

**MINUTES**  
**TRANSYLVANIA COUNTY BOARD OF COMMISSIONERS**  
**February 11, 2013 – REGULAR MEETING**

The Board of Commissioners of Transylvania County met in regular session on Monday, February 11, 2013 at 7:00 p.m. in the large courtroom of the Transylvania County Courthouse.

Commissioners present were Jason Chappell, Chairman Mike Hawkins, Daryle Hogsed and Page Lemel. Commissioner Larry Chapman was out of town due to work commitments. Also present were County Manager Artie Wilson and County Attorney Tony Dalton. Clerk to the Board Trisha Hogan was absent due to a death in her family. The Manager acted as Clerk during this meeting.

Media: *The Transylvania Times* – Eric Crews

There were approximately 30 people in the audience.

**CALL TO ORDER**

Chairman Mike Hawkins presiding called the meeting to order at 7:03 p.m.

**WELCOME**

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

**PUBLIC COMMENT**

Edwin Jones: Mr. Jones told Commissioners that last night he was driving in the rain on Highway 64 East from Cashiers and the lines on the road were barely visible and many of the reflectors were missing making this road dangerous to drive on at night.

Chairman Hawkins asked staff to pass along his concerns to the local NC Department of Transportation office.

**AGENDA MODIFICATIONS**

There were no agenda modifications.

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

**CONSENT AGENDA**

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

The following items were approved:

MINUTES

The minutes of the January 28, 2013 regular meeting were approved.

### FACILITIES USE REQUESTS

The use of the Training Room at the Public Safety Facility on March 3, 2013 from 2:00 p.m. to 7:00 p.m. by the Transylvania Little League to conduct its annual draft was approved. Emergency Management Director David McNeill will be responsible for allowing them into the facility and will remain in the building while their meeting occurs. There is no cost to use the facility.

The use of the Courthouse lawn and gazebo on May 25, 2013 from 7:00 a.m. to 11:00 a.m. by the American Legion Post 88 to hold its annual Memorial Day ceremonies and parade narration was approved. There is no cost to use the facility.

The use of Silvermont on December 14, 2013 from 5:00 p.m. to 7:30 p.m. by the Transylvania County Historical Society was approved. Their request for a waiver of fees was granted.

### AUTHORIZE PUBLIC HEARING FOR LOCAL DESIGNATION OF *THE LODGE* AND *MCGAHA CHAPEL*

Commissioners authorized a public hearing on the Local Historic Designation for *The Lodge* and *McGaha Chapel* on February 25, 2013 during a regular meeting of the Board of Commissioners.

### **APPOINTMENTS**

#### JUVENILE CRIME PREVENTION COUNCIL

The student position is vacant on the Juvenile Crime Prevention Council (JCPC). The person serving as the designee for the Mental Health Director is no longer serving in this position. JCPC Facilitator Ren Uriarte recommended the appointment of Brenna Phillips as the student representative and the appointment of Susan Matthews as the designee for the Mental Health Director.

**Commissioner Lemel nominated and moved to appoint Brenna Phillips and Susan Matthews as members of the JCPC, seconded by Commissioner Chappell and unanimously approved.**

### **OLD BUSINESS**

#### CONTRACT WITH COUNTY ATTORNEY

At the last meeting, Commissioners appointed Tony Dalton as the County Attorney and authorized staff to negotiate a contract with him and bring back to the Board for approval. The Manager has done so and it was agreed upon by Mr. Dalton.

**Commissioner Lemel moved to approve the contract with Tony Dalton to serve as the County Attorney. The motion was seconded by Commissioner Hogsed.** For the benefit of the public, Commissioner Chappell pointed out that this contract is not perpetual and must be renewed unless Commissioners decide to go in another direction. **The motion was unanimously approved.**

### **NEW BUSINESS**

#### REVIEW OF BUILDING PERMIT AND INSPECTION FEES

At the last regular meeting, Commissioners had a brief discussion about building permitting fees. Staff reviewed the current ordinance and informed the Board that Section 4-45 (b) of the County Building Ordinance allows churches located within County limits to pay 50% of the required fees if the construction is related to the church sanctuary and (c) allows a 50% reduction for rescue squads, volunteer fire departments and schools. There is no charge for County government buildings and facilities. The discussion at the last meeting was in reference to the fees for community centers.

