

MINUTES
TRANSYLVANIA COUNTY BOARD OF COMMISSIONERS
April 14, 2014 – REGULAR MEETING

The Board of Commissioners of Transylvania County met in regular session on Monday, April 14, 2014 at 7:00 p.m. in the Rogow Room at the Transylvania County Library.

Commissioners present were Vice-Chairman Larry Chapman, Jason Chappell, Chairman Mike Hawkins, Daryle Hogsed and Page Lemel. Also present were County Manager Artie Wilson, Human Resources Director Sheila Cozart, County Attorney Tony Dalton, and Clerk to the Board Trisha Hogan.

Media: *The Transylvania Times* – Jeremiah Reed

There were approximately 60 people in the audience.

CALL TO ORDER

Chairman Mike Hawkins presiding called the meeting to order at 7:05 p.m.

WELCOME

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

PUBLIC COMMENT

Barbie Harper: Ms. Harper spoke to Commissioners about the Common Core curriculum. She believes more people need to become educated about the curriculum because it is controversial and the cost of implementing it is extraordinary. Ms. Harper invited Commissioners to attend a Common Core information session at TC Henderson Elementary School.

Karen Gleasman: Ms. Gleasman thanked the Clerk to the Board for her assistance with the Independent Economic Development Task Force.

Larry Wilson: Mr. Wilson addressed the Board in reference to the draft Telecommunications Tower Ordinance. He believes other citizens should not have to suffer because of the outcries of a few and that cell tower placement should be based on safety. He asked Commissioners to consider these issues before approving the Telecommunications Tower Ordinance.

AGENDA MODIFICATIONS

Commissioner Hogsed requested to add an item under New Business to give staff direction on drafting a moratorium on passing moratoriums in Transylvania County.

Commissioner Hogsed moved to approve the agenda as modified. The motion was seconded by Commissioner Chappell. The motion passed by a vote of 3 to 2, with Commissioners Chapman and Lemel voting against.

CONSENT AGENDA

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

The following items were approved:

MINUTES

The minutes of the February 24, 2014 regular meeting and two sealed closed sessions and the minutes from the March 20, 2014 special meeting with Developmental Associates were approved.

DISCOVERY AND RELEASE REPORT

The Discovery and Release Reports for February and March 2014 were approved. For February 2014, total tax dollars released was \$248.93 and refunds totaled \$583.08. For March 2014, total tax dollars released was \$2,058.42 and refunds totaled \$2,046.47

PROCLAMATION-OLDER AMERICANS MONTH

Louise Koontz with the Department of Social Services and the Transylvania County Council on Aging requested that the Board of Commissioners recognize the many contributions of senior citizens and designate the month of May 2014 as Older Americans Month. Commissioners have adopted proclamations annually for the past few years. Commissioners approved Proclamation 09-2014 Older Americans Month 2014.

(Proclamation 09-2014 Older Americans Month 2014 is hereby incorporated by reference and made a part of these minutes.)

PROCLAMATION-PEDIATRIC STROKE AWARENESS MONTH

This request came from Donny Cantrell. His daughter Olivia had a stroke at birth and he hopes that the approval of this proclamation will increase awareness about pediatric stroke in Transylvania County. Stroke does occur in children and even in unborn babies and it is an issue that is largely unrecognized. There has been little research and funding for the development of treatment studies in children. There is a definite need for increased medical research into the cause, treatment, and prevention of stroke in infants, children and unborn babies. Commissioners approved Proclamation 10-2014 Proclaiming May 2014 as Pediatric Stroke Awareness Month.

(Proclamation 10-2014 Proclaiming May 2014 as Pediatric Stroke Awareness Month is hereby incorporated by reference and made a part of these minutes.)

PRESENTATIONS/RECOGNITIONS

REPORT ON PUBLIC HEALTH PROGRESS IN TRANSYLVANIA COUNTY

Health Director Steve Smith provided a bullet-point document for Commissioners highlighting the activities of the Public Health Department during his service as Director. He thanked Commissioners for making a tremendous investment in public health in Transylvania County, partly due to their thoughtful appointments to the Board of Health. Mr. Smith commented that public health is a tough business and relies a lot on community engagement, but he believes the department has achieved many successes. He thanked Commissioners for their continued support. Mr. Smith will be leaving the Transylvania County Public Health Department at the end of the month. Commissioners thanked Mr. Smith for this service and leadership over the years as the Public Health Director, and for working to improve the lives of citizens in Transylvania County.

