautification efforts

*Goals*

- Continue security improvements in County facilities
- Continue HVAC replacement program as implemented in 2015; replaced eight over last two years
- Continue window replacement in DSS/Community Services Building for efficiency and aesthetics

**Housekeeping – by Assistant County Manager David McNeill***Accomplishments*

- Reassignment of Housekeeping to the Maintenance Department
- Implementation of new schedule including reassignment of responsibilities
- Evaluated cost of housekeeping program including RFP for comparison to current cost structure and found that cost is currently consistent with average private cost
- During transition of department, employee rescinded resignation

*Trends*

- Reevaluation of Housekeeping Program including reassignment of responsibilities and improved performance measures

- Privatization of specialized housekeeping services (i.e. floor strip and seal/carpet cleaning/external window cleaning)
- Evaluation of equipment and cleaning materials to identify possible efficiencies

#### *Goals*

- Implement a Housekeeping supplies tracking system and reduce housekeeping supplies storage
- Professionally maintain cleanliness of Transylvania County facilities

### **Public Health – by Director Elaine Russell**

#### *Accomplishments*

- Completed and secured Family Planning funds for three years (FY17-18 through FY19-20); annually \$29,304
- Response to a complex tuberculosis event that spanned over nine months
- Wildfire air quality education used as a model by surrounding counties
- Three Community Action Plans developed from the Community Health Assessment

#### *Trends*

- Increase in paid billing claims; percentage of claims paid was 94%
- Increase in STD testing which is a reflection of outreach and advocacy efforts
- Relatively steady numbers in Environmental Health permits; 5-10% increase in residential
- Staff vacancy has impacted response time, but expecting new hire soon
- Continued progress in CDC Public Health Preparedness Capabilities Rubric reflects success of Countermeasures Exercise
- Threat to State and federal funding streams

#### *Goals*

- Analyze financial impact of repeal/replace ACA and the potential loss of the Public Health Prevention Fund; North Carolina is facing a \$20 million cut in funds
- Analyze and position for NC Medicaid Managed Care Model
- No agency expansion until impact determined of ACA and Medicaid
- Focus on efficiencies and improvements for current programs and projects

### **EMS – by Director Bobby Cooper**

#### *Accomplishments*

- Worked with Mission Hospital on strategies and protocols to reduce out of county transport; frees up ambulances to cover other calls in the County
- The Community Care Paramedicine Program has been very successful
- The Stryker cot mounts have all been replaced with the new style that is much safer in the event of an accident; charges the battery operated cot while it is mounted
- In 2016, maintained a total average response time of 8.9 minutes, with a goal of 9 minutes
- Completed Mass Violence response training with all of our staff; continue working on response procedures, equipment, and full scale exercises
- Kim Bailey, Training Officer, helped Animal Services review all of their euthanasia records in order to remain in compliance with regulations
- Assisted Communications with the implementation and ongoing review of their Emergency Medical Dispatch program

### *Trends*

- Becoming more difficult to maintain an average response time under 9 minutes, especially considering the outlying areas
- Although total call volume decreased in 2016 due to reduced out of county transports, continue to see call volume crunches which tie up all duty trucks at the same time
- Community Care Paramedicine Program has helped reduce repeat transports of clients
- EMS agencies across the country are seeing an increase in violent events; purchasing ballistic protection (helmets and vests) for staff
- Continuing education and mandatory training needs continue to increase, resulting in more overtime
- EMS call volume
  - 6% decrease from 2015 (354 fewer calls)
  - Includes 284 fewer out of county transports and 148 fewer standbys
- Out of County transports
  - 41% decrease from last year (284 fewer calls)
  - Noted large increase in transports in January and will be addressing that issue with Mission
- Number of times with no truck available to respond
  - All on-duty trucks busy and unable to respond 758 times in 2016
  - Average twice a day
- Backup responses by Brevard Rescue Squad; responded to 156 additional calls in 2016; many of these were standbys; continue to do standbys for sporting events
- Average response time by district
  - 60% of call volume is in Brevard Fire District; response time of 7.1 minutes which helps maintain lower overall average response time
  - Outlying areas range from 11 to 26 minutes; much room for improvement
  - Total average EMS response time is 8.9 minutes

