

MINUTES
TRANSYLVANIA COUNTY BOARD OF COMMISSIONERS
February 8, 2016 – REGULAR MEETING

The Board of Commissioners of Transylvania County met in regular session on Monday, February 8, 2016 at 7:00 p.m. in Commissioners Chambers at the County Administration Building.

Commissioners present were Vice-Chairman Larry Chapman, Jason Chappell, Chairman Mike Hawkins and Kelvin Phillips. Commissioner Page Lemel was out of town for a work commitment. Also present were County Manager Jaime Laughter, County Attorney Tony Dalton and Clerk to the Board Trisha Hogan.

Media: *The Transylvania Times* – Derek McKissock

There were approximately 50 people in the audience.

CALL TO ORDER

Chairman Mike Hawkins presiding declared a quorum was present and 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 Commissioners and staff in attendance.

PUBLIC COMMENT

Jim Lorenz: Mr. Lorenz stated that the County's property tax rate has remained low over the past 15-20 years; however, there are many needs in the community. He believes the County Commissioners should have been setting monies aside to pay for those many needs (schools, courthouse, maintenance of County facilities, etc.). In addition, he said the County has the ability to raise the sales tax rate to generate monies to fund parks and recreation and employment programs. Mr. Lorenz noted the County has no water and sewer or other infrastructure in place which has essentially tied the hands of economic development. He suggested Commissioners have a conversation now about increasing the sales tax to take care of some of these items in the coming year and overall to be honest with the public about how their tax dollars are being spent.

Carol Dodson: Ms. Dodson asked Commissioners to reconsider the third study option for a downtown Courthouse that was recently presented to Commissioners. She does not believe the two options currently on the table are good and neither addresses parking. The third option includes a parking deck. Ms. Dodson believes keeping the Courthouse downtown contributes to the economic viability of downtown and the County as a whole. The collaborative effort will provide a benefit to others as well and potentially save money overall. She again asked Commissioners to reconsider the study.

AGENDA MODIFICATIONS

There were no agenda modifications.

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

CONSENT AGENDA

Commissioner Chappell moved to approve the Consent Agenda as submitted, seconded by Commissioner Phillips and unanimously approved.

The following items were approved:

MINUTES

The Board of Commissioners met in regular session on February 1, 2016. This meeting was rescheduled from January 25, 2016 due to the snow storm. Commissioners approved the February 1, 2016 minutes as submitted.

REQUEST TO CLOSE TAX OFFICE FOR STAFF DEVELOPMENT AND TRAINING

The Tax Office is conducting a reappraisal using new software and implementing an online appeal process for the reappraisal as well. There are several Tax Office employees that have not experienced a reappraisal. The training will be devoted to handling customer service, taxpayer appeals, and CAMA (Computer-Assisted Mass Appraisal) system training in preparation for notices being mailed on February 29th. Tax Office staff will post sufficient notice of the closing to the media and in several locations in the building, if request approved. Commissioners approved allowing the Tax Office to be closed on February 23, 2016 for staff development and training and instructed staff to post sufficient notice.

WCCA APPLICATION FOR COMMUNITY SERVICES BLOCK GRANT

Western Carolina Community Action is making application for a Community Services Block Grant. These grant funds help families in Henderson, Polk and Transylvania Counties out of poverty. There are no County funds are required. The Boards of Commissioners of all three counties are required to acknowledge receipt of the grant application and be given the opportunity to offer comment. The Clerk to the Board forwarded the grant application packet to Commissioners on December 31, 2015 thereby meeting the requirement of a 30-day comment period. Commissioners acknowledged receipt of the grant application, but provided no comments, and authorized the Clerk to the Board to sign the *Document of Submission to County Commissioners* form.

NEW BUSINESS

CHAMPION POOL DISCUSSION-REQUEST BY TOWN OF ROSMAN

Champion Pool has been operational for the last 35 years. The pool and park there have been an important part of the community and provide an activity for youth during the summer. For the last several years, the pool has required annual work patching issues in order to remain operational that have lasted only through each summer season. In 2015, an audit was prepared by Counsilman-Hunsaker with a recommendation on the renovations needed to bring the pool up to current standards and to make it an attractive destination based on today's expectations. The audit included a probable cost on items that totaled \$998,040.