PRESENTATION-INDUSTRY FEASIBILITY STUDY OF CYCLING IN TRANSYLVANIA COUNTY BY BREVARD COLLEGE

In the fall of 2013, Planning and Economic Development Director Mark Burrows, along with Brevard City Councilman Wes Dickson and Brevard College President Dr. David Joyce, attended the InterBike conference and met with several people from the bike manufacturing industry. Following the visit, Mr. Burrows met with Dr. Barbara Boerner with Brevard College to talk about a class project for students taking the Business and Organizational Leadership course that she teaches. As a result, some of her students worked to develop a feasibility study of what the biking industry could mean for Transylvania County being that biking is a huge effort in this community and means a great deal to a number of people.

The student project team members showed a PowerPoint presentation to provide some insight on the current bicycle industry in Transylvania County and its potential for expanding. The purpose of the study was to determine the feasibility of attracting businesses related to the cycling industry to Transylvania County in order to create jobs and investment. The scope of the study included an analysis of the present situation, market research and benchmarking. The team originally looked at biking manufacturing businesses, but determined it was not feasible, so instead they focused more on cycling related businesses. Transylvania County has many similarities to several towns and cities across the United States where cycling businesses are successful. The team surveyed several businesses to determine why they located here and found that many of them came here because of the outdoor activities available. Others already lived in Transylvania County.

Throughout the study, the team found that with virtually no investment, Transylvania County has the ability to become one of the premier cycling destinations in the world because of its abundance of natural resources and it is a hub for businesses in the outdoor industry. Transylvania County is already one of the best places in the world to ride a bicycle, has many features for other outdoor sports, has several established outdoor industry businesses, and has a prevalent outdoor culture. The problem is that activities such as cycling, hiking and climbing are well known things to do in Transylvania; however, it does have the proper resources to compete with major cycling cities across the nation. A 2012 edition of the bike magazine “the bible” called Transylvania County “America’s best kept secret”. The solution is to change that by making Transylvania County a place that is known nationwide as a hotspot for outdoor culture. There is no need to create anything new, but rather use and further develop all current available resources. The steps for implementation include creating a full-time position or at the very least delegating these responsibilities to various County employees, documenting and organizing all current resources, developing and executing a marketing campaign, and most importantly, continuing to actively develop current resources and update marketing.

There is a lot of positive press about cycling. The team recommends inviting external media to extensively cover the outdoor industry in Transylvania County and for this coverage to be highlighted and documented. The next step would be to highlight and document all professional athletes and teams that choose to live, compete or train in Transylvania County. This can provide some major credibility to the County. Also, as the County becomes better known for having these resources it will become a better way for outdoor businesses to become more aware of Transylvania County.

The County’s current resources are not only the people here but all of the routes, trails, races and events in Transylvania County. The team believes one of the best ways to assist this type of industry is to document and highlight the iconic routes and trails and provide frequent updates, to document and highlight all races, rides and events in the County, and to create a map for bike paths and routes around the downtown area. The team believes the most important aspect of marketing Transylvania County is to create one website. There are currently three websites, which makes it hard for people outside the County to find all the needed information. The County should become certified as a bike-friendly county. The team further

recommended that the County create a work program to pair existing and incoming businesses with qualified and engaged employees. This will address concerns prospective business owners may have about the workforce.

The bottom line is that if Transylvania becomes a well known area for outdoor activities it will in turn become a place in which outdoor businesses will actively seek to operate.

Commissioners commended the students on their report and presentation. Being that 50% of the County is publicly owned, Commissioners feel this bike plan is a good example of how the County can take advantage of those lands that are not part of the tax base and turn it into positive economic development to bring investment into the community.

Commissioner Hogsed inquired about the process to become a bike-certified community. There are various certification services, but the team is looking at a specific one in which there is an application process and communities are awarded certification at certain levels based on the amenities they provide.

Chairman Hawkins commented that biking impacts this community both directly and indirectly in that biking exposes Transylvania County to businesses and business owners who may not be directly related to biking but may come to this County because of its biking assets. Therefore, it is the responsibility of the County to have a community that is attractive to them so they would want to come here and live.

Mr. Burrows noted that Commissioners have a more detailed plan in their agenda packets than what was presented at this meeting. It is a public document and can be shared with the public.

