

MINUTES
TRANSYLVANIA COUNTY BOARD OF COMMISSIONERS
February 13, 2018 – REGULAR MEETING

The Board of Commissioners of Transylvania County met in regular session on Tuesday, February 13, 2018 at 9:00 a.m. in Commissioners Chambers at the County Administration Building, located at 101 S. Broad Street, Brevard, NC.

Commissioners present were Jason Chappell, Mike Hawkins, Vice-Chairwoman Page Lemel and Kelvin Phillips. Chairman Larry Chapman was out of town and unable to attend. Also present were County Manager Jaime Laughter, County Attorney Misti Bass, and Clerk to the Board Trisha Hogan.

Media: *The Transylvania Times* – Derek McKissock

There were approximately 40 people in the audience.

CALL TO ORDER

Vice-Chairwoman Page Lemel presiding declared a quorum was present and called the meeting to order at 9:02 a.m.

WELCOME

Vice-Chairwoman Lemel welcomed everyone to the meeting and thanked the members of the public for participating in their local government. She introduced Commissioners and staff in attendance.

PUBLIC COMMENT

Brent Wilson: Mr. Wilson spoke as a representative of the NC Trapper's Association. He reported that Transylvania County has a local act pertaining to the regulation of foxes. It is being proposed that applicable NC General Statutes be amended to give authority over the regulation of foxes to the NC Wildlife Resources Commission. Mr. Wilson noted raccoons are the main carriers of rabies statewide, but there are problems with foxes as well. By having the law changes, the NC Wildlife Resources Commission will be better able to regulate the numbers of foxes taken through hunting and trapping. Coyotes and foxes run rampant and many times kill livestock, game and pets. Trappers would be required to gain written permission from landowners prior to using their land for trapping. Mr. Wilson provided Commissioners with handouts that provided additional information and he asked the Board to consider supporting the proposal to amend the legislation as stated.

AGENDA MODIFICATIONS

There were no agenda modifications from Commissioners or staff.

Commissioner Phillips moved to approve the agenda, seconded by Commissioner Hawkins and unanimously approved.

CONSENT AGENDA

Commissioner Hawkins moved to approve the Consent Agenda, seconded by Commissioner Phillips and unanimously approved.

The following items were approved:

MINUTES

The Board of Commissioners met in regular session on January 22, 2018. Commissioners approved the minutes as submitted.

BAD DEBT WRITE OFF 7/1/17-12/31/17

The Public Health Department has implemented a policy by which it identifies a process for handling aging accounts with no payment activity greater than 180 days. Pursuant to this policy, it is the recommendation of Health Director Elaine Russell to write off bad debts totaling \$578.40 for the period 7/1/2017-12/31/2017. The Board of Health approved this action at their January 9, 2018 meeting. Balances greater than \$50 will be forwarded to the NC Debt Setoff Program for collection. This amount totals \$385. Commissioners approved the recommendation.

HOME FUNDS GRANT (HOMEOWNER REHABILITATION GRANT)

Transylvania County was successful in acquiring a \$165,000 HOME Funds grant from the Asheville Regional Housing Consortium. The HOME funds are available to bring three existing owner-occupied homes up to NC State Building Code standards to ensure that they are safe, accessible, energy efficient and remain affordable for property owners earning less than 80% of median income for the area.

Staff received 18 applications from homeowners throughout the County. A Selection Committee prioritized the applications and the top ten scoring applicants were asked to provide homeowner eligibility documentation by September 20, 2017. Five homeowners submitted applicable information and staff reviewed their eligibility and determined that three were eligible. Staff coordinated environmental reviews and initial inspections required to determine if the properties were also eligible. Based on the reviews and inspections the three homes were determined to meet HOME program requirements.

Staff anticipates being able to fund the rehabilitation of the three eligible homes and have two homes on a backup waiting list in case unforeseen circumstances arise during the contract phase.

Commissioner approved staffs' recommendations to authorize issuance of an RFP and to select qualified contractors to rehabilitate the three eligible homes, and if necessary, one or both of the back-up homes, to bring them up to NC State Building Code standards.

VAYA HEALTH FISCAL MONITORING REPORT

Per NCGS 122C-117 (c), the quarterly Fiscal Monitoring Reports for the local management entities/managed care organizations must be presented to the Board of Commissioners. Staff presented the 2nd Quarter Fiscal Monitoring Report for Vaya Health which was accepted by the Board.

WAIVER OF ACTIVITY CENTER FEES FOR KINDERGARTEN READINESS RALLY

More than 60% of children are below or far below the requirements to be considered ready for kindergarten upon entry to the public school system. Commissioners have supported staff resources to facilitate the Early Childhood Initiative (ECI) Task Force in an effort to identify opportunities to collaborate and create efficient strategic approaches that address issues for the County's youngest citizens by partnering with existing nonprofit, private and governmental programs.

One of those programs is the Kindergarten Readiness Rally. This will be the 3rd year of the event. It is an ongoing effort to improve kindergarten readiness and offer support to children and young families in Transylvania County. Last year more than 200 people attended the rally, with 120 children participating. There were 26 agencies represented and they each organized interactive activities for the kids. At the conclusion of the rally, each child received a book that was donated by the Library Foundation. The

number of participants for year two increased over year one and that is the goal and expectation this year as well.

The Kindergarten Readiness Rally will be held on April 12 at the Recreation Activity Center. Staff requested Commissioners approve a waiver of the facilities rental fee. This is an appropriate activity for which the County can partner with local agencies to provide an opportunity for children in our community. Commissioners approved the request as submitted.

APPOINTMENTS

JUVENILE CRIME PREVENTION COUNCIL

Lyndsey Westall was appointed to the Juvenile Crime Prevention Council to represent the mental health director or designee position. She was appointed to this position because of employment with Vaya Health. Ms. Westall has taken a new position within Vaya Health. Her replacement was Angela Buchanan and she should be appointed to the same position on the Juvenile Crime Prevention Council.

Commissioner Chappell moved to appoint Angela Buchanan to replace Lyndsey Westall as the mental health director or designee on the Juvenile Crime Prevention Council, seconded by Commissioner Hawkins and unanimously approved.

TRANSYLVANIA COUNTY COUNCIL ON AGING

With the departure of Carleen Dixon, the Parks and Recreation Director position on the Council on Aging is vacant. Interim Parks and Recreation Director Jonathan Griffin should and has agreed to fill that role in his current capacity.

In addition, Sheila Galloway has resigned her position with the Transylvania County WCCA office. Deborah Haight is currently serving as the Director of Community Services for Henderson, Polk and Transylvania Counties. Although she lives in Henderson County, she works in the Transylvania County WCCA office, and it is the recommendation of the Council on Aging Chair Sylvia Petit to appoint her to replace Sheila Galloway.

Commissioner Hawkins moved to appoint Interim Parks and Recreation Director Jonathan Griffin to the Parks and Recreation Director position and to appoint Deborah Haight to fill the WCCA position on the Transylvania County Council on Aging, seconded by Commissioner Phillip sand unanimously approved.