### *Goals*

- Spread ambulances out around Brevard to reduce response times outside the Brevard area; ideal to staff another 24 hour truck, possibly in an outlying fire department; take the supervisors off the truck at night to provide an additional response unit
- Replace an ambulance
- Reduce average response time to under 8 minutes, focus on outlying areas
- Continue Mass Violence training and response procedures in conjunction with BRCC and Sheriff's Office, including purchase of ballistic vests and helmets for EMS staff
- Continue to add clients to our Community Care Paramedicine Program
- Continue to work with Mission to reduce out of County transports
- Consider future base replacement/relocation; Brevard EMS base was built in 1957; severely limits growth potential; extremely tight bays, limiting size of trucks; better distribute resources throughout County to reduce response times in outlying areas
- Replace a Training/Admin vehicle in FY19

### **Communications – by Director Kevin Shook**

#### *Accomplishments*

- Completed the installation of security electronics and structured communications wiring on the Elections Center project
- Continue working with 911 Board for Required Backup Plan and Backup Site in order to maintain funding requirements from the State

- Finalizing selection of equipment from vendors from for CAD/GIS/911/Radio to make sure all equipment will meet current backup site requirements
- Implemented Power Phone Priority Dispatch for Emergency Medical Dispatch, Fire Dispatch, Law Dispatch; now able to monitor Quality Assurance to meet National Accreditation
- Transferred day-to-day management of new VoIP telephone service in Community Services, Elections Center, Child Development, Brevard EMS Base, Solid Waste Main Facility, Animal Shelter, Library, Tax/Register of Deeds Building to the Information Technology Department
- Installed new pep wave units in all EMS units to allow for vehicle tracking and currently working to incorporate the location into the GIS system to allow for quicker dispatch times by allowing the system to determine closest paramedic unit to respond
- Updated two way equipment in the Fire Marshal's Office to improve response times to request for service

#### *Trends*

- Fire call processing time has increased
  - NFPA sets policy and goals for call processing
  - 2017 was closest the department came to meeting goals; evaluating ways to improve
- Steady increase of calls and calls for service over last two years
  - Last year processed 71,758 phone calls; 50,334 were calls for service

#### *Goals*

- Continue working to locate an available frequency pair for switching Animal Services radio communications to a countywide VHF system to allow for efficient and safe communications for staff
- Continue work on GIS layers for efficiency and to improve public notification in order to avoid traffic delays, road closures, etc.
- Bring online the 911 Backup site as required by State law to remain eligible for 911 funding
- Finalize preliminary engineering for a countywide simulcast radio system to improve response times and make communications countywide seamless for all disciplines
- Finish installing remote control and monitoring devices on all generators to meet ISO rating requirements
- Reorganization of the Communications/Emergency Management Department to allow more direct supervision within the 911 Center to ensure compliance with protocol, respond to daily issues and concerns from response agencies, promote efficiency in the 911 Center, and implement strategies to meet the NFPA Guidelines
- Increase utilization of contract services for technical radio and tower site maintenance and repair to allow current staff to meet the increasing demands
- Continue monitoring performance of call processing time since the implementation of the PowerPhone system
- Implement Unit Response Prioritization for response calls that will complement the PowerPhone System; assist with the determination of what type of units are to respond, how many units are needed to respond, and in what urgency the unit or units need to respond; reduces resource demand

### **Department of Social Services – by Cindy Anders (on behalf of Director Tracy Jones)**

#### *Accomplishments*

- Implementation of NC Fast in required program areas in accordance with State law and established timelines
  - Food and Nutrition, Medicaid are 100% complete
  - Child Care Subsidy 25% complete