The Manager offered the following options for the Board's consideration:

1. Community Centers pay 100% of the building and inspection fees
2. Community Centers pay 50% of the building and inspection fees
3. Community Centers are not charged building and inspection fees

The Manager noted that the County contracts with the rescue squad and volunteer fire departments for services and there is a tax levied for their budget needs so they can provide those services. The County provides the community centers with \$1,200 annually to help cover utility costs and the rent when those facilities are used as voting polls. The Manager recommended waiving the building and inspection fees for community centers.

**Commissioner Lemel moved to approve the recommendation to waive the permit fees for community centers. The motion was seconded by Commissioner Hogsed.** The Manager pointed out that the County will also help the community centers with other issues they may have, such as ADA accessibility. Commissioner Chappell requested a future discussion of the permit fee structure for the school system as well. **The motion was approved unanimously.**

RESOLUTION IN SUPPORT OF LEGISLATIVE GOALS ADOPTED BY THE MEMBERSHIP OF THE NORTH CAROLINA ASSOCIATION OF COUNTY COMMISSIONERS

Each year the North Carolina Association of County Commissioners (NCACC) solicits legislative goals from each County. These goals are summarized and presented at a meeting of voting delegates representing each county. Commissioner Chapman attended the recent Legislative Goals Conference where 60 legislative proposals were approved with the top five goals for FY 2013-14 being:

1. Oppose shift of State transportation responsibilities to counties;
2. Reinstate ADM and lottery funds for school construction;
3. Oppose unfunded mandates and shift of responsibilities to counties;
4. Ensure adequate mental health funding; and
5. Preserve the existing local revenue base.

In order to make sure the Legislature knows that these goals are supported by the counties throughout the State each County is asked to support the goals by resolution and send a copy to their respective House and Senate representatives.

Chairman Hawkins said he spoke with the Chair of the Board of Education today about the public education legislative goals. One of the goals (PE-5: Authorize the option for counties to acquire, own and construct traditional public school sites and facilities.) is apparently a hot topic across the State. The local Board of Education passed a resolution in opposition to this particular initiative. Chairman Hawkins noted that there may be varying degrees of support for a number of these goals; however as a group, these 60 goals represent a consensus of the representation of the different counties.

For point of discussion, **Commissioner Lemel moved to approve Resolution 04-2013 and send a copy to Representative Chris Whitmire and Senator Tom Apodaca. The motion was seconded by Commissioner Chappell.** Commissioner Lemel said she was supportive of the five prioritized goals. She also understands the Board of Education's concern about goal PE-5, which she read in full for the benefit of the public. She took issue with some of the other goals and would not support them. Commissioner Lemel suggested approval of the five prioritized goals only. Commissioner Chappell said there is no requirement that the Board approve the proposed resolution at this meeting. He also proposed adopting the five primary goals only. Commissioner Hogsed expressed concern with a few of the goals as well, noting that some of them violate free market principles and promote larger government. He

preferred the recommendation to support a resolution adopting the five prioritized goals. **The motion failed by a vote of 4-0 against.**

**Commissioner Hogsed moved to approve the top five legislative goals of the NC Association of County Commissioners and to send a copy to the County's representatives in the NC House and NC Senate. The motion was seconded by Commissioner Lemel and unanimously approved.**

(Resolution 04-2013 In Support of the Top Five Legislative Goals Adopted by the Membership of the North Carolina Association of County Commissioners is hereby incorporated by reference and made a part of these minutes.)

#### BUDGET AMENDMENTS

Finance Director Gay Poor submitted the following budget amendments for approval:

- #52. To allocate \$1,653 received through December from Public Transportation fares to contract services for general public transportation
- #56. To allocate \$1,505 in donations to EMS (\$405 carried forward from FY 2012 plus \$1,100 received in FY 2013) for events and purchases to show employee appreciation, as requested by the donors
- #57. To budget for \$3,606 received from the Department of Justice for bullet proof vests for Sheriff's Office personnel
- #58. To budget for a \$4,148 State Criminal Alien Assistance Program (SCAAP) grant awarded to the Sheriff's Office

If approved, these budget amendments will increase the FY 2013 General Fund Budget by \$10,912 to a total of \$40,556,056.

**Commissioner Lemel moved to approve the budget amendments as presented, seconded by Commissioner Hogsed and unanimously approved.**

#### 2ND QUARTER FY 2013 FINANCIAL INFORMATION

Finance Director Gay Poor gave an overview of the year-to-date financial activity as follows:

Through the second quarter, revenues in the General Fund are 57.7% of budget. So far, 73.4% of the budgeted ad valorem taxes have been collected. While these revenues are lower than for the same time frame a year ago, staff expects to reach the budgeted amount by year's end. With three months' worth of sales taxes recorded, sales taxes are running slightly ahead of both current year budget and prior year actual sales tax receipts for the period. Real property excise taxes and inspection permits are both more than last year at this time and over budget projections as well. In total, revenues through December are up 1.7% versus a year ago.