In November 2015, Parks and Recreation Director Carleen Dixon made a presentation to Commissioners expressing concern that additional issues had made operation of the pool in the summer of 2015 challenging, including losing 1-2 inches of water per day without knowing why, issues maintaining chemical balance requiring hand-feeding and continued cracking of the concrete on the deck with rotten concrete underneath. Her suggestion was to wait and see the results of the Parks and Recreation citizen survey in early 2016 to determine next steps for the pool.

The Town of Rosman is committed to seeing the pool stay open and operational. Mayor Brian Shelton began working to form a proposal over last December and January 2016 to present an alternative for

Commissioners' consideration. Mayor Shelton has worked collaboratively with County staff including Administration, Parks and Recreation and Health Department to get questions answered and to understand the issues around renovation, particularly as they relate to code issues that at times are required to come up to date based on project plans. He has also worked with USDA to identify grant funding that Rosman is eligible for that would increase the amount of funds available to make improvements. The proposal from the Town of Rosman includes the following:

- Transylvania County deed Champion Park, pool and softball field to Rosman (required for the grant);
- Transfer the remainder of FY 15-16 operational funds for the facility;
- Agree to supplement Rosman annually for three years for operations of Champion Park at \$50,000 per year (same as current budget) beginning July 1, 2016. These funds would be used only for the park and any unspent monies would be used for pool/park improvements;
- Rosman would take over maintenance and upkeep and maintain property and liability insurance for the facilities;
- If for any reason the pool were shut down, the County would cease the supplement;
- Rosman would pursue grant funds from USDA of \$50,000 and request the County contribute \$20,000 towards a renovation project. The Town would contribute \$21,000 and raise \$15,000 for a project total of \$106,000;
- The project scope would make improvements including new pump room equipment (minus the sand filter), new pool decking, diving board, lifeguard stands, handicap ramp into the kiddie pool (required by USDA), outside handicap ramp and three handicapped parking spaces, and new tile and plaster and cover the engineering costs. (The Manager noted this proposal would not replace the lines under the deck. Changes to that would require that a professional redesign the hydrology and the cost would go up for design and construction. A Health Department memo in the Board's agenda packet addresses this. Rosman has agreed they would pressure test the lines to identify any leaks. The proposal also includes some ADA improvements, but does not bring all elements up to current standards as suggested in the audit.)

The ultimate lifetime of the improvements is not certain. Therefore, further renovation in the future will need to be considered with timeline unknown.

The Town of Rosman needs a letter of intent indicating the County's willingness to sign over the property to the Town in order for them to move forward with the USDA grant application. Providing such is granted by Commissioners at this meeting, the intent would be to target March 1 as the construction start date with completion in mid-April and a May 20 ready to open date. There is no certain timeline for when the grant will be awarded. For this reason, Ms. Dixon put forth a proposal to operate a summer camp for Rosman should the pool not be ready in time as an option for Commissioners' consideration.

The Manager recommended approval of a letter of intent to sign over Champion Park Pool to Rosman and asked Commissioners to give staff guidance on how to proceed with a summer camp back up plan. She noted that Mayor Shelton has been very much involved with the project and has worked well with staff to make sure the Town was clear on guidelines from the Health Department and Building Permitting. She is confident the proposal has been well-vetted by the Town of Rosman; therefore, she supported the letter of intent so Rosman could pursue USDA funding.

Commissioner Chapman moved to approve the proposal as submitted. Chairman Hawkins seconded the motion. Commissioners had a lengthy discussion on this item.

Commissioner Chappell thanked the Town of Rosman for their willingness to search for options to keep the pool open because it is very important to the Town and for overall recreation needs in the County. He asked Commissioners to consider adding to the proposal a caveat that should the pool cease to operate; the property would revert back to the County.