- Emergency Assistance over the summer
- Child Welfare first of the year
- Increase child support collections
  - 50% of annual goal not met, but typically collection increases with tax return intercepts
- Provide ongoing foster care licensing and recruitment within the agency
  - Three homes licensed in Transylvania County; six more pending
- Income Maintenance unit is processing Medicaid and Food and Nutrition applications and re-certifications timely
- Full implementation of Medicaid Administrative Claiming (MAC) in Adult Services unit for social worker's time when working with their clients in qualifying situations that are Medicaid eligible or others seeking eligibility for Medicaid benefits; an uncapped reimbursement source for the agency
- Children' Services will begin their third round of foster home license training in March to continue efforts in recruitment of more Transylvania County licensed foster homes
- The agency has completed nine adoptions since July 2016; expecting \$76,000 put back into the program

#### *Trends*

- Increasing requests, especially for Clerk of Court, for DSS guardianship cases
- Ongoing shortage of space
- Increasing needs for staff training
- Decrease in applicants for DSS vacancies
- Increase in employee safety/security awareness; building improvements made; planning to conduct safety drills for preparedness
- Increase in foster children placed with relative/kinship persons versus licensed placements; maintaining 47%, but goal is 50%
- Significant increase in time to Income Maintenance unit Lead Worker positions due to submission of HELP DESK tickets and follow up involved in resolving NC Fast issues

#### **Child Development – by Director Ann Canon**

##### *Accomplishments*

- The Center maintained a five star license
  - The Center had a licensing visit in February with minor findings that should not impact the rating and is scheduled for an environmental rating scale in March.
  - The Center has a superior sanitation rating
- The Center management participated in community collaborations involving the needs of children in our community
- The waitlist was managed by Center staff to ensure timely placement and met established enrollment categories whenever possible
  - The Center has had fewer than two openings at any one time since Transylvania County Schools began, except for the developmental day openings which are filled by the School System
  - Waiting list is checked on a monthly basis and updated as needed in house
  - Continue working on contacting all individuals on the list to determine their current need
- 80% of preschool age children to show progress towards Kindergarten readiness through the use of teacher checklists, IEP goals, and other related assessments during FY 16-17.
  - Although formal data is not available, the Transylvania County Pre-school coordinator has indicated at least 80% progress towards children's IEP goals

- Initial assessments on the creative curriculum was conducted in the fall and a winter assessment will be completed in late February which will provide data to show if students are showing progress

#### *Trends*

- Center is experiencing difficulty in recruiting fully qualified personnel and experiencing an all-time low in the number of available substitutes
- Center is experiencing ongoing concerns from parents regarding safety of children pertaining to building security
  - Maintenance installed a security door and is exploring an option to have a camera and remote unlock to allow parent access
- The Division of Child Development and Early Education is requiring additional ongoing training for all staff

### **Administration – by County Manager Jaime Laughter**

#### *Accomplishments*

- Completion of the Safety Survey (public and outside agencies housed within County buildings) and implementation of improvements begun
- First year of Strategic Plan implementation and tool development
  - Annual Work Plan move to digital entry
  - All agenda items reflect strategic plan connection
  - Began long range capital planning process with the Board
  - First year of nonprofit funding policy implementation
  - Vehicle inventory, study and recommendations complete for prioritizing needs
- Countywide ordinance review begun to prepare for update and codification
  - Coordination with Rosman to align
- Minutes scanned back to May 2002 for electronic archival
- Clerk to the Board received NC County Clerk Certification and serves on the Board of Director for the NC County Clerks Association
- Regular coordination with City of Brevard and Town of Rosman
- Completion of the Elections Center renovation project
- Working through funding agreement for the Golden Leaf funded Ecusta Road project involving Transylvania Economic Alliance, City of Brevard and County
- Began meeting room policy work group to make recommendation to Board about public meeting space is used
- Comprehensive research complete on in-house attorney option and recruitment process undertaken and continues
- Increased coordination with Mission Health
  - Reduction of EMS out of County Transports
  - Connection into work on mental health and substance abuse in collaboration with Health Department