General Fund expenditures are 46.3% of budget, below the 50% expected for this point in the year. They are, however, 4.2% higher than they were through the first half of FY 2012. The increase is due mainly to increases in personnel costs and the timing of lottery proceeds distributions.

Fuel costs are slightly higher than last year's budget. Capital expenditures are at 59.7% of the budgeted amount. Most of the expenses have gone toward the purchase of vehicles and cardiac monitors.

Education spending is at 50% of the budget and slightly below this time last year due to the change in the budgeted appropriations for the school system.

Through December, expenses for debt service totaled 17.1% of budget.

So far, health insurance claims are only 37.8% of budget and 22.3% less than they were for the same period a year ago. It should be noted that the health insurance cost reported in the General Fund will be adjusted at the end of the year for the difference between the actual and the budgeted insurance costs tracked in the Self Insurance Fund.

Solid Waste revenues are 46.5% of budget, while expenses are only 43.4% of budget due primarily to the timing of fuel deliveries and capital acquisitions.

In summary, expenditures are at \$18.767 million, or 46.3% of budget, and 4.2% higher than last year at this time. There is a current surplus of \$4.6 million versus nearly \$5 million last year, but this is due to the timing of the ad valorem tax revenues. The financial results for the first two quarters of FY 2013 appear on track compared to the budget and the prior year. Staff does not anticipate any major budget concerns for the remainder of the year.

#### PROPOSED MEETING SCHEDULE FOR REMAINDER OF FY 2013

The Manager presented a proposed meeting schedule for the remainder of the fiscal year for the Board's consideration.

Date	Function	Time & Location
February 19	Public meeting to receive report and hear recommendations by J. Goldsmith & Co. on economic development	7:00 p.m., Rogow Room
February 25	Regular meeting, discuss PARTF Grant	7:00 p.m., Courthouse
February 26	Community forum on economic development by J. Goldsmith & Co.	7:00 p.m., Rogow Room
February 28	Community forum on economic development by J. Goldsmith & Co.	2:00 p.m., Rogow Room
March 5	Joint meeting with Board of Education	7:00 p.m., Rogow Room
March 11	Regular meeting and mini workshop on economic development and other items	7:00 p.m., Rogow Room
March 19	Special meeting, first look at FY 2014 Budget	7:00 p.m., Rogow Room
March 25	Regular meeting, decision on health insurance, discussion of priorities and budget direction to staff	7:00 p.m., Courthouse
April 8	Regular meeting	7:00 p.m., Courthouse
April 22	Regular meeting, second look at FY 2014 Budget	7:00 p.m., Rogow Room
May 13	Regular meeting	7:00 p.m., Courthouse
May 14	Joint meeting with Board of Education	7:00 p.m., Rogow Room
May 28	Regular meeting, budget presented	7:00 p.m., Courthouse
May 29	Budget workshop	6:30 p.m., Rogow Room
May 30	Budget workshop	6:30 p.m., Rogow Room
May 31	Budget workshop	6:30 p.m., Rogow Room
June 10	Regular meeting, public hearing on budget	7:00 p.m., Courthouse
June 24	Regular meeting, approval of FY 2014 Budget	7:00 p.m., Courthouse

**Commissioner Lemel moved to accept the proposed schedule of meetings, understanding there could be some changes in the times of the meetings. The motion was seconded by Commissioner Chappell.** Commissioner Lemel suggested starting the budget workshops at 6:00 p.m. The Manager stated that he proposed the meeting time of 6:30 p.m. since some Commissioners work in other counties and may need ample time for travel and dinner prior to the meeting. Commissioner Lemel also suggested

a sandwich tray to ensure all Commissioners are able to have dinner before the start of the meeting. Commissioner Hogsed is one of the Commissioners who works out of town and he was agreeable to starting the meetings at 6:00 p.m. Commissioner Hogsed reported that he will not be able to attend the March 25 meeting. Commissioner Hogsed also expressed concern about holding a meeting to review the budget on March 19 when the budget will not be complete. The Manager said that particular meeting will be a general meeting to give Commissioners an idea of what has been requested for the upcoming budget. Staff continues to refine the requests. After receiving a first look at the budget requests, the Manager said Commissioners may also decide to include monies to implement some of the economic development recommendations in the future. Chairman Hawkins agreed that Commissioners may not be in a position to give staff direction at the March 19 meeting, but after hearing the presentation, Commissioners can begin to formulate a plan and direct staff at the next meeting. **The motion passed by a vote of 3 to 1, with Commissioner Hogsed voting against.**