At the request of Commissioner Chapman, Mayor Shelton gave a brief history on how the property came to be owned by the County. He said it was donated to the Town in 1976, but because the Town did not have the funds to maintain the property, it was deeded to the County. The property is regulated for parks and recreation purposes. Some of the property has been deeded back to the Town over the years. He said the Town has no objection to including the caveat that the property reverts back to the County should the pool cease to operate.

Commissioner Chappell also noted that the County and School System have an arrangement in place to allow the School System to use the ball fields. Mayor Shelton assured Commissioners that the same arrangements will be in place.

Commissioner Chapman noted the pool and park remain a recreation asset in the community and he asked Ms. Dixon to ensure that the County provides any support needed by the Town. He asked how sure the Town was about its chances of getting the grant funds. Mayor Shelton said there is no guarantee of funds, but the USDA agent felt very confident about it. It is the Town's only opportunity of getting the pool open. The Manager noted this is the reason for the proposed backup option for a summer camp. Ms. Dixon has already been working with members of the community that are interested in this option. The Manager asked Commissioner to give staff guidance on this matter. Ms. Dixon added that if no County funds are available, the group will need to start exploring other funding opportunities.

Commissioner Chapman asked Ms. Dixon if she had any concerns about the Town's proposal to take over operation of the pool. Ms. Dixon said everyone wants the pool to stay open. It is very helpful that the Town has easy access to the pool and most of the lifeguards hired by the County are from the same area. She does not anticipate any issues.

Commissioner Phillips inquired about how the annual funding from the County is expected to be spent. Mayor Shelton said the County budgets \$50,000 annually for the operation of the pool, which Ms. Dixon pointed out is used for staffing, operational costs, safety supplies, backboards, chemicals, etc. and the remaining is to maintain the park.

Commissioner Chappell stated he is supportive of the County contributing \$20,000 toward the renovation project, but he is concerned about any hardship endured by the Town for taking on a loan to cover the rest of the renovation, especially being the operation of the pool has been a County responsibility. He would be supportive of the County contributing additional funds. Mayor Shelton reported that the Town intends to borrow \$16,000 over a five-year period. An additional \$5,000 would come from the Town's coffers. The rest will be fundraised. He wanted the proposal to be as fair and equal as possible to both the County and Town and stated that Rosman is willing to take on the responsibility. Mayor Shelton noted there has been a need for additional restrooms in the park and this renovation project will satisfy that need. In the offseason, the pool area will be closed off to the public, but the restroom access will remain. (The Manager noted the \$20,000 has not yet been allocated, only discussed. If approved, it should be allocated from fund balance.)

Commissioner Phillips stated the amount being requested is much less than what the County anticipated for the pool operational this summer. He wondered if the proposal is sufficient. Ms. Dixon reported that the nearly \$1 million figure suggested by the consultant was to bring the entire pool up to code and remodels/rebuilds the facility to make it an attractive family aquatics facility.

Commissioner Chappell moved to amend the motion to add the caveat that if the pool ceases operations that Champion Park will revert back to the County. The amendment was seconded by Commissioner Chapman and unanimously approved.

Commissioner Chappell moved to amend the motion to change the County's contribution from \$20,000 to \$41,000. The amendment failed for lack of a second.

Chairman Hawkins thanked Mayor Shelton for his hard work on behalf of the Town of Rosman, this proposal being an example of that. He also thanked the collaborative efforts of the Manager, Ms. Dixon and staff from the Health Department and Building Permitting. Mayor Shelton thanked all those as well on behalf of the Town of Rosman.

The main motion was unanimously approved.

Next, Commissioners had discussion on the summer day camp proposal in case the pool is not operational in time for the summer.