OLD BUSINESS

SIGN CONTROL ORDINANCE OF TRANSYLVANIA COUNTY

Planning and Community Development Mark Burrows presented this item. The proposed changes to the Sign Control Ordinance were presented to Commissioners on November 27, 2017 and December 12, 2017. Subsequently, staff updated the draft ordinance to include the changes requested by the Commissioners, such as designating the Planning and Community Development Director as the Sign Enforcement Officer. In addition, following the January 22, 2018 public hearing, staff met with the County Attorney to discuss modifications to better address nuisance signs. Staff therefore removed Section 17.4 with regards to nuisance signs because the State of North Carolina does not allow counties and municipalities to remove signs to be considered nuisance. The Department of Transportation has statutory authority to remove nuisance signs within their rights-of-way. Otherwise, there were no changes to the ordinance since the public hearing. Mr. Burrows called attention to the thoroughness of the review

and revision process by the Planning Board, as well as level of public input and affirmative nature of the public response. He asked Commissioners to consider adopting the proposed changes.

Commissioner Chappell inquired about temporary political signs and the calendar limit assigned to posting them. Mr. Burrows stated the revision attempts to make this more convenient for the owner wanting to put up a temporary sign, but also convenience for staff in terms of regulating them by setting a specific time period for which a temporary sign can be up. In terms of how this relates to political signs, these signs are typically found off-premise and staff does not intend to remove any political signs prior to the election, unless they create a hazard. If the sign is creating a safety hazard, staff would contact the individual and ask them to remove it within a specific time period. Mr. Burrows noted that statutes require candidates to remove their political signs within so many days following an election, so in essence this is self-regulated. With that said, political signs are not specifically addressed in the ordinance. The on-premise temporary sign regulation refers to businesses that want to, for example, host an event and post a sign that is temporary in nature and therefore requires a permit. Mr. Burrows noted the Planning Board briefly discussed political signs, but this was an area they did not want to address.

Commissioner Phillips asked if the ordinance addresses political signs or other signs being attached to telephone poles. Mr. Burrows responded the ordinance includes a provision for signs that are not allowed, and that includes signs on telephone poles, trees and rocks. If a political sign is posted in a manner that creates a hazard, staff would remove the sign or ask the candidates to remove the sign. Utility companies have the ability to remove signs on utility poles. Staff would notify the company about the sign, but staff does not have the authority to remove the sign. Mr. Burrows noted that Section 17.4 was meant to allow staff to be proactive and remove signs, then contact the owner about retrieving the sign from the Planning and Community Development department within a certain time frame before it would be disposed; however, State law does not give counties the ability to do this.

County Attorney Misti Bass noted one of the reasons for revising the Sign Ordinance was an attempt to make the regulations content neutral in response to the Supreme Court case. State statutes govern signs in rights-of-way. They used to give counties and cities the ability to remove signs by referencing another statute, but that particular statute has been repealed.

Commissioner Hawkins moved to approve the proposed revisions to the Sign Control Ordinance of Transylvania County, seconded by Commissioner Chappell and approved unanimously.

Commissioners thanked the Planning Board and staff for the tremendous amount of work they dedicated to this process.

SCENIC CORRIDOR DESIGNATION ORDINANCE OF TRANSYLVANIA COUNTY

Planning and Community Development Director Mark Burrows presented this item. The Board of Commissioners held a public hearing on January 22, 2018 regarding proposed changes to the Scenic Corridor Designation Ordinance that the Planning Board unanimously recommended. At the public hearing several individuals spoke in favor of the proposed changes. The proposed changes include clarifying the scenic corridor designation for roads within Transylvania County, expanding the US 276 Scenic Corridor designation to include the portion between Wilson Road and the South Carolina state line, and simplifying the language. The expansion of the designation was requested by citizens. No other changes have been made since the public hearing. Staff asked Commissioners to consider adopting the proposed changes.

Commissioner Hawkins moved to adopt the proposed changes to the Scenic Corridor Designation Ordinance of Transylvania County, seconded by Commissioner Phillips and approved unanimously.

Mr. Burrows reported that both ordinances will be placed on the website and notice will be published that changes to the ordinances have been adopted.

Commissioner Chappell asked staff to keep a record of complaints about these ordinances so Commissioners can remain attuned to the needs of the citizens. Mr. Burrows informed Commissioners staff currently keeps a log of the County's ordinances and inquiries about them from citizens and others.

NEW BUSINESS

SEMI-ANNUAL DEPARTMENTAL UPDATE: ACCOMPLISHMENTS & TRENDS

Department Heads reported on their departmental accomplishments over the first six months of the fiscal year and on trends that may be reflected in upcoming budget years. These presentations act as the budget kickoff for FY 2019. The Manager set a strict five minute limit for each departmental presentation and the Clerk used a stopwatch to time each. The timeline was very important being that 23 departments presented. Some presentations were stopped short of completion. The Manager noted that each department had the option to submit additional data which has been provided to Commissioners via their agenda packets. This is a summary of the presentations:

Tax Administration by Administrator Jessica McCall

Accomplishments

- One of the top collection rates in State of North Carolina
 - 99.82% collected in 2016
- Pictometry project completed
 - Tax Administration staff and other county personnel trained in the use of Pictometry in May 2017
- Business Personal Property brochure completed
 - Brochures distributed at the Vision training in November 2017
 - Brochures available in the Tax Administration office and on the website
- Tax Administration staff received training on all topics per the County safety matrix
 - Safety training will continue on a monthly basis
- Heard and responded to real and personal property appeals in a timely manner
 - Several 2016 real property appeals settled prior to going to Property Tax Commission
 - Two 2016 appeals heard at Property Tax Commission in Raleigh and both prevailed in County's favor
- Reviewed a portion of the Present Use recipients per NCGS 105-296(j)
 - \$132,491 discovered from this review
- GAP Billing for unregistered motor vehicles implemented per NCGS 105-330.3 (2)
- 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
- 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
 - Property Tax Commission appeals
- Continue staff safety training based on the county safety matrix
- Continue annual review of Present Use recipients per GS 105-296(j)
- Enhance the review process of Exempted properties per GS 105-296(l)
- Expand cross training of staff

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 process
- Ongoing training of staff to respond to increasing work load, code changes
- Combining of inspections save taxpayer dollars, extra trips for the department
- Administrative assistant added to staff
- Inspectors are making progress to achieve higher level certifications

Goals

- Continue to keep qualified staff, prepare for staff retirements within the next two years, hiring of new personnel (inspector, office staff)
- Provide time for consuming training and schooling for inspectors to continue to keep up-to-date on new State Building Code releases (2018) and technologies
- Enforce minimum requirements to safeguard the public safety and health and general welfare of our citizens
- Implement customer request digital commercial plan review
- Collaboration with other departments to improve work flow by encouraging others to pursue new technologies similar to what this department has accomplished
- Host regional workshop featuring Laurel Wright, Department of Insurance Accessibility expert

Trends

- Increases in permits, revenues
 - 22% in overall building permits
 - 350 related to Duke Energy upgrades
- More stringent codes
- Increases in website usage

Information Technology by Network Administrator Tom Werhle, on behalf of Director Dean Landreth

Accomplishments

- Security review of systems and removed unnecessary access
- Older end of life servers/systems updated
- Remote access to County systems by staff while out of the office
 - Encrypted and secure
- Public and private wireless capability with latest infrastructure in most buildings

- Battery backup power to keep new IP phone system up and running
- Encrypted email licenses
 - Mainly by Department of Social Services for correspondence with State
- New PC and licensing model
 - No longer purchasing packaged software, but subscription software, with goal of being consistent throughout organization
- Facebook and website statistics shows who and how many accessing live feeds