APPOINTMENTS

JUVENILE CRIME PREVENTION COUNCIL

The Clerk was informed that Marilyn Kaylor is the Mental Health representative from Smoky Mountain Center and should replace Angela Garner on the Juvenile Crime Prevention Council.

Commissioner Hogsed moved to appoint Marilyn Kaylor to replace Angela Garner on the Juvenile Crime Prevention Council. The motion was seconded by Commissioner Lemel and unanimously approved.

ABANDONED CEMETERIES BOARD

Drew Suddeth was appointed to the Abandoned Cemeteries Board in March 2011 for a period of one year. The position was temporary and for the purposes of allowing a young person to learn about cemeteries and how to keep track of them thereby preserving the County's heritage. Drew has assisted his mother, Rebecca Suddeth, in cemetery surveys and clean-ups for a number of years. The Abandoned Cemeteries Board feels Drew is an asset to the board and he was subsequently reappointed to another one-year term in April 2012 and 2013. They request that the Board of Commissioners appoint him to another one-year term.

Commissioner Chapman moved to reappoint Drew Suddeth to the Abandoned Cemeteries Board for another year with his term to expire April 2015. The motion was seconded by Commissioner Lemel. Commissioner Chapman shared with everyone that the chair of the Abandoned Cemeteries Board has expressed appreciation for Drew's work on this board and recommends his reappointment. The motion was unanimously approved.

OLD BUSINESS

REVISED DRAFT TELECOMMUNICATIONS TOWER ORDINANCE

Over the last six months, the Planning Board reviewed and made revisions to the existing Telecommunications Tower Ordinance that was initially adopted in 1996 and amended in 2000. This was due to changes in North Carolina General Statutes last year and the need to update the existing ordinance for various reasons. The Planning Board submitted a draft document to County Commissioners and a public hearing was held on February 24, 2014. Following a lengthy public hearing, Commissioners decided to enact a moratorium on all new telecommunications towers and requested that the Planning Board make further revisions to the draft ordinance to incorporate the concerns expressed by the public while also ensuring the ordinance is business friendly. Since that directive, the Planning Board has met four times and has actively encouraged public attendance and feedback.

Planning and Economic Development Director Mark Burrows reported that the Planning Board has made changes as requested by Commissioners and the public. He intends to provide a detailed presentation at the next meeting and requested that the Board schedule a public hearing for the April 28, 2014 County Commission meeting.

Commissioner Chapman moved to schedule a public hearing for the April 28, 2014 Board of Commissioners meeting to review the revised Telecommunications Tower Ordinance. The motion was seconded by Commissioner Lemel. Commissioner Chappell expressed concern that Commissioners are being asked to schedule a public hearing on the new draft ordinance; yet there is the possibility the School of Government could recommend additional changes that the public would be unaware of until the April 28 meeting. Mr. Burrows reminded Commissioners that there is a moratorium in place on telecommunications towers and it has a strict deadline. He stated that any recommended changes from either the County Attorney or the School of Government can be incorporated during the public hearing. Commissioner Chappell asked staff to ensure that the document for which the public hearing is being held is posted on the website and made easily available to the public. **The motion passed by a vote of 4 to 1, with Commission Chappell voting against.**

NEW BUSINESS

ELIGIBILITY FOR EMPLOYEE HEALTH INSURANCE COVERAGE

Since the early 2000's as a condition of continued insurance eligibility employees and their spouses have been required to participate annually in the Employee Health Screening or provide a physician's statement verifying completion of an annual physical and appropriate continued care.

In late January, the County Manager received a Public Employment Law Bulletin written by Diane Juffras, Associate Professor of Public Law and Government at the UNC School of Government. This bulletin addressed the issue of Employee Wellness Programs. The information in the bulletin caused staff concerns related to the current eligibility requirement to participate in the county's health insurance plan. On February 19th, Human Resources Director Sheila Cozart, the Manager and County Attorney Tony Dalton spoke with Ms. Juffras to receive clarification about those concerns. Based on the discussion, they have determined that to be compliant with the law, the County can no longer require an employee to participate in the health screening to qualify for the County's health insurance program.