Commissioner Chappell moved to designate \$9,500, in case the pool is not operational, for a summer day camp. The motion was seconded by Commissioner Phillips. Commissioner Chapman asked Ms. Dixon if this proposal is a good option, based on the needs, even if the pool is operational, as far as providing additional recreational opportunities for youth. Ms. Dixon stated this is a great option. A smaller scale program has been offered by other groups in the community. The County's proposal would be an all-day program throughout the entire summer. Unfortunately many kids do not have anywhere to go during the summer break, not just for the hours when the pool is open. The funds would provide two staff members to operate the program. The program would be more diversified and provide opportunities other than the pool and/or sports related activities. Commissioner Chapman was in favor of the summer day program in addition to the pool. **Commissioner Chapman moved to amend the FY 16 Budget by \$9,500 with funds to come from operational funds in the contingency line item and any unspent funds shall rollover to next year's budget and be committed toward the summer day camp. Chairman Hawkins seconded the amendment. The amendment was unanimously approved. The main motion was unanimously approved.**

MANAGER'S REPORT

The Manager reported the following:

- Attended Manager's Conference
 - Several items discussed by NC Association of County Commissioners
 - PSAP back up plans due July 1; County on target to meet deadline
 - Sales tax discussions; may be additional action by legislature during short session to expand Article 43 which require a referendum
 - DHHS discussion on federal impact on SNAP turnaround; threat of loss of federal funds
 - Education funding for capital; Senate and House have differing opinions on how they feel capital should be funded at the local level
 - Key note address on future of local government by International City/County Manager Association; discussed four elements which is interesting when one looks at the direction we have taken as a community
 - Collaboration – local governments are going to have to collaborate with other local governments and private and nonprofit sectors in order to improve communities

- Facilitation – local government cannot solve all problems in a community; a County example is our work on the Preschool Task Force and our role as a platform of discussion for existing resources
- Transparency/Accountability – relates to trust
- Trust – must be able to provide transparency and accountability for our decisions (will be doing this tonight with the workshop to explain why we need the resources we do, which helps us to be accountable to the public so they know where their tax dollars are being spent)
- Happy Birthday to Health Director Elaine Russell who will be presenting her budget tonight as well

Commissioner Chapman asked if there was any discussion on increasing local appropriation of lottery funds. The Manager stated there was some discussion during the conference about the lottery commission's concerns about being able to market the lottery if it is not for education. There may be some future discussion, but whether or not it will be addressed in the legislature is unknown. Commissioner Chapman noted, for the benefit of the public, that 40% of lottery funds were to be allocated to education when it was passed, but counties are receiving only 17%. The NC Association of County Commissioners continues to make this a priority, but the legislature continues to ignore them.

Commissioner Chappell reported he serves on an education subcommittee of the NCACC and the lottery commission presented at a recent meeting. The lottery commission is considering taking a public stance against how the lottery is being used to fund education. They are concerned about the lack of education funding. These are appointed positions by the General Assembly, so this action is unheard of.

WORKSHOP

FY 2016-17 BUDGET PRESENTATIONS – ACCOMPLISHMENTS, TRENDS, GOALS

Departments intend to provide Commissioners with an update on their accomplishments, trends and goals, similar to the presentations provided in April last year. The presentations will include data on what sort of changes are being seen, service delivery and legislative changes that impact the daily work of these departments. Departments will also provide an overview of the goals Commissioners should expect to see in FY 17. She asked Commissioners to ask clarifying questions tonight, but otherwise to share questions with the Manager so she and department heads can provide a full answer back to the Board. This is a summary of the presentations:

Board of Elections – by Elections Director Tracie Fisher

(The Board of Elections presentation was rescheduled from the February 1, 2016 Commissioners' meeting because the Director and staff were attending training sessions.)

Accomplishments

- New Director and new Deputy Director of Voter Administration hired and trained
- Conducted the Municipal Election while beginning preparations for the first ever March 2016 Primary/Presidential Preference Election
- Administered five training sessions for precinct officials within a six-month period
- Managed an educational booth on Voter Photo ID and the 2025 Comprehensive Plan Survey at the 4th of July Festival along with Mark Burrows, Planning and Community Development Director
- Completed scanning project of 24,000+ voter records, freeing up space in the office

Trends

- Processed 6,000+ records in six months

- Registration increased 1.5% since July 2015
- Correspondence mailed to 7,000+ voters and constituents

Goals

- Establish all processes in one building with the relocation of the office
- Install 2D barcode scanners at precincts in conformity with Voter Photo ID
- Director and Deputy Director of Voting Systems obtain national certification
- Deputy Director of Voter Administration begin courses for national certification
- Continue preparations for new voting system, to be implemented in 2018, based on State law requirement. The only certified voting equipment vendor in North Carolina is Election Systems and Software (ES&S). In August 2015 we received an estimate from this company for \$536,340. Other vendors are in the process of being certified.