Trends

- Increase in demand and traffic for Wi-Fi
- Cloud management, industry trend
 - Backups, Network Administration, Antivirus, Phones
- Security threats continue
 - Malware, Crypto/Ransomware
- Encrypted email is an increasing need for Social Services; expect to see same trend in Health Department

Goals

- Existing Goals - 2017-2018
 - Maintain, evaluate security issues and procedures
 - Replace older servers and workstations in keeping with replacement plans from prior year
- New Goals - 2018-2019
 - Expand Meraki Network/Wireless infrastructure to outlying County locations, I.E. Solid Waste, Animal Control, Child Development and EMS
 - Implement a standardized recurring cost model for five year PC replacement using Office 365 Business
 - Implement updated firewall protection and management infrastructure
 - Implement Facebook Live to offer three video streams for meetings
 - County website (ability to embed video on the front page)
 - Livestream website
 - Facebook page

Soil and Water Conservation by Director Jeff Parker

Accomplishments

- Assisted one landowner with stream restoration on 600 ft. of the French Broad River, eliminating 2,655 tons of soil erosion
- Planned BMPs with six landowners that will keep 2,945.2 tons of soil out of streams and rivers
- Currently working with eight Envirothon teams
- Recognized 35 local students with awards for their Soil & Water Conservation themed posters and essays

Trends

- Goal to present 45 education programs; as of this date, staff has made 54 presentations with program requests remaining steady
- Debris removal projects have been fewer due to less number of severe weather events
- Allocation for cost share program was encumbered to landowners early due to sizeable supplements to finish contracts from the previous year; allocation amount comparable to last year
- Spring is busiest time for equipment rental

Goals for FY 2017-2018

- Continue current programs at levels consistent with available funding

Department of Social Services by Director Darrell Renfroe

Accomplishments

- Included four programs into the NCFAST System
 - Next programs to be included are Child Welfare, Foster Care and Adoptions, and Adult Services
 - All programs to be in NCFAST by 2021, except Child Support
- Increased child support collections
- Provided ongoing foster care licensing and recruitment
 - Currently five licensed homes, which is not enough
 - Another round of licensing to begin in April
- Hiring of a full time County Attorney with primary DSS responsibilities has greatly improved court outcomes for the DSS agency
- Income Maintenance units consistently processes Medicaid and Food and Nutrition applications and Re-Certifications in a timely manner
- The Adult Services Unit consistently utilizes the Billing of Medicaid Administrative Claiming (MAC) for Social Workers time when working with their clients in qualifying situations that are Medicaid eligible or others seeking eligibility for Medicaid benefits; uncapped reimbursement source for the agency that pays 50% federal reimbursement
 - In 2012-13, there were 35 investigations in Adult Protective Services
 - In 2016-17, that number grew to 157, with no additional staff to handle the growth
- Finalized six adoptions

Trends

- Number of Child Protective Services investigations screened in reports
 - Monthly high was 45 and low was 20
- State data on the number of fulltime Social Workers needed for Child Protective Services workload
 - In June the need was 11, in March it was eight, the lowest was six
 - For Transylvania County, this department has only four when fully staffed
- Considerations for an afterhours on call worker
 - Alexander County: population 34,000 - one full time on call Social Worker
 - Pasquotank County: population 40,000 - Social Workers are paid an additional \$100 a week for being on call
 - McDowell County: population 42,000 – one full time on call Social Worker
 - Jackson County: population 40,000 - two full time on call Social Workers
 - When diligent efforts are made to initiate a CPS case, the afterhours on call Social Worker can initiate the case after hours and then the case will be in compliance and the assigned Social Worker will not have to work after normal business hours
 - Being on call is stressful for Social Workers; having this position would take a large stressor off of CPS and Foster Care Social Workers
- Child Protective Services investigations is often not fully staffed due to turnover and sickness; currently two vacancies
- Child Protective Services will hard launch into NCFAST this upcoming fiscal year
- This year asking for one additional Child Protective Services Investigations Social Workers and one full time afterhours on call Social Worker
- Ongoing shortage of office space
- Increasing need for staff training

- Continued decrease in applicants for DSS position vacancies
- Consistent need for more qualified Child Protective Services Investigations Social Workers
- Increase in CPS afterhours on call reports
- The increase in foster children placed with relative versus licensed placements which is very positive
- Increase in the number of children in DSS custody the last three years; high of 56 children and currently have 47 children in foster care
- LIEAP and CIP Programs were much more difficult and time consuming this year as these programs are now in NCFAST and there were many technical issues that had to be dealt with

Child Development by DSS Director Darrell Renfroe

Accomplishments

- The Center continues to maintain a 5-star license
 - The Center was accessed in the environment rating scales and achieved a high score which maintained the 5-star rating
 - The Center has a superior sanitation rating
- Center management participated in community collaborations involving the needs of children in the community
 - Child Development Director Participated in the Following:
 - Led 24 community collaborations in addition to numerous consultations with Transylvania County Schools
 - Attended four Early Childhood Initiative meetings
 - Attended five Early Childhood Task Force meetings
 - Attended three Local Interagency Coordinating Council meetings
 - Attended two NC Pre-K meetings
 - Attended three Parent Meetings
 - Attended 5 meetings with Brevard College
 - Attended Developmental Day cost study work group meetings
 - Served as a member of the NC Association of Developmental Day Directors
 - Attended the Local Smart Start Child Care Directors meetings
 - Mentored and trained 2 Early Childhood Intern Students from Brevard College
 -
- Representative Cody Henson visited the center in November to discuss needs of the developmental day center
- Senator Chuck Edwards visited the center in February 12
- Although formal data is not available, the Transylvania County Pre-school coordinator has indicated at least 80% progress towards children's IEP goals; continuing to complete initial assessments on the creative curriculum that was conducted in the fall and the winter assessment that was completed in late February which provided data to show if students were showing progress

Trends

- The Center is fully staffed and has several qualified substitute teachers on staff
- Security Door is in place and is locked whenever the Center is open
- The Division of Child Development and Early Education is completing ongoing training for all Center staff
- They continue to be an NC Pre-K site
- They continue having difficulty filling child vacancies as a result of State subsidy being frozen
- The severity of developmental delay students' needs is increasing
- Number of children served: 58

- Number of children with developmental delays served: 12
- Number of children with special needs not qualified as development delayed served: Six
- Average number of children on waiting list for each class: 20
- Director and three teachers have a Bachelor's Degrees
- One of these three teachers has a Master's Degree
- Four teachers have an Associate Degree in Early Childhood
- Two teachers are in school working on their Associates Degrees in Early Childhood

Emergency Management by Assistant County Manager David McNeill

Accomplishments

- Evacuation of extended care facility twice in the last year
- Coordination with emergency services stakeholders (Red Cross, Volunteer Departments, Public Health)
- Completion of Emergency Management Planning Grant (EMPG) requirements for funding
- Completion of required disaster response drills
- Response to assist volunteers with coordination of search and rescue Events
- Response and provide logistical support to law enforcement

Trends

- Coordination of response disciplines
- Alternative methods for funding emergency services
- Continued integration of non-traditional agencies into emergency services response
- Standardization of service level and cost countywide
- Reevaluation of service districts