However, since staff has seen the benefit of the health screenings, they recommended that the County move forward by implementing a program that will accomplish similar benefits and meets all legal requirements. This new program requires an employee health insurance premium of \$50/month (\$25/per pay period) effective July 1, 2014. The majority of employees will not be affected by this change. However, effective

July 1, 2014 the plan will provide an employee wellness discount of \$50/month (\$25 per pay period) if the employee participates in the Employee Health Screening provided by the County and has a follow up appointment to review the screening at the Employee Wellness Clinic. This new program would be expanded in FY 2015-16 to include accountability standards. Ms. Cozart would like to be able to give notice to employees that for FY 2015-16, in order to receive the wellness discount the employee must participate in the health screening, follow up with the Wellness Clinic and meet two of four individual accountability standards which will be measured and monitored by the Employee Wellness Clinic.

Accountability Standards to include:

- a. Waist circumference abd cir < 40" male or <35" female; or improve 5%
- b. Blood Pressure <140/90 mmhg; or improve 10/5 mmhg
- c. Cholesterol Ratio <5.5; or improve by 10%
- d. Hemoglobin A1c <= 7.0

If an employee has extreme circumstances that prevent them from meeting these standards, they can work with the Employee Wellness Clinic for alternate methods to meet the requirements. Dr. Fisher, lead physician at the clinic, has reviewed the above accountability standards and agrees that these are reasonable standards that can be met.

The last consideration related to eligibility is the number of hours an employee must work in order to be eligible for health insurance coverage. Currently, the plan states that an employee is eligible if they are in a budgeted position and work 20 or more hours per week. It is being recommended by staff to change the criteria to be a budgeted position and work 30 or more hours per week. This will make the County comparable to the eligibility of most counties and consistent with the requirements of the Affordable Care Act which go into effect in 2015. There would be nine positions which would be grandfathered prior to this change.

Commissioner Lemel moved to change the eligibility criteria, no longer requiring employees and spouses to participate in the Health Screening and follow-up with the Employee Wellness Clinic. The motion was seconded by Commissioner Chapman and unanimously approved.

Commissioner Lemel moved to implement a premium for employee health insurance coverage of \$50 per month (\$25 per pay period) effective July 1, 2014. The motion was seconded Commissioner Chapman. Commissioner Chappell supported making changes in order to be in compliance with the law; however, he is concerned about employees being fined if they do not participate in the screening, even though the law clearly states that counties cannot require employees to participate. Commissioner Lemel commented that this is about personal responsibility. Given that taxpayers pay 100% of the premium for employees, the County must be able to incentivize employees to take responsibility for their own personal health. Commissioner Chapman believes this is necessary in order to keep providing this benefit to employees and help curb the costs of healthcare. Commissioner Hogsed agreed with the concerns expressed by Commissioner Chappell; however, he is supportive of moving forward if there is an employee discount. **The motion passed by a vote of 4 to 1, with Commissioner Chappell voting against.**

Commissioner Lemel moved to provide a wellness discount of \$50 per month (\$25 per pay period) for the upcoming 2014-15 plan year. To qualify for the discount an employee must participate in the Employee Health Screening provided by the County and have a follow-up appointment to review the screening at the Employee Wellness Clinic. The motion was seconded by Commissioner Chapman. Commissioner Chappell said while he does not agree with the first motion, he does believe there should be a discount provided to employees. **The motion passed unanimously.**

Commissioner Lemel moved to give notice to employees that for the 2015-16 fiscal year in order to receive the wellness discount the employee must participate in the health screening; follow up with the Wellness Clinic and meet two of four categories of individual accountability standards which will be measured and monitored by the Employee Wellness Clinic. Accountability Standards to include:

- a. **Waist circumference abdomen cir < 40" male or <35" female; or improve 5%**
- b. **Blood Pressure <140/90 mmhg; or improve 10/5 mmh**
- c. **Cholesterol Ratio <5.5; or improve by 10**
- d. **Hemoglobin A1c <= 7.0**