The Manager next reviewed the expected budget timeline for the next couple of months and proposed the following:

Date	Activity
Feb 3	Internal Capital Improvement Plan Worksheets Internal Budget Worksheets Target Internal Work Plan/Strategic Plan Worksheets Nonprofit Applications Due March 4
Feb 8	Presentation to Commissioners of Accomplishments, Trends and Goals- <i>Questions to follow for research/additional information</i>
Mar 4-Mar 18	Internal Review with Finance and Management
Mar 18	Revenue Projections (may need longer for tax base estimate)
Mar 20- Apr 5	Department Head Workshops
Apr 6-13	Manager Meetings with Commissioners
May 9	Management Recommended Budget Presentation (Regular Meeting)
May 15	Legislative Deadline School Board request- Invited to May 11 Meeting
May 16	Target Commissioner Budget Workshop for consensus building
May 17, 19	Target Commissioner Budget Workshop overflow dates
May 23	Possible Workshop at Regular Meeting- set public hearing
June 13	Public Hearing for Budget at Regular Meeting

Library – by Director Anna Yount

Accomplishments

- Highest per capita circulation of electronic materials among all of NC’s 58 county libraries
 - 5% increase in FY14-15 electronic materials budget resulted in 47% increase in circulation of e-resources, July-December
- Successfully presented Smithsonian’s Hometown Teams exhibition; 1437 visited exhibit, 1713 attended programs, including all County 8th graders
- Instituted cloud based mobile printing for the public in September; 1138 pages printed September-December
- Staff provided one-on-one tech assistance to 1051 patrons July-December; deployed iPads in November – staff “goes mobile” in the stacks
- Began STEM-oriented pop-up programs for tweens
- Increased attendance at children/tween/teen programs and new program offerings (Mother/Son Date Knight; Polar Express; Star Wars Trivia)
- Digitized/scanned 3221 unique local heritage items July-December
- Continued highly successful “Picturing the Past” weekly local heritage article in Transylvania Times
- Top five library system in state in four key metrics:
 - First in Electronic Materials Circulation Per Capita
 - Third in Total Circulation Per Capita
 - Fourth in Program Attendance Per Capita
 - Fourth in Library Visits Per Capita
- Invited Commissioners to join library staff on Monday when they are beginning their planning process
 - People, Place and Platform – public library is hub of civic engagement and is user-centered; discussion on how to make the library responsive to the community

Trends

- Continue to see increased demand for e-resources; expect to ask for increase in budget line item
- Increased need for tech assistance and programs on online security
- Increased demand for tech-friendly spaces for meeting and collaboration
- Increased demand for digital access to local images and other resources
- Increased emphasis on early literacy programs to help young children prepare for school
- Increasing concern over security for staff and patrons

Goals

- Develop a new strategic plan and align library services in support of community goals; apply for and receive 2016-2017 LSTA Planning Grant (Strategy 6A)
- Provide robust public wi-fi and a rich array of resources in all formats; build on FY 15-16 success to increase the number/availability of E-resources (Strategy 2B)
- Plan to support initiatives developed by Pre-School Task Force (Strategy 2A); examples include increased pre-school outreach and formation of new partnerships
- Improve public safety and security in and around the library by having a part time security guard or law enforcement officer and by adding/replacing building security cameras (Strategy 6A)
- Continue to preserve cultural heritage through digitization and physical preservation of unique local history material (Strategy 5C)
- Provide a vibrant node for civic activity by ensuring that the Rogow Room’s AV system is fully functional and compatible with the Administration and Elections buildings (Strategy 3B)