Goals

- Continued coordination with local agencies (volunteer fire/rescue, Red Cross, nontraditional emergency services agencies)
- Develop, present and build consensus on implementation of effective and efficient emergency services strategies with financial and operational sustainability for approval by County Commissioners
- Map revision - make recommendations and obtain approval by the Commissioners to revise Fire Service District Maps that support implementation of effective and efficient emergency services with financial and operational sustainability
- Revise Service District Resolution to incorporate the rescue function
- Continue Strategic Operational Planning of Services
- Update Transylvania County Emergency Management Ordinance

Maintenance by Assistant County Manager David McNeill

Accomplishments

- Completed building maintenance in all County buildings with total square footage of 281,351
- Addresses installed on each County building to comply with ordinance requirements
- Renovation of DSS first floor
- Renovation and construction of back-up 911 facility in basement of Tax Administration building
- Continued coordinated work with Sheriff's Inmate Work Program (painting, sanding, drywall finish, etc.)
- Completed installation of security measures at Solid Waste
- Replaced two HVAC units this fiscal year, and engineering for modification of HVAC system serving Planning and Transportation departments

- Support Emergency Services during search and rescue operations
- LED light fixture upgrades in DSS, Recreation Center and Child Development through energy conservation program with Duke Energy
- Assisted Solid Waste improvements to landfill site and convenience centers
- Recreation Center tile replacement and bathroom renovation

Trends

- Aging facilities and equipment have increased maintenance issues and increased cost
- Continue window replacement at DSS/Community Services Building; project to begin soon
- Maintenance cost of Public Safety Facility equipment is proving costly because of level of technology
- Continued utilization of inmate labor to accomplish projects
- Flat and aging roofs with increasing maintenance and repair needs
- Moisture/humidity in Register of Deeds office being addressed
- Parking lot deterioration (scheduled replacement of Quebec EMS access and lot, repair to Landfill access road scheduled for spring 2018)
- Paint and building beautification efforts
- Aging equipment/needs
- Utilization of Parks staff to assist Maintenance during winter and wet weather periods

Goals

- Continue security improvements in County facilities
- Continue improvements to building and grounds appearance
- Continue HVAC replacement program as implemented in 2015
- Complete building maintenance in timely and scheduled manner
- Maximize utilization of Maintenance and Parks staff to meet needs
- Complete maintenance work orders within timely manner; goal is to respond within three work days, if possible
- Continue window replacement in DSS/Community Services Building
- Continue building energy assessments working with grant opportunities
- Renovation and roof replacement of Courthouse bell tower; goal to be completed by end of fiscal year
- DSS large flat roof replacement

Housekeeping by Assistant County Manager David McNeill

Accomplishments

- Reassignment of Housekeeping staff to improve efficiency and effectiveness
- Organization of housekeeping and supplies storage, tracking and purchasing process
- Internal carpet cleaning utilizing Maintenance and Parks staff when outside work cannot occur
- Buildings maintained in neat and clean condition promoting a positive work environment
- Coordination of Maintenance and Housekeeping functions to support efficient operations

Trends

- Evaluate staff utilization for specialized cleaning needs
- Privatization of specialized housekeeping services (floor strip and seal/carpet cleaning/external window cleaning)
- Continue working with TVS clients as a community partnership for delivery of supplies
- Continued evaluation of equipment and cleaning materials to identify possible efficiencies

Goals

- Monitor Housekeeping supplies tracking system and reduction of housekeeping supplies in storage
- Continued efficiency by monitoring revised housekeeping schedule, acquisition and utilization of proper equipment, privatization of specialized housekeeping services to reduce investment in personnel and equipment, and improved performance standards for staff
- Professionally maintain cleanliness of Transylvania County facilities
- Continue to monitor and update staff training

Solid Waste by Director Kenn Webb*Accomplishments*

- Interim Director in place August 2017; new Director started January 2018
- Administrative Assistant hired November 2017
- Heavy Equipment Mechanic on board December 2017
- Erosion issues addressed and resolved
- Continue operations in Cell 5
- Increase in materials coming to the landfill
- Sedimentation ponds dredged and roads constructed
- Changed compactor wheels to increase compaction rates during landfilling and ultimately extend life of landfill
- Refurbished buildings at Connestee, Calvert and Pisgah Forest convenience center sites
- Filled vacant Equipment Operator position
- Initiated inventory recovery in Maintenance department
- Improved facility and site appearance
- Cash handling procedure updated at convenience centers to expedite cash to bank

Trends

- Waste at landfill continues trend of increase since 2013; amount of waste tends to follow condition of economy
- Commodity prices for recyclables have not recovered
- Continue to battle leachate removal which is costly
- Land clearing and inert debris-currently mulch on site; would like to see more composting
- Activity at convenience centers has increased

Goals

- Fill position vacancies
- Improvements to recycling program
- Identify alternate glass recycling outlets
- Improve efficiencies
- Develop strategic plan to operate department as a true enterprise fund

Library by Director Anna Yount*Accomplishments*

- In FY 16-17, Library had 209,480 visits and staff is dedicated to making sure each of those visits results in citizens getting the help they need
- Adoption and implementation of new forward-looking and community-focused Strategic Plan; several libraries want to replicate process
- Presentations on Library Strategic Plan at two conferences

- Launched *Out and About Hullabaloo* – New Pre-school Outreach Program in Rosman and Lake Toxaway
- Began *Hoopla* digital media service to address demand for online video content
- All of *The Transylvania Times* and its precursors through 1933 now available on DigitalNC
- Comparisons in Public Library Service: (draft statistics from State Library of NC) (Note: Five of the Transylvania County's identified peer counties are parts of multi-county regional library systems that do not report their data as individual counties, but they shared some key data as best they could decipher.)
 - Transylvania County leads comparison group in three important areas: Program Attendance Per Capita, Print Circulation Per Capita, and E-Circulation Per Capita)
 - Buncombe County led the County slightly in Visits Per Capita, but they are a much larger county with 12 library branches; Transylvania County ranks third statewide
 - Percentage of Users is the percentage of the legal service population that has library cards and the figures depend on how often a library purges its database of library cardholders; Transylvania County does it annually
 - Transylvania County has always ranked at or near the top in Print Circulation Per Capita, but this may be the last year because the measurement will be categorized as Total Collection Use Per Capita, but the data element is still being refined; currently rank fifth in draft statistics

Trends

- Continue to see changes in preferred formats and content delivery methods:
 - Total print use down 2%; juvenile print use has declined only 1.3%
 - Ebook use up 4%
 - Audio use up 1.5%
 - Video use is down 2.8%, largely due to lack of online content (addition of Hoopla to address this)
 - E-periodical use up 2.8%
 - Greatest increase is in database use; up 22% due in large part to resources like Lynda.com
- Overall collection use is up 1.2%
- 1.2% decrease in the total number of visits
- Wifi use is up 9%, while use of the public computers is down 7% (addressed by increased bandwidth this year)
- Program attendance is up 11.5% over last year and 21% over FY 14-15

Goals

- Evaluate and revise key policies and procedures to eliminate barriers to access
- Work partners to develop and enrich outreach programs for all ages
- Continue to develop and grow *Out and About Hullabaloo* early literacy project
- Develop student access program with Transylvania County School System
- Develop meaningful, enriching, multi-generational volunteer opportunities
- Raise community awareness about library events, resources and services