### MANAGER'S REPORT

The Manager reported the following:

1. New Animal Shelter- Work is progressing on the new animal shelter. The windows and outside doors have been installed. A second change order was approved for \$288 for outlets for two monitors to be paid for by the Friends of the Animal Shelter.
2. Renovation of second floor of the Courthouse is underway. The construction crew is working at night and on weekends while court is in session.
3. The County will provide office space in the Community Services Building for Congressman Mark Meadows and NC House Representative Chris Whitmire so they can meet with their constituents. The space should be ready for use in about two weeks.
4. Mike Owen has been hired as the new Director of Building Permitting. He will be replacing Jeff Fisher upon his retirement.
5. Met with Frank Porter and Jeanette Goldsmith regarding meeting dates for Ms. Goldsmith's report and recommendations on economic development and helped make arrangements for the upcoming meetings. Elected officials and members of the public will receive her report during a public meeting on February 19. There will be two additional public forums on February 26 and February 28 at the Library.
6. The TVA Agriculture and Forestry Division has accepted the pre-applications from the Transylvania County Soil and Water Conservation District and the local Cooperative Extension Service office; the TVA has requested full applications from the departments.

### MINI WORKSHOP ON FUND BALANCE

This mini-workshop is aimed at educating Commissioners and the public on what is included in the County's Fund Balance and set the stage for a future discussion on setting a fund balance policy. Finance Director Gay Poor showed a power point for her presentation to the Board. She reported the following:

Fund Balance serves as a measure of a governmental entity's financial resources available to meet short-term and long-term needs. Fund Balance should be adequate to:

- mitigate current and future risks such as revenue shortfalls and unanticipated expenditures
- ensure stable tax rates
- maintain sufficient liquidity
- provide funds for unforeseen opportunities that may arise
- substantiate the government's creditworthiness to rating agencies

### Classifications of Fund Balance

*Non-spendable*: amounts that cannot be spent because they are either

- not in spendable form, such as inventories and prepaid expenses, or

- legally or contractually required to be maintained intact

*Restricted:* funds that are restricted for specific purposes by external constraints imposed by

- laws or regulations imposed by other governments, such as Stabilization by State statute
- grant terms
- contributors
- debt covenants

*Committed:* funds that are committed for a particular use by internal constraints resulting from formal action taken by the Board of Commissioners, such as resolutions or ordinances setting aside funds for

- identified future obligations
- anticipated capital projects
- other long-range financial planning

It should be noted that the same formal action taken to establish the commitment must be taken to amend or rescind it.

*Assigned:* funds that are constrained by the government's intent to be used for specific purposes

*Unassigned:* funds that are not restricted, committed, or assigned for specific purposes and are, therefore, available for general use

Transylvania County's total Fund Balance as of June 30, 2012 was \$21,038,792. Of that, 55%, or \$11.6 million was unassigned. Assigned Fund Balance totaled \$4.5 million or 21%. Fund Balance restricted for State statute equaled \$2.7 million, or 13%. Another \$610,000 is restricted by other external constraints. The total portion that is restricted makes up 16% of the Fund Balance. Committed Fund Balance equals \$1.6 million or 8%. A very small amount totaling just over \$16,000 is considered non-spendable.

#### Composition of Fund Balance

##### *Non-spendable*

• Inventory	\$15,540
• Prepaid Expenses	\$ 675
Total Non-spendable	\$16,215

##### *Restricted for*

• State Statute	\$2,698,787
• Enhancement Fund (NCGS 161-11.3)	\$ 121,965
• Facility Fund (NCGS 7A-304(a)(2))	\$ 319,332
• Grants	\$ 141,288
• Contributions	\$ 27,882
Total Restricted	\$3,309,254

##### *Committed for*

• Retiree Medical Plan	\$1,012,546
• LEO Special Separation Allowance	\$ 624,953
Total Committed	\$1,637,499