#### *Trends*

- Clerk to the Board received 22 new applications for Citizen Advisory Councils; 31 appointments were made from July 1 through December 31
- Increase in use of Commissioner meeting room for various County meetings and collaborations requiring coordination; requires staff time for set and ensuring A/V needs are met
- Staff turnover in front office and Transportation requiring additional support from Administration
- Growing regional project interaction (broadband, transportation)

- Demands for product development for economic development requiring collaboration with the Alliance
- Demands for workforce support work from business leaders (housing, child care/early childhood)
- Growing need for budget stabilization year to year
  - Purchasing replacements such as vehicles and computers
  - Maintenance projects on existing facilities

#### *Goals*

- Engage business community in the conversation around workforce support efforts (ECI, housing, etc.)
- Establish a countywide meeting room policy for adoption by Commissioners
- Explore opportunities to create additional efficiencies
  - Contracting vs in-house comparisons
  - Organizational structure; grouping like activities to cross support
  - Process evaluation, technology support
- Explore opportunities to be a part of regional projects like broadband
- Collaboration with Town of Rosman and City of Brevard
  - Development projects, economic development projects
  - Parks and Recreation projects/operations
- Construction of the Ecusta Road site as a reinvestment model to sustain funding for economic development
- Long range capital planning
  - Courthouse
  - Schools
  - EMS Base
  - Others
- Increase access to historical records on digital media
- Turn annual work plan product into an annual report to citizens
  - Infographic style
  - Comprehensive report that also provides department by department snapshots available online and in print
  - Inform public of services available to them and show how their tax dollars are spent broken down by departmental percentages

This concluded the presentations. Commissioners will forward questions and comments to the Manager.

#### **PUBLIC COMMENT**

There were no comments from the public.

#### **COMMISSIONERS' COMMENTS**

Commissioner Chappell announced that the Mountain Area Workforce Development Board will hold its monthly meeting at the Library at 3:00 p.m. on Tuesday and he encouraged Commissioners to attend.

Commissioner Hawkins recognized Commissioner Chappell for the Certified Work Ready Community designation. He put in a lot of work on this project and it will be a useful tool for the County.

Commissioner Hawkins reported that he attended an economic development meeting recently with the Asheville Chamber and they talked a lot about the regional economy and included Transylvania County

in their discussion. He believes this is an indication of the work the Manager is doing in having a regional presence.

Commissioner Hawkins is concerned about the number of citizens (2,700) in Transylvania County that will be impacted by the repeal and possible replacement of the Affordable Care Act. He intends to speak with Commissioners individually about this issue and hopefully reach consensus on communication to our representatives in Washington, DC. Since he last brought this up, legislators have proposed replacements that he believes will be disastrous to the working poor and other segments of the population. Commissioner Hawkins reported that four citizens met with Congressman Meadows' staff to present them with data. He said it was a useful meeting, but this is the type of things Commissioners should be doing as elected officials. To him, this is a moral issue, but also a public policy issue in that it is in the County's best interest that as many people as possible has access to quality healthcare.

Chairman Chapman reported that he attended a class in Asheville last Friday on local government board procedures. He pointed out we do well compared to other counties. He also reported that this morning he, along with 10 others representing the County, City of Brevard, Town of Rosman, and Board of Education, met with Senator Edwards and Representative Henson to discuss issues impacting our respective organizations. He hopes to continue these meetings on a regular basis. Chairman Chapman said he intends to encourage Congressman Meadows to hold periodic meetings with elected officials in the 11<sup>th</sup> District as well. Lastly, Chairman Chapman stated that being a County Commissioner takes commitment, more than just attending regular meetings. He wanted the public to know this Board is committed to serving them.

#### ADJOURNMENT

There being no further business to come before the Board, **Commissioner Lemel moved to adjourn the meeting at 10:37 p.m., seconded by Commissioner Chappell and unanimously carried.**

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Larry L. Chapman, Chairman  
Transylvania County Board of Commissioners

ATTEST:

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Trisha M. Hogan, Clerk to the Board