Public Health Department by Director Elaine Russell

Accomplishments

- Community outreach
 - Three worksite wellness initiatives
 - Mosquito collection/identification/bite prevention through (Environmental Health/Health Education)

- “Transylvania County CARES” campaign (CARE Coalition)
- Eclipse eye safety messaging
- Build capacity to respond to hepatitis through Region 1 Health Department collaborations
- Conduct Environmental Health efficiency study for processes related to septic and wells
- Prepare for accreditation site visit in March 2018

Trends

- Increase in hepatitis burden
 - Changes in how reported by CDC standard causing numbers to skyrocket across nation
 - 114 cases in 2017 vs 10 in 2016
- Increase in chlamydia and gonorrhea
 - Numbers were decreasing, but rose in 2017
 - Remain lower than comparison counties and much lower than State rates
- Increase in septic applications
 - Despite losing one full-time employee, remaining staff issued 71% more permits in 2017 compared to 2013
 - Extra time on septic/wells and employee loss resulted in fewer food/lodging/institutions inspections, but the position has been filled and inspections expected to increase
- Increase in well child assessments related to new School System enrollment requirements
- Restricted eligibility for CCNC maternity case management
- Aligning of insurance and hospital power alliances to maximize Medicaid Managed Care
- WIC ran outreach campaign to encourage new participants and as a result caseloads slightly increased

Goals

- Promote public health as experienced provider of maternity and child case management in Medicaid Managed Care dynamic
- Transition Environmental Health data into publicly accessible software framework
- Continued focus on efficiencies and improvements for current programs and projects
- Promote communicable disease prevention
- Promote move to eWIC

Fire Marshal’s Office by Fire Marshal Gerald Grose

Accomplishments

- Full time fire code enforcement official acquired a Level III Probationary Certificate and is conducting the inspections and plan reviews to qualify for the Level III Standard Certificate
- Currently at 92% of the mandated fire and safety inspection schedule for inspections due this year
- Continue to support County programs through Transylvania Public Health, School Site Safety Preparedness, the functions of the County’s Emergency Operations and All Emergency Services
- Continued development of the fire investigation task force with investigators from the City of Brevard, Sheriff’s Office, and the Fire Marshal’s Office
- Continues the educational requirements for Level III Fire Code Enforcement and Fire Investigation Certification
- Commercial plan reviews this year is 58; 19 are new commercial projects; reviews start within one business day after receiving them; turnaround time depends entirely on the scope of the project

Trends

- Inspections continue to grow; each new commercial project adds to the numbers of our required inspections; current database of 1,353 occupancies
- Fire investigation requests to-date up to 12
- Support role to Emergency Management, searches, manhunts, weather related issues
- Steady requests each week on information regarding insurance protection class ratings on properties for insurance companies
- Continued support to County safety programs, festivals, special events, firework permits and community programs

Goals

- Improve 92% of the mandated fire and safety inspections
- Deputy Fire Marshal to acquire a Level III Standard Certificate
- Continue County safety programs as new Safety Committee Chair

Finance Department by Finance Director Gay Poor

Accomplishments

- Received the GFOA Certificate of Achievement for Excellence in Financial Reporting for the FY 16 Comprehensive Annual Financial Report (CAFR)
- Submitted the FY 17 CAFR on November 22 and submitted all other State, federal, and regulatory reports on a timely basis
- Developed the Purchasing-Card Policy and Procedures and implemented the p-card program as a phase-in over several departments; already seeing benefits of better accountability for transactions
- Instituted a new payroll schedule for submitting payroll change notices and timesheets that has eased the tight turnaround time for processing payroll
- Transitioned to electronic distribution of payroll direct deposit notifications
- Initiated contact with different financial and human resources software vendors to identify software that uses the latest technology to assure a fully integrated system with advanced functionality and reporting capability supported by superior customer support
- Increased interest earned on investments by moving funds when NCCMT rates began rising; increased earned by slightly over \$20,000

Trends

- The volume of transactions processed by Finance Office's core functions is continuing to increase
 - Most significant increase in number of purchase orders issued due to greater compliance by departments
 - Dramatic increase in accommodations providers paying occupancy taxes
- So far, through technology enhancements and the dedication of staff, the Finance Office has kept up with the growing number of daily activities and continued to deliver services promptly and efficiently
- Compared to peer counties, and counties with similar overall budgets and headcount which are two factors that have a direct impact on finance office activities:
 - Different position nomenclature and different assignment of duties complicate comparison in terms of staffing
 - Half of sample counties use same software, which is representative statewide
 - Half of sample counties use time and attendance system

Goals

- Continue to evaluate financial and human resources software, in conjunction with the Human Resources Director and IT Director, in preparation for converting to new software in FY 2019
- Complete the financial components of the application package for the USDA loan
- Prepare the Local Government Commission's application and all other documents required for the general obligation bond referendum and issuance
- 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

EMS by Interim Director Kim Bailey

Accomplishments

- Collaborated with Mission Hospital on strategies and protocols to reduce out-of-county transports; this frees up ambulances to cover other calls in the County
- Completed Mass Violence response training with all staff, including a full-scale exercise conducted on May 12, 2017 in conjunction with Blue Ridge Community College and Transylvania County Sheriff's Office
- Assisted Communications with implementation of updates and ongoing review of their Emergency Medical Dispatch program and training needs
- Offered transition classes for local NCOEMS credentialed personnel to meet new credential requirements set forth by NCOEMS; updated Continuing Education courses to comply with National Standards adopted by NCOEMS which resulted in an increase of hours for Advanced EMTs and Paramedics
- Instructed local educational sessions due to increasing need of Stress Management/PTSD and Suicide Prevention education and awareness; would like to assist in development of a Transylvania County Peer Support Team
- Replaced six outdated AEDs in County buildings and vehicles

Trends

- Becoming more difficult to maintain average response time under 9 minutes, due to increase in number of in-county calls, especially in outlying areas by 5%; in 2017, total average response time was 9.8 minutes; significant room for improvement in response times in outlying areas
- 2.5% increase from 2016 (121 calls), although out-of-county transports decreased and in-county calls increased
- Continue to see call volume crunches, which tie up all on-duty trucks at the same time
- Out-of-county transports can tie up an ambulance for at least three hours; in 2017, 29% of these transports occurred between the hours 9pm-9am when EMS is limited to two on-duty ambulances
- Out of county transports happen one of two ways: helicopter and ground; if air transport not available, taken by ground
- All on-duty trucks were busy and unable to respond to 822 calls in 2017; 8.4% increase from 2016
- As primary back up ambulance, Transylvania County Rescue Squad provided an additional transport 81 times in 2017
- Compared to national averages, EMS has a 1.9 minute greater response time and 3 minutes greater transport time
- Ranks fifth out of 7 peer counties in regard to response times
- EMS agencies across the country seeing an increase in violent events and have been purchasing ballistic protection (helmets and vests) for staff; some of this increase can be attributed to the national opioid crisis and reduced access to mental health services

- Emergency Services has seen increased need for Stress Management/ PTSD and Suicide Prevention education and awareness reflected in the increased number of suicides of emergency personnel
- Continuing education and mandatory training needs continue to increase, resulting in more overtime