If an employee has extreme circumstances that prevent them from meeting these standards, they can work with the Employee Wellness Clinic for alternate methods to meet the requirement. The motion was seconded by Commissioner Chapman. Commissioner Chappell commented that the term "extreme circumstances" is vague and can be open to interpretation. He viewed this as being a punishment to employees and would prefer to see more positive encouragement. Commissioner Lemel explained that if an employee has a genetic issue or other extenuating circumstances that keep them from meeting the accountability standards, but the employee shows that they are working with a physician to improve these areas; this would qualify as an alternate method for meeting the requirement. Commissioner Chapman added that in no way would Commissioners or staff attempt to overrule the Wellness Clinic physician's recommendation. Commissioner Hogsed believes that if the County intends to provide a benefit to employees, it should not come with conditions. He preferred offering incentives or bonuses; otherwise this is seen as a punishment. Commissioner Hogsed supported the first motion of offering the discount if employees participate in the health screening. He also commented that employees have had to bear more costs with increased deductibles and copays, while not receiving salary increases or cost of living adjustments. Commissioner Lemel noted that the Wellness Clinic should help with reducing out-of-pocket expenses related to deductibles and co-pays because it is no cost to employees. Ms. Cozart informed Commissioners that accountability standards have been successfully implemented in other counties. The Manager added that the goal is for employees to be accountable for their health. There should be no significant change for employees next year. No increases in healthcare costs are expected for next year as a result of the implementation of the Wellness Clinic. He suggested as a compromise that employees be required to meet one of four accountability standards and then for staff and Commissioners to reevaluate the program for the following year. Commissioner Chapman commented that the Insurance Committee discussed how to maintain this benefit for employees while keeping costs as low as possible for employees and taxpayers. He believes implementing these accountability standards is a good start. Chairman Hawkins supported implementing accountability standards because employees should be responsible for their healthcare. He shared Commissioner Chappell's concerns about the vagueness of the opt out standard so he asked that staff work out the details better so it is clearer to employees. **The motion passed by a vote of 3 to 2, with Commissioners Chappell and Hogsed voting against.**

Commissioner Lemel moved to set the eligibility criteria for Health Insurance as: "in a budgeted position, which requires 30 or more hours per week" as the criteria for insurance eligibility. There would be nine positions which would be grandfathered to this change. The motion was seconded by Commissioner Chapman. The new eligibility criteria would be effective July 1, 2014. **The motion was passed unanimously.**

DISCUSSION OF INTEGRATING THE PUBLIC HEALTH DEPARTMENT AND DEPARTMENT OF SOCIAL SERVICES

North Carolina House Bill 438, approved in 2012, allows boards of county commissioners to consider restructuring the makeup of the boards for the Department of Social Services and Health Department and forming an integrated Human Services Agency. Since approval, 19 counties have formed an Integrated

Human Services Agency, bringing the total to 21. With the recent announcement of the Health Director accepting the same position in Henderson County, the Manager believes this is an opportune time to discuss the possible integration of the County's two departments. Should the Board want to consider integrating the two departments, sufficient time should be allowed to research the process. The Manager noted that the goal of integration is not necessarily to save dollars, but to provide more efficient services. He also noted that Haywood County recently integrated their departments and he has been provided with information about the process they went through.

Commissioner Hogsed serves on the Board of Health and he said the Board of Health would prefer Commissioners make a decision quickly because the decision may affect the search process for a new Health Director.

The Manager intends to contact the School of Government for guidance. He hopes to bring more information back to the Board in a couple of weeks.

Commissioner Chappell agreed with Commissioner Hogsed's comments and said that staff should use the information from Haywood County since the work has already been done.

Commissioners were in consensus and directed the County Manager to schedule an information gathering session with representatives from the UNC School of Government, members of both the Social Services Board and Board of Health, and the directors of both departments. The Board of Health will appoint an interim director for the time being.

WORKSHOP-INDEPENDENT ECONOMIC DEVELOPMENT TASK FORCE

Approximately one year ago the Board of Commissioners engaged the services of Jeanette Goldsmith to study economic development efforts in Transylvania County. Ms. Goldsmith made a number of recommendations for the Board's consideration. As a result, Commissioners selected an Independent Economic Development Task Force to review Ms. Goldsmith's recommendations. The Task Force's recommendations were somewhat different than Ms. Goldsmith's in that the Chamber of Commerce and Heart of Brevard are not folded into a new Economic Development Organization (EDO). Karen Gleasman, Chair of Independent Economic Development Task Force, gave an overview of the Task Force's recommendations.

Ms. Gleasman first introduced the Task Force members: David Bradford, herself as Chair, Ruth Harris, Billy Higgins, David Neumann, David Watkins, and Jackie Whitmire.

The Task Force performed a lengthy and thorough process. They explored outside of Transylvania County in these ways: defining economic development, reviewing the Goldsmith Report and interviewing her to further understand her reasoning and conclusions. They also listened to Transylvanians. The Task Force polled eight different entities from which they learned a lot of information. The Task Force also discussed case studies comparing Henderson and Transylvania Counties business friendliness. The Task Force then brainstormed, iterated and worked to consensus. Ms. Gleasman noted there was no consensus from this team when the process started; however there was consensus when the process ended.