Emergency Management – by Operations Manager David McNeill

Accomplishments

- Implementation and initiation of Emergency Services Evaluation and Master Study Plan (PSSI)
- Seamless/effective response to flooding and winter weather events
- Coordination with emergency services stakeholders (i.e. Red Cross, volunteer departments, Public Health)
- Completion of Emergency Management Planning Grant (EMPG) requirements for funding

Trends

- Coordination of response disciplines
- Alternative methods for funding Emergency Services
- Integration of non-traditional agencies into emergency services response
- Standardization of service level and cost countywide

Goals

- Completion of PSSI emergency services study and implementation of strategies, approved by the Board of Commissioners to enhance service provision
- Continued coordination with local agencies (i.e. volunteer fire/rescue, Red Cross, nontraditional emergency services agencies)
- Build consensus on implementation of effective and efficient services with financial and operational sustainability as approved by Board of Commissioners
- Map revision: consistent with report findings and countywide operational sustainability
- Continue Strategic Operational Planning of Services

Maintenance – by Operations Manager David McNeill

Accomplishments

- Completed building maintenance in all County buildings with total square footage of 281,351
- Renovated old Administration building for Employee Wellness Clinic
- Renovated old Inspections Area with four DSS offices, work area and lobby area to accommodate 2015 staff changes
- Coordinated work with Sheriff's Inmate Work Program (painting, sanding, drywall finish, etc.)
- Surge protection at Public Safety Facility
- Resurface of Recreation Center access road
- Upgrade of safety and security equipment in jail facility
- To date four HVAC units replaced (Community Services Building, Quebec EMS, Brevard EMS, and Blue Ridge Community College); also added HVAC unit in Animal Shelter sally port for feral cats
- Support Emergency Services during flooding and winter weather events

Trends

- Aging facilities and equipment have increased maintenance issues and increased cost (phone systems/alarm systems); intend to request funds for replacement
- Building drainage/piping aging
- Continued utilization of inmate labor to accomplish projects
- Flat and aging roofs with increasing maintenance and repair needs
- Aging HVAC Systems
- Windows and internal gutters at DSS and Community Services which will require additional funds to address

- Moisture/humidity problems in Register of Deeds; ongoing problem with building; duct work not replaced during remodel
- Parking lot deterioration (efforts to avoid cost of replacement)
- Paint and building beautification efforts (inmate workforce)
- Aging equipment/needs

Goals

- Crack repair and seal access road and parking area at Public Safety Facility and Community Services Building
- Continue security improvements in County facilities
- Replace playground fencing at Child Development
- Continue HVAC replacement program as implemented in 2015
- Community Services Building internal gutters leaking with water damage; working to identify most economical but effective solution; may require additional funds
- Replace splintered or cracked jail security glass replacement; working with contractor who installed it and the manufacturer to identify cause; first noticed by Mr. McNeill last summer and continues to monitor; warranty is five-years; may require legal action if negotiation unsuccessful; Complete building maintenance in timely and scheduled manner
- Complete maintenance work orders within timely manner (respond within three work days)
- Replace old and failing fire alarm systems in Recreation Center, Landfill and Silvermont

Soil and Water Conservation District – by Director Jeff Parker

Accomplishments

- Celebrating 60 years of conservation in Transylvania County this year
- Won Area 1 District of the Year for 2015
- Had two State level winners in conservation contests
- Secured TVA grant funds and purchased a manure spreader, post auger, post driver and storage building; no County or State dollars
- Installed Best Management Practices with landowners that will keep 428 tons of soil out of our streams and rivers
- Now have Envirothon teams from all the high schools and middle schools and Brevard Academy
- Planning upcoming tree sale, 45th annual Conservation Field Day & Area Envirothon
- Since the year 2000, the amount of money brought into the County by the SWCD through all the different programs, including our partner NRCS, is just over \$7.3 million