Goals

- Spread locations of ambulances out to reduce response times outside Brevard, to include an additional unit and taking supervisors off the truck at night to provide an additional response unit
- Replace an ambulance
- Reduce average response time to under 8 minutes or less, with focus on outlying areas
- Continue mass violence training and response procedures, including purchase of ballistic gear
- Continue to work with Mission to reduce out-of-county transports
- Consider future base replacement/relocation
- Replace a Training/Admin vehicle in FY19
- Continue to assist Communications with updates, reviews, and training
- Continue to improve Continuing Education program and educational offerings
- Continue to address the need of Stress Management/PTSD and Suicide Prevention education and awareness among Emergency Services personnel and development of a County Peer Support Team

Planning & Community Development by Director Mark Burrows

Accomplishments

- Advised, supported and coordinated activities related to:
 - Planning Board
 - Joint Historic Preservation Commission
 - Transportation
 - Affordable Housing
 - Community engagement (community centers)
- Updated ordinances
 - Sign Control Ordinance
 - Scenic Corridor Designation Ordinance
 - Mountain Ridge Protection Ordinance-review underway
- Administered and ensured compliance with ordinances including floodplain, subdivisions and signs
- Researched, pursued, administered and successfully closed-out grants

Trends

- Increased permitting activity with improved economy
- Greater community outreach and involvement, including two communities interested in small area plans (Cedar Mountain, Lake Toxaway)
- Increased activity regarding transportation and road topics
- Greater focus on grant administration
- Utilizing current technologies by signing plats electronically and maintaining department and community information on department webpages

Goals

- Advise, support and coordinate activities related to the different boards and commissions
- Focus on community engagement, affordable housing, and state of seniors to look at issues and ways of supporting seniors in community
- Manage and enforce ordinances, updating as required and communicating to public
- Research new grant funds, prepare applications and administer existing grants
- Track 2025 Comprehensive Plan Implementation
- Prepare for 2020 Census; current buzz is federal government will not place emphasis on providing information and support and it is critical that Transylvania County take the lead and inform everyone of how important the Census is to the County

Animal Services by Interim Director Kevin Shook*Accomplishments*

- Animal transport vehicle replaced with retired transportation van for use in spay/neuter program
- Software upgrade, expanding data collection
- Responded to 93% increase in service requests with only three officers
- Responded to 11% increase in rabies control activities
- Achieved 85% dog-cat live release rate
- Continuing animal shelter spay-neuter program
- Working with officers and lab technicians to ensure needs met because of such dramatic increase in services
- Implemented new pharmacy control program
- Working on supply inventory and replacement program

Goals

- Continue high live animal release rate (70% +)
- Improve citizen access to spay-neuter services
- Increase Animal Control Officer training
- Increase citizen awareness
- Maintain high level of effective, efficient service response and animal care

Communications by Director Kevin Shook*Accomplishments*

- Completed the installation of security cameras and door access control in DSS/Community Services Building
- Completed the installation of security cameras at Solid Waste and the convenience centers
- RFP released for Radio System Upgrade for Simulcast Solution; due date March 3 to begin evaluating responses
- Next phase of Power Phone Dispatch implemented for Priority Medical Dispatch to better meet the requested services to services dispatch based on level of severity
- Field response to major incidents to include manhunt in US National Forest and search and rescue missions in national forest and State forestland
- Continue to work with emergency response agencies on the up fit of response vehicles that includes computers, radios, and emergency warning devices
- Assisted at the Animal Shelter due to staffing vacancies overseeing operations
- Assisted with storm responses with County Maintenance staff to help open County offices
- Updated the County ID badge system due to equipment and software issues

Trends

- Fire call processing time has increased; not meeting NFPA standards, but department making great strides
 - Improved 80% ratio in 60 seconds up to 62%
 - Used new power phones to increase and improve call processing capabilities
 - Required change in philosophy in how to process calls
- Call volume increased; phone volume decreased slightly which is directly related to the power phone implementation (created efficiency)
- Average call processing time comparison by peer counties:
 - Transylvania County averages 55 seconds; improved from previous year which was 1 minute 19 seconds
 - Peer counties quite higher

Goals

- Continue working on coordination of frequency request for Animal Services radio communications switch to countywide VHF narrowband system to allow for efficient and safe communications for staff; challenge because lack of frequencies nationwide
- Install new pep wave units in all Sheriff's Office patrol units not currently outfitted to allow for vehicle tracking, improving quicker dispatch times by allowing system to determine closest unit to respond
- Update current area of rescue communication devices and add needed devices in the DSS/Community Services Building
- Upgrade current alarm receiver in the 911 Center to allow for efficient management of notifications from offsite buildings
- Complete phase 1 camera system upgrade in the Detention Facility
- Complete camera system upgrade at the Courthouse
- Complete Phase 1 of microwave upgrade to allow for diversified routing between the Primary PSAP and the Backup PSAP
- Oversee the installation and operation of the Simulcast Radio System Upgrade based on the RFP responses once evaluation is completed
- Network all security cameras to the 911 Center for emergency access during an event; make all cameras accessible via the Public Safety Network for on-scene operations if necessary
- Integrate the upgrade of radio frequency TAC 9 (Connestee) and TAC 16 (Balsam Grove) into the Simulcast Radio System upgrade

Cooperative Extension by Director Bart Renner

Accomplishments

- Responded to inquiries/provided information 48,244 times last year; higher than counterparts in Macon and Haywood Counties
- 18,428 face-to-face contacts through our educational programs and other direct communications
- Responded to request for increase to diversity in youth programs: robotics, shooting sports, STEM programs, citizenship, etc.
- 18% increase in requests for continuing education credits for landscape professionals
- Farmers Market; provided support for this major economic revenue driver; vendors reported over \$540,000 in annual sales
- Educational programs- 347 hours of classes with over 2,500 attendees
- 70 hours of Continuing education credits delivered
- 95 people completed certifications

- Volunteer mobilization- gave over 4,000 hours of service to their communities working on advisory committees, Master Gardeners, SHIIP and 4-H programs
- Served as staff liaison to the Transylvania Natural Resources Council and Agricultural advisory board
- SHIIP Program conducted nearly 400 face-to-face consultations and counseling sessions and logged over 1,700 volunteer hours

Trends

- Fully staffed for first time in awhile
- Increased request for diversity around youth programs both in type of clientele and type of programs being requested
- Increased request for information around organic/alternative crops; staff must research to stay on top of latest information (medicinal herbs, hops, diversified vegetable production, hemp, etc.); represents 50% of calls to office
- Niche marketing and small business management
- Aging client base; average age of farmers is between 60-65, which is a national trend; challenge getting new farmers started
- Need for unbiased, research-based information; lots of misinformation in the public around how land is being managed, both public and private
- Expect a lot of land to change hands over the next few years

Elections by Director Tracie Fisher

Accomplishments

- Director completed the 2017 Leadership Academy; Deputy Director of Voter Administration completed five courses towards national certification
- Prepared Board members and precinct officials for their two-year terms
 - Administered training for Board members on rules and procedures
 - Administered three training sessions for precinct officials
- Conducted Municipal Elections for the City of Brevard and Town of Rosman:
 - Highest voter turnout for Early Voting in several years
 - Efficient voter processing
 - Modified layouts of polling places to protect voter privacy
- Notifications to voters:
 - Required legal notices using print and website
 - Participated in radio interviews regarding the Municipal Elections
 - Improved social media notifications by adding Twitter
- Conducted voter outreach and education:
 - Educated 11th and 12th graders at Brevard High School regarding voting, the overall election process, and on voting equipment
 - Developed informational flyers that were distributed to the municipalities, media and voters