The Task Force learned that Transylvania County's economic concerns are not unique and there is no one correct way to structure economic development. However, they felt the County needs to do better relative to the organizational structure which will require doing things differently. Ms. Gleasman pointed out that there is the perception that it is challenging to do business here and that working with local government can be frustrating on a transaction level. She also pointed out that the Task Force believes economic development efforts are significantly underfunded.

The Task Force unofficially adopted this definition of economic development: “Economic Development is a process by which a community creates, retains, and reinvests wealth, and improves the quality of life”.

The Task Force decided upon a structure for the new EDO. It would consist of an 11-member Board of Directors, an Executive Director, a New Business Development Office with an Account Executive and Assistant to the Account Executive, a Marketing Specialist and someone to help to coordinate community events, and a Business Retention/Expansion and Workforce Development Leader. The Task Force made a proposal to coordinate the activities of the existing organization that have their own mission and vision. The Board of Directors shall consist of four at-large positions. Seven other positions would be nominated by the various organizations that would be represented on the board.

The Executive Director would be a new hire with the following responsibilities: operational leader, fund raising, accountability to measurable goals, strategic leader, defining roles and responsibilities, advocate for sustaining and growing the effort, hiring and firing of direct staff, managing and recommending a budget, and proposing incentive structures.

The New Business Development Office should have an Account Executive with sales experience. The Assistant to the Account Executive would be the business “concierge” for Transylvania County. This person would maintain the working knowledge of systems and recommend changes to be made when there are barriers to success.

Marketing is an important part of this organization. This department will participate in developing and understanding “sense of place”, among many other things.

The Office of Business Retention and Expansion is also very important. Ms. Gleasman reported that the Chamber of Commerce believes this area is an important part of the role they play and they intend to expand their function into this direction going forward.

In terms of deliverables, the Task Force was under budget and ahead of schedule. They also provided a detailed marketing approach which was developed and presented by Task Force member David Bradford. They came up with an initial mission and vision for the new organization for both short and long term. The Task Force also created a list of targeted industries, such as sports health and wellness, destination health club/spa, events/conferences, outdoor recreation equipment, etc.

No changes were made to the organization structure recommendation after careful consideration of public feedback. The need for orchestration and collaboration with existing organizations has been reinforced. Because there is no starting from scratch, this allows the new organization to build on the strengths of existing organizations. The Task Force believes that a countywide vision and comprehensive plan are essential to providing context for economic development efforts.

Ms. Gleasman took questions from Commissioners. Commissioners thanked Ms. Gleasman and the members of the Task Force for all the work, time and effort they dedicated to this process. What they did on a volunteer basis has saved the County thousands of dollars in consulting fees.

Commissioners participated in a lengthy discussion and asked several questions. This is a summary of their discussion:

1. Did the Task Force recommend a consolidation of any agencies (Chamber of Commerce, Heart of Brevard, etc.) or recommend a plan for continuity of efforts among these organizations?

Not all of the organizations will continue on in the way they are currently being operated. The recommendation is for the Transylvania Partnership to dissolve and morph into the new EDO. This organization already has a 501c3 designation. The Economic Development Advisory Board will continue on only if Commissioners wish for it to continue. The new EDO would replace the economic development portion of the County's Planning and Economic Development department. The Task Force thinks that the organizations that remain are crucial.

2. Has the discussion been had with the members of the Transylvania Partnership about that organization being dissolved?

Yes and they provided Commissioners with a letter of endorsement for the new structure. The letter stated that the Partnership is prepared to take a leadership role in implementing portions of this recommendation. The Partnership is waiting on director from the Board of Commissioners.

3. Has any thought been given to the name of the new structure?

The name of the new organization will be the decision of others.

4. How will the appointments be made for agency representatives on the Board of Directors?

Rather than add to the workload of the current heads of these organizations, the agency representatives may be past heads of these organizations. They will be experienced and perhaps may be able to dedicate more time to the new EDO.

5. Explain the funding sources and collocation of these organizations in further detail.

The organization would have two separate budgets, one for operating expenses and another for capital reserves. The recommendation is to increase the capital reserves for the Partnership to \$500,000. There is also a request of \$500,000 to cover operational expenses.