*Assigned for*

• Self Insurance Fund	\$1,363,044
• Accrued Vacation	\$1,028,391
• Subsequent Year Expenditures	\$1,003,172
• Space Needs	\$ 500,000
• Storm Water Control at PSF	\$ 246,102
• Economic Development	\$ 206,316
• Sidewalk at PSF	\$ 59,817
• Projects Delayed to Next Year	\$ 36,078
• Soil & Water	\$ 35,274
• Health Department	\$ 22,127
• 150 <sup>th</sup> Anniversary	\$ 13,270
 Total Assigned	 \$4,513,591

*Unassigned Fund Balance* \$11,562,233

General Fund Expenditures total \$39,266,562, and includes transfers out. The Unassigned Fund Balance represents 29.4% of the County's actual expenditures. The County has an informal policy to maintain the Unassigned Fund Balance at 20% of expenditures.

The Local Government Commission requires available fund balance to be at least 8% of expenditures; however they define available different than the County defines it. To arrive at available fund balance, the Local Government Commission uses the following calculations:

Total Fund Balance	\$21,038,792	
Non-spendable	(\$ 16,215)	
Stabilization by State Statute	(\$ <u>2,698,787</u> )	
 Available Fund Balance	 \$18,323,790	 which represents 46.7% of expenditures

The Government Finance Officers Association (GFOA) recommends the unrestricted fund balance to be at least 16.7% of expenditures, with unrestricted fund balance calculated as shown below:

Total Fund Balance	\$21,038,792	
Non-spendable	(\$ 16,215)	
Stabilization by State Statute	(\$ 2,698,787)	
Other Restricted Fund Balance	(\$ <u>610,467</u> )	
 Unrestricted Fund Balance	 \$17,713,323	 which represents 45.1% of expenditures

However, the GFOA guidelines also state that "governments may deem it appropriate to exclude from consideration resources that have been committed or assigned to some other purpose and focus on unassigned fund balance rather than on unrestricted fund balance." Therefore the County calculates its Available Fund Balance as:

Total Fund Balance	\$21,038,792
Non-spendable	(\$ 16,215)
Stabilization by State Statute	(\$ 2,698,787)
Other Restricted Fund Balance	(\$ 610,467)



Committed	(\$ 1,637,499)
Assigned	<u>(\$ 4,513,590)</u>

Unassigned Fund Balance                      \$11,562,234      which represents 29.4% of expenditures

The General Fund Balance trends since 2002 indicate that it peaked in FY 2007. At that time Commissioners were building the Fund Balance to pay for the construction of the Public Safety Facility. The Fund Balance dropped significantly in FY 2008 when those funds were drawn down. Since that time, the Fund Balance has gradually grown to where it is today. In FY 2012 the total Fund Balance increased, but the Unassigned Fund Balance actually decreased.

There are also Governmental Fund Balances that show up in the County's audit. There are three different categories of those funds:

*Special Revenue Funds* which includes

- Occupancy Tax
- Fire Departments
- Emergency Telephone System
- Community Development Block Grant

*Capital Projects Fund* which includes

- General Capital Projects
- QSCABs
- QZABs

*Permanent Fund* is the

- Silvermont Fund

Ms. Poor provided some figures as to how Transylvania County compares to other counties in terms of unassigned fund balance. She compared Transylvania County to counties of like size and to other counties in the Western North Carolina region.

Ms. Poor hopes the information provided during this presentation will assist the Board in establishing a fund balance policy. She included a sample resolution and additional information in the Board's agenda packets.

#### Discussion

Chairman Hawkins inquired about minimum guidelines in terms of credit ratings and having liquidity. Ms. Poor said a general rule of thumb is that the greater a county's available fund balance, the better a county is to withstand financial hardships and the more likely a county is to be able to pay its debt.

Chairman Hawkins inquired about arguments for fund balance amounts being greater than 8% of expenditures. The Manager said anything above the 8% minimum allows counties to handle emergencies more efficiently. For example, when the County experienced heavy floods in 2004 it was able to handle those emergencies quickly without worrying about where the funds would come from. These dollars can also be used to assist with emergencies in the school system. The County assisted with an emergency repair of the seating at Brevard High School football stadium one year. The 8% is a minimum and it is the Board's decision to determine a comfortable level of unassigned fund balance.

Commissioner Lemel asked if the counties Ms. Poor used for comparison in her presentation have formal fund balance policies and how their entire fund balance is broken down into different categories. Ms. Poor will provide this information for Commissioners in the very near future. Commissioner Lemel believes it is helpful to have fund balance policies to help guide counties in managing its dollars.