Trends

- Voter registration for both County and City voters has continued to increase while voter turnout has decreased during the last couple of municipal elections due to decreased candidate participation
- Overall turnout and interest in One Stop Early Voting has continued to increase, however, the interest in each election is the main factor in the turnout of any election
- The fluctuation of records processed is related to the procedures that have been put in place to maintain records by the State and the amount of public interest in the elections being held that

year; for instance in 2011 and 2013, new procedures were put in place for updating voter records through the National Change of Address with the United States Postal Service

- Correspondence fluctuates with the type of election and the interest the public has in an election

Goals

- Acquire new voting equipment for implementation in the 2019 Municipal Election
- Modify precinct official training materials
 - New training materials and procedures will reduce the need for multiple training sessions prior to an election and will be an overall cost savings to the County over time
- Develop a database to track consumable office supplies
- Implement new traffic pattern for voters at the Election Center
 - Using the knowledge gained from the 2016 General Election, will move the entrance for Early Voting from the side of the building to the main entrance; it will be safer for voters, allowing them to have a larger area inside to wait in line and an area outside to wait that will be within the 50 feet area where no campaigning can occur
- Deputy Director of Voter Administration to complete courses for state and national certification

Transportation by Coordinator April Alm

Accomplishments

- Improved community relations; positive feedback from community program participants

Trends

- High call volume for local transport
- Increase in new client registration; 28% increase
- Continuous requests for out-of-county transportation
- County comparisons:
 - Transylvania County benchmarks as having the lowest demand response cost per trip as well as exceeding the number of trips per hour
 - Transylvania County's number of demand response trips is comparable to counties with higher populations, except Buncombe
- From the previous year, increased number of trips while reducing service miles; transporting more efficiently

Goals

- Standardize data auditing procedures to insure proper compliance, data accuracy and reporting
- Consult with peer agencies regarding best practices and route improvements
- Collaborate with Land of Sky and ITRE to investigate route data and begin preparation for introduction of deviated fixed route
- Develop an interactive map of routes for public
- Redesign website to incorporate more information for clients

Human Resources by Director Sheila Cozart

Accomplishments

- Continue to have 100% personnel and insurance files scanned
- Recruitment assistance and new employee processing
 - 87 employees hired in 2017; 49 positions posted in 2017
 - Orientation and paperwork processed for all full and part-time employees
- Affordable Care Act mandated employer reporting requirements; one of biggest struggles of this department

- Employee Training
 - Supervisor Online Training through EAN Leadership Academy; 2018 Academy began January 29
 - Effective Supervisory Management Program through the UNC School of Government
- Coordination and promotion of several employee activities
 - Recognized by Blue Cross/Blue Shield for hosting informational sessions for employees during the network negotiations with Mission Hospital System
 - Established a Wellness Committee, with the guidance of regional consultant Mountain Wise and Beth Hyatt of the Health Department, to help focus on employee wellness activities

Trends

- Continued high cost of Employee Health Insurance coverage
 - Claims expected to be somewhat lower because of three months being out-of-network
- Use of technology is increasing at a rapid speed; need/demand for technology in all phases of the employment process
- Increasing number of retirements
 - 18 retirements in 2017
 - Five employees received service award for 25 years of service
 - Results in loss of institutional knowledge
 - Need for additional training for new staff

Goals

- Provide options to ease salary compression for current staff and present a compensation philosophy that mitigates future issues
- Implement applicant software for increased improvement of the recruitment process
- Provide additional professional development opportunities for department heads, supervisors and employees

Legal Department by County Attorney Misti Bass

Accomplishments

- Legal Department created in April 17, 2017 with the addition of the first in-house attorney
- Hired part-time paralegal July 31, 2017
- Established an office and obtained legal software that tracks and maintains court dates, legal documents, deadlines, email and phone communications and tasks needed to provide services and allows for secure sharing of this information
- Attended court at least weekly representing the County in the courtroom
- Reduced the case age for CPS cases awaiting adjudication
- Assisted in the negotiation and drafting of numerous County contracts and agreements, including the Ecusta Road Development Agreement and supporting documents and the contract with the Western NC Military Museum

Trends

- CPS cases not adjudicated as of May 1, 2017=12, average age of case 123.41 days
- As of December 31, 2017, only three cases pending adjudication with average age of 17 days; statute requires 60 limit for adjudication
- Adjudicated 19 cases in last six months
- Hearings scheduled in Adult Services, Guardianship, and other miscellaneous matters 13 times
- Child Protective Services hearings docketed 243 times

- Total Child Support Hearings docketed 927 times
- Total matters docketed for court=1,183
- 78% of cases calendared were Child Support cases
- 21% of cases calendared were Child Protective Services agreements
- 1% of cases calendared involved other matters that did not involve DSS
- 79% of County Attorney time spent on DSS matters; 100% of paralegal's time; this is more than anticipated when position created, so running under budget

Goals

- Assess CPS cases in need of permanency and file terminations of parental rights in cases where appropriate
- Fully integrate and utilize Clio scheduling software to keep running task list and calendar of all pending legal matter
- Complete and file all court orders in CPS matters within 30 days
- Keep in compliance with all statutory deadlines
- Create billing and time management reports through Clio scheduling software

Parks and Recreation by Interim Director Jonathan Griffin

Program Updates

- Free Drop-In Rosman Summer Camp
 - 2016: 255 participants; averaged 8 per day for part day model
 - 2017: 15-20 average per day in a new full day model
 - Exploring 2018 proposal; currently evaluating cost structure, hours of availability and geography of participants; program debuted to provide childcare opportunities/summer development for the upper end of Transylvania County, although 70% of 2017 participants were from Brevard/Pisgah Forest area

Trends

- Increased social media engagement
- Expanding audience for Facebook account
- Expanding audience for the Instagram account
- Modest but manageable growth in recreation programs
 - Girls Volleyball reached 50 participants, increase over 40 from prior years
 - Youth Flag Football saw 9% growth in 2017 – 85 to 93 participants.
 - Adult Summer Basketball League – 9 teams with significant out of county interest (5 teams from Transylvania, 2 from Henderson and 1 each from Buncombe, Jackson and Haywood)
 - Indoor Fun Play program has a lower number of participants; probable cause is a new similar private option offered by the Racquet Club; staff to evaluate the program at the end of the spring season
- Increase in facility needs and utilization
 - Continued interest in formal space for Pickleball play; currently use tape to mark off pickleball courts inside at the Recreation Center
 - Many citizens want to use the tennis courts at Silvermont at the same time, reporting often that they are not available; evaluating how better to position the reservation system
 - Recreation Center gymnasium saw 59% utilization in 2016; during 2017 this was 66.5%; based on 8am-10pm availability; increase of 8% in revenue; anticipate installation of air conditioning will further drive use of facility