Trends

- Equipment rental
 - Landowners are learning about the availability of equipment for rent; if increase in rentals continue, may need a dedicated County vehicle to haul the equipment
 - Revenue goal of \$500; already received \$400 from 12 landowners
- Education Programs
 - Teacher turnover this year has affected overall presentation requests for this year's conservation contest; if this trend continues, presentation goals may have to be adopted
 - Goal of 55 presentations; made 45 presentations as of this date; expect to exceed goal
- French Broad River debris removal
 - \$25,000 budgeted this year with rollover funds from last year
 - Completed six projects at a cost of \$10,850
 - Heavy rainfall has increased debris jams requiring removal; if trend continues, more funds may be needed this fiscal year to complete projects

- Ag Cost Share
 - Requested \$60,000, but allocated \$64,686 from State due to availability of TVA funds
 - Written contracts with ag land owners totaling \$26,307

Goals

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

Housekeeping – by Support Services Director Keith McCoy

Accomplishments/Trends

- Working with TVS Clients in a community partnership for delivery of supplies
- Purchase equipment for all facilities to eliminate transporting of heavy equipment

Goals

- Professionally maintain cleanliness of Transylvania County facilities
- Update staff training
- Maintain minimum weekly cleaning schedule as charted by the department

Transportation – by Support Services Director Keith McCoy

Accomplishments

- Worked collaboratively with the City of Brevard and Brevard Music Center to transport students safely in to town
- Providing transportation for Job Corps students to school and medical appointments
- Coordinating with the Senior Companion Program to provide additional medical transportation; no additional cost to Transylvania County

Trends

- Increased need for employment transportation for TVS clients
- No increase in State and federal funding in nine years
- Working with Land-of-Sky Regional Council to document routes (drop off and pick up points)

Goals

- Maintain existing level of service
- Explore Section 5310 funding for possible employment transportation for TVS Clients
- Document medical transportation needs through the Senior Companion Program to determine future medical transportation services
- Provide the County Manager with updates from monthly meetings with the citizen group on transportation needs

Building Permitting – by Director Mike Owen

Accomplishments

- Implemented improvements to our software program that allow contractors to receive emailed inspection results; eliminating trips to job site, calls to office
- Collaborated with other departments to improve interdepartmental flow of information
 - Tax Office – permits issued by our office available for Tax Office review instantly; previously received information on a monthly basis

- Environmental Health – ability to automatically enter water and sewer approvals into our system; streamlines process for customers, reduces time and effort duplication by staff and customers
- Communications – direct link placed on office computers allowing immediate access to physical addressing (permit requirement); previous system involved random emails and cds
- Reduced office visits by 624 customers (79% of single trade permits) by continuing to promote and educate the public on our website usage; saves contractors gas and time; saves County additional staffing

Goals

- Excellent customer service; timely inspections (within 24 hours of request); expedited permitting
- Provide training and schooling for inspectors to continue to keep up to date on constant changing codes and technologies
- Seek ways to enhance our web services for the public to eliminate costly time and delays with the inspection and permitting process
- Establish minimum requirements to safeguard the public safety and health and general welfare of our citizens

Trends

- Increases in permits, revenues (best year in last several years)
- No fee increases
- Expect website usage to continue to increase; 8,567 average visits to site per week
- Total permits issues in 2015=1,390
 - New House=82
 - Residential Remodel/Addition=265
 - Residential Single Trade=754
 - New Commercial=12
 - Commercial Remodel/Addition=55
 - Commercial Single Trade=189
- Total construction value=\$65,351,737
- Total fees collected=\$410,702
- Number of inspections in 2015=5,099 with two and half inspectors

Communications – by Director Kevin Shook

Accomplishments

- Assisting with Board of Elections/Employee Health Clinic equipment installation/coordination which is ongoing
- Working with 911 Board for required backup PSAP plan in order to maintain funding requirements from the State
- Continue working with vendors from CAD/GIS/911/Radio to make sure all equipment will meet current backup site requirements
- Worked with Sheriff's Office to standardize safety equipment and electronics installation in patrol vehicles
- Implementing Power Phone Priority Dispatch for Emergency Medical Dispatch, Fire Dispatch, Law Dispatch, and Quality Assurance to meet National Accreditation
- Implemented Search and