Commissioner Chappell asked why some funds, such as the law enforcement separation fund, are not put into an irrevocable trust. The Manager said there are a finite number of people affected by this fund. Circumstances too often change to risk doing so. Commissioner Chappell was under the impression that these funds go with the officer if he or she moves to another county. Staff will do further research on this and inform Commissioners of what they find out.

The Manager noted the County has commitments it must set aside funds for, such as retiree health insurance and law enforcement separation, and those funds are going to grow over time to cover the cost of those liabilities. The fund balances are a result of planning by previous Boards of Commissioners.

Commissioner Lemel commented that the County is going to continually take criticism for its unassigned fund balance; therefore she believes this area should be the Board's focus.

As the budget process continues, the Manager asked Commissioners to think about direction for staff in terms of a fund balance policy. For instance, if the Board has a policy in place, any percentage over the agreed to amount could then be assigned to long range capital planning, planning for the school system, or managing the tax rate. Transylvania County is one of few counties that has not increased its tax rate over the last few years because it utilized the Fund Balance to help cover expenses when the downturn in the economy hit. As far as other cost control measures, the Manager stated that staff has cut expenses down as far as they possibly can. As a result, inflation has become a real factor and it is difficult to maintain the level of services that departments and employees are providing.

Commissioner Hogsed stated that he is not opposed to a fund balance policy but he would hope that it would not be too rigid and tie the hands of Commissioners and future Boards. He pointed out that the Unassigned Fund Balance is tax dollars paid by the citizens of this County and it should be used just as Commissioners have done in the past, to balance the budget instead of raising taxes on citizens.

Chairman Hawkins commented that another component of keeping a fund balance is to be flexible enough to help cover the needs of the school system. He believes this should be part of the fund balance policy. Commissioner Hogsed agreed and said the same should go for any other organization or County department funded by the County.

Chairman Hawkins suggested Commissioners use this information to carry forward into the budget process.

### **PUBLIC COMMENT**

Edwin Jones: Mr. Jones said if people are attracted to this County to live and work, the economy would be better and the County would not have such budget woes. Therefore, economic development is the key to improving the County as a whole. He urged Commissioners to focus on attracting medium and large sized industries to the County. Mr. Jones further asked Commissioners to turn their focus away from continually cutting expenses and to be more positive about how they intend to move the County forward.

George Frank: Mr. Frank asked at the end of last year's budget process for Commissioners to have a balanced budget amendment. He hopes Commissioners will consider this instead of starting the year with a projected deficit.

Ken Goble: Mr. Goble recently reviewed the County's audit at the Library and studied the Fund Balance. He believes the County's Fund Balance is excessive which to him means the County's taxes are probably too high.

Sam Edney: Mr. Edney served on the Board of Education many years ago. He urged Commissioners to keep the schools in mind during their budget process. When times are hard, the State is slow about sending monies to the school system causing them to use their fund balance to cover expenses. Mr. Edney also said that people who are looking at relocating to this County are going to look at the quality of the schools.

### COMMISSIONERS' COMMENTS

Commissioner Lemel gave an update of her activities since the last meeting. She and Chairman Hawkins are working on a process to increase citizen participation on boards and committees. Commissioner Lemel visited with staff in several County departments. She plans to attend Strategic Planning for Elected Officials on March 7 in Asheville which is a course offered by the School of Government. Commissioner Lemel also attended the City of Brevard's planning retreat. One of the major topics of the retreat was managing the City's water resources and planning for the future. She believes all the local governments in the County should come together and start planning for the future of the County's water resources. From that will come an opportunity to identify other goals that are important to citizens of the County which will help guide the local government entities moving forward.

Chairman Hawkins reported that there is a conference in Raleigh this week about manufacturing in North Carolina. It is being streamed live online and he encouraged everyone to listen to it. Much of the discussion is centered on rural North Carolina. He listed to part of the discussion with US Senators Burr and Hagan talking about the real issues facing rural North Carolina counties. Chairman Hawkins said this very issue will more than likely be addressed by the consultant hired by the County to provide an analysis of the County's economic development activities. Chairman Hawkins also noted that some members of the Board of Education were attendance so he took the time to commend Scott Elliott for all the wonderful things he does for the school system.

### ADJOURNMENT

There being no further business to come before the Board, **Commissioner Lemel moved to adjourn the meeting, seconded by Chairman Hawkins and unanimously approved.**

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Mike Hawkins, Chair  
Transylvania County Board of Commissioners

ATTEST:

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Trisha M. Hogan, Clerk to the Board