- Silvermont Park has seen significant increases by user groups, volunteer groups, special interest groups, etc.; translates to increased demand on Parks staff to maintain Silvermont; no current dedicated County staff at Silvermont
 - Intend to conduct Master Plan for Silvermont Park, to include input and engagement from focus groups and stakeholders and determine community vision for facility and park
- Experienced higher than usual levels of damage done to the parks by vandalism this year; approximate damages through January 2018 were \$3,000; average for prior years was \$3,000; taking steps to mitigate this through the installation of security cameras

Administration by County Manager Jaime Laughter

Accomplishments

- Administration works with every department on projects and provides support to Board of Commissioners
- Board of Commissioners Meetings-10 meetings during the period July 1-December 31, 2017
 - 124 agenda items prepared/processed by clerk, most with follow up/action items
 - Power Point Presentation created for each meeting
 - Timely follow up on agenda items, preparation and approval of minutes including closed session review
- Prepared annual, quarterly and monthly CAC (citizen advisory councils) reports as required
 - 32 appointments made during the period; updated rosters and drafted individual appointment letters
- Prepared Annual Work Plan in digital format with help from IT Department - 6 month and year end updates provided
- Conducted two CAC training sessions for committee members to understand role in County government and to understand how County government is run in North Carolina
- Approximately 60 Public Records Requests fulfilled for internal and external customers in addition to research
- Prepared website updates to send to IT including press releases and announcements
- Managed sunshine list and distributed 51 notices and releases on behalf of Board of Commissioners and CACs
- Education Data Analysis on funding against peer counties released this year
- Community Center Grant Program implemented; worked with Planning and Community Development to complete
- Transitioned Transportation Department including staff restructuring and early strategic planning on next steps
- Assisted with event planning: Veterans Day Ceremony, Land of Sky Regional Council Board Meeting, joint meeting sessions
- Prepared contracts, resolutions, various letters for signature in order to conduct business on behalf of Commissioners
- Recruited and organized Customer Service Committee (A Project of ElevateHER led by Clerk and Tax Administrator)
- Managed sale of old Animal Shelter property on Ross Road
- Active member of NC Association of County Clerks; 2nd year on the Board of Directors
- Manager active member of NC City Managers Association
- Transylvania Economic Alliance/City/County Industrial Road Project with Golden Leaf
- Non-profit Policy and process complete
- Transitioned to In-house Counsel
- Task Force Initiatives

- Facilitated Early Childhood ongoing effort and participating in Institute for Emerging Issues research
- Facilitated data collection work for Senior Services Task force; Planning and Community Development handling report
- Participated with UNC School of Government on research around impact to local government services workers from the opioid crisis and on female leadership in local government

Trends

- Growing need to manage and digitize documents using software
 - Increase in records requests by internal and external customers
 - Increase in agenda items and action requested of BOC
 - Contract management
- Use of technology to improve efficiencies
- Continue to meet demand for accountability and transparency with the public; important to educate public about local government and engage them
- Continuing education critical to being up to speed on legal cases and law changes throughout disciplines
- Large capital needs will require multi-year fiscal planning policies that assure growth rates in expenditures are consistent with revenue growth
- Ongoing projects:
 - Complete review and recodification of County ordinances
 - Contract management and digitalization
 - Archival of records
 - Customer Service Committee

Goals

- Most goals translate into participation by several departments
- Large construction projects involving significant financing

This concluded the presentations.

The Manager reported that the Sheriff and Register of Deeds will present at the next Board of Commissioners' meeting in the same format. They separated from this participation because they are elected official-led departments. She encouraged Commissioners to submit to her any questions or comments they have and she will compile them to forward to the appropriate department heads for a formal response.

MANAGER'S REPORT

The Manager reported the following:

- Flu continues to be a concern
 - Flu shots still available at the Health Department
 - County buildings are stocked with extra hand sanitizer and sanitizer sprays to help control the spread of germs
- Education article in *The Transylvania Times* referenced a federal funding loss
 - Manager working with Congressman Meadows' office to get an official response on reason for loss of approximately \$260,000, equating to a ½ cent tax increase if that burden were to fall to the County to make up
- Courthouse webpage coming to the County website
 - Studies from 2005 to current
 - Information on different options and key issues

- Grand Jury letter received yesterday that identified issues Grand Jury saw with current facility
- Kudos Report!
 - To Register of Deeds Office from Ms. Sue Green for great customer service
 - To staff at Employee Wellness Clinic for helping staff avoid illness and for excellent treatment, a critical element to helping staff be at work and productive

PUBLIC COMMENT

Lee McMinn: Mr. McMinn is the chair of the Transylvania Natural Resources Council (TNRC). He reported that the TNRC asked him to speak on behalf of Cooperative Extension's request for a permanent AmeriCorps volunteer installed in their office. They feel the position would be beneficial in assisting with the planning and coordination of Extension programs, possible expansion of those programs, and even perhaps to dispel some of the misinformation in the public with regards to best management practices. Furthermore, the TNRC feels this position would greatly enhance program effectiveness and efficiency consistent with the County's strategic plan that deals with natural resources.

COMMISSIONERS' COMMENTS

Commissioner Chappell responded to Brent Wilson's request during the first Public Comment period. If Commissioners are willing to draft a letter of support, there is a time constraint, so this would need to be on the next agenda. Staff will investigate the item further and advise Commissioners.

Commissioner Hawkins thanked staff for their presentations. He commented that the County performs a variety of services for the citizens of the County and the excellence shows through when departments make these presentations. Commissioners more than likely have comments and questions and will be submitting to the Manager. Commissioner Hawkins pointed that items are placed on the Consent Agenda because they are routine or are no controversial; however, this does not mean the items are not important. One of the important items on the Consent Agenda for this meeting was the HOME Funds RFP for the Community Development Block Grant program that renovates substandard housing for citizens with financial or physical challenges. It is not a big program for the County, but it is important to those that receive it and it takes staff time to manage. Lastly, Commissioner Hawkins noted for the record the recent passing of Richard Loftis, a former County Commissioner, and acknowledged his service to the County. Mr. Loftis was a Marine in Vietnam and upon his return to the community; he wanted to give back to his community by seeking elected office. He was elected County Commissioner at the age of 28. This was a notable accomplishment and he will be missed. (Mr. Loftis was the cousin of Commissioner Hawkins.)

Commissioner Lemel represented Transylvania County at the Institute for Emerging Issues' Kidonomics event last week. This event focused on the economic impact of investing in early childhood. She reported on the first day of the event Transylvania County was mentioned four times in a public forum for our efforts and our work on early childhood. On the second day, Commissioner Lemel presented a workshop on how to start early childhood efforts on a shoestring. This was a great opportunity for Transylvania County. Additionally, Commissioner Lemel reported that work of the Social Services Working Group continues. They are under a timeframe to forward their recommendations to the NC General Assembly by the end of March for their review on the first phase of realigning the delivery of Social Services in North Carolina. Commissioner Lemel stated it is a tremendous honor to serve and she is pleased to have a chance to be a voice for small rural counties with limited resources.

Commissioner Phillips gave kudos to the staff of the Solid Waste Department. During a recent visit to the landfill, he reported seeing a markedly different appearance and thanked staff for their hard work.

ADJOURNMENT

There being no further business to come before the Board, **Commissioner Phillips moved to adjourn the meeting at 11:30 a.m., seconded by Commissioner Hawkins and unanimously carried.**

Larry L. Chapman, Chairman
Transylvania County Board of Commissioners

ATTEST:

Trisha M. Hogan, Clerk to the Board