The Task Force feels that collocation is important. It is recommended that the new EDO make use of the current Chamber of Commerce/Welcome Center and pay rent to the Chamber. These are details that need to be finalized.

6. During the interview process, did the Task Force find there was duplication of services from the existing organizations as stated in the Goldsmith Report? If so, is there a matrix that indicates what each organization is doing?

There was not a lot of duplication of effort. The Task Force found that organizations were trying to do the right thing and at times were not aware that another organization was working on similar areas. The Task Force saw more of an opportunity for collaboration, coordination and cooperation. These organizations were asked if they thought a new economic development structure was needed. These organizations felt that there is a need and some of the reasons are: 1) in order to increase communication, new ideas and a fresh proactive approach is needed; 2) a new level of coordination is needed on the effort that involves yielding some independence for the good of the whole; 3) would be beneficial for collaboration and cooperation; and 4) a community of this size cannot afford waste.

7. Some of these organizations (Chamber of Commerce, Heart of Brevard, and Tourism Development Authority) are already collocated and they do not appear to interfere with each others' areas intentionally, but they all have their own missions.

One of the most important parts of the Executive Director's responsibilities is to create a collaborative organization and coordinate the efforts of these organizations.

8. This is a huge investment in the community. Is there a possibility of a gradual implementation of these functions?

Yes, and the first steps will be to form the Board of Directors, then for the Board of Directors to hire the Executive Director. The Executive Director would hire the remaining positions in the organization. All four positions can be hired at once or over a period of time.

The Board of Directors consists of 11 members. Many of the members are nominated by the organizations and there are four at-large members. Ms. Gleasman suggested that the Task Force make the selection of the initial at-large members, if Commissioners so desire. The Transylvania Partnership would then need to determine how to morph into the new EDO.

Commissioner Lemel made a motion to move forward with appointing the 11-member Board of Directors, with the four at-large members being selected by the Independent Economic Development Task Force. The Board of Directors should be in place by July 1, 2014. The Board of Directors should meet and help the Board of Commissioners determine the next steps in terms of operations and recommendations to move forward in reshaping economic development in Transylvania County. The motion was seconded by Commissioner Hogsed. Commissioner Lemel clarified that this motion does not signify that the County is moving forward with the total recommendation. The Board of Directors should figure out the details of the organization, along with staff support, and report back to the Board of Commissioners. The Manager cautioned Commissioners and said the attorney should first review any legal requirements for setting up a nonprofit. Chairman Hawkins expressed concern and opposition to the motion because there are too many unanswered questions. For instance, there is no established budget, salary structure, job descriptions, realistic quantifiable goals, plans to recruit the new staff, marketing goals, sources to achieve the goals, etc. He said the budget is still made up of public dollars so the Board of Commissioners should have answers to these and other specific questions before establishing a Board of Directors. He believes much of this work is the function of County staff. Commissioner Chapman commented that the key issue here is that the County is turning over economic development to a private organization. He was not opposed to creating the Board of Directors because there is no public money involved at this point to do so. Commissioners can then make decisions in terms of the structure of the organization once the Board of Directors comes back to them with a recommendation. Commissioner Chapman also commented that this move is not a negative reflection on the County's Economic Development department. Any negatives should be placed on the Board of Commissioners for not adequately funding the department. Commissioner Hogsed supported the motion and commented that while the Board of Directors is being put together, Commissioners can spend time establishing the guidelines and expectations for the EDO. Chairman Hawkins continued to expressed concern about creating a Board of Directors without knowing any other details; however, he said if it is the intention that the Board of Directors spends the time to provide answers and work out the details of the new organization, then he is supportive. For clarification purposes, Commissioner Chappell stated that the Board of Directors would determine details for establishing a new EDO. The Board of Directors would then bring back recommendations to the Board of Commissioners. Nothing is written in stone and Commissioners can have input throughout the process. The Manager emphasized that no monies would be allocated until a contract is written and agreed upon. Staff will work with the Board of Directors on drafting a contract. **Commissioner Chappell moved to amend the motion to direct staff to begin working on a contract and to bring back recommendations to Commissioners. The amendment was seconded by Commissioner Hogsed and unanimously approved. The main motion was unanimously approved.**

MORATORIUM ON MORATORIUMS

Commissioner Hogsed made a motion to direct staff to draft a moratorium on moratoriums in Transylvania County. The motion was seconded by Commissioner Chappell. Commissioner Hogsed said he views moratoriums as a detriment to economic development. He believes the Board of Commissioners needs to be better prepared and provide the leadership that citizens deserve. Commissioner Lemel agreed with Commissioner Hogsed's statements; however, she said Commissioners have not been in a position to be prepared because Commissioners have no functioning comprehensive strategic plan, no goals, and no plan for the future. As a result, Commissioners have had to react very quickly when confronted with controversial and difficult issues. She understands the frustration with moratoriums, but she hopes Commissioners will work toward a strategic comprehensive plan for the future of the County. Commissioner Chapman pointed out that two moratoriums have been enacted since he became Commissioner and both of them came about because of very serious citizen concerns about particular issues. He believes moratoriums should be used only in extreme cases and he views both situations as being such. **The motion failed by a vote of 3 to 2, with Chairman Hawkins and Commissioners Chapman and Lemel voting against.**

PUBLIC COMMENT

Richard Grey: Mr. Grey commented on the new EDO structure. He believes it is going to cost more than anticipated. Mr. Grey believes the County should develop product and infrastructure first.

Martha Cremer: Ms. Cremer thanked staff and the Planning Board for their efforts to create a draft Telecommunications Ordinance. She also thanked Commissioners for allowing additional public input. She believes it will meet the needs of the citizens now and in the future.

Edwin Jones: Related to the presentation by Brevard College students, Mr. Jones informed Commissioners that Ruth Harris' (member of the Independent Economic Development Task Force) son received his Eagle Scout Award last year for mapping seven trails at Dupont State Recreational Forest and then configuring them for a smart phone application. Mr. Jones also commented that the accountability standards County employees will have to meet are not stringent enough. Lastly, he said the key to the success of the EDO is accountability.

Bill Page: Mr. Page thanked Commissioners for the job they do because it is not easy. He also thanked them for holding this meeting at the library because he is offended by having to go through Courthouse security because it makes him feel like a criminal.

Mark Burrows: Mr. Burrows (County Planning and Economic Development Director and Executive Director of the Transylvania Partnership) pointed out that it was a mischaracterization that the Partnership was morphing into the new EDO. The Partnership sent a letter to the Board of Commissioners stating that the Partnership was supportive of the organization. Secondly, there is no Partnership board member on the new EDO Board of Directors. If the Partnership is to be eliminated, it would seem to him that a member of the Partnership would be a member of the new structure.

COMMISSIONERS' COMMENTS

Commissioner Lemel reported on her activities as a County Commissioner over the last couple of weeks. She appreciated Mr. Page's comments because Commissioners attend a lot of meetings during the day in an effort to work hard to convince industries to locate to this community. She spent over four hours in meetings on economic development and those meetings have been collaborative meetings with the City of Brevard and State representatives. She also attended a County employee insurance meeting, constituent

meetings, and the Aetholwood hotel kickoff. Today she attended a meeting to discuss the design plans for old library renovations. She assured citizens they would not have to go through security to attend County Commission meetings in the new location. Commissioner Lemel also assured everyone that Commissioners are working very hard for the citizens of Transylvania County.

Commissioner Chapman said he had the privilege of attending an Eagle Scout ceremony tonight for Ruth Harris' son and made a presentation on behalf of the Sons of the American Revolution of which he is a member. He asked this Board to consider drafting a letter to have on file to recognize new Eagle Scout recipients, as well as Gold Award (Girl Scouts) recipients. Receiving either of these two awards is a great accomplishment and it is important that the recipients are recognized.

Chairman Hawkins agreed with Mr. Grey that product is essential. Marketing efforts will be futile if the County has no product to offer to prospective businesses. As a matter of fact, Commissioners learned today that a surrounding county is actively recruiting a key local business because they have product that Transylvania County does not have. He hopes this does not occur and the County is working hard to ensure it does not happen. Chairman Hawkins commented that product is not just industrial product, but good quality retail product, housing stock, and office space. Chairman Hawkins shared that a friend of his passed away over the weekend. He was a man who made a difference in people's lives and he will leave a great legacy. Chairman Hawkins concluded by thanking the members of the public for attending the meeting tonight.

ADJOURNMENT

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

Mike Hawkins, Chair
Transylvania County Board of Commissioners

ATTEST:

Trisha M. Hogan, Clerk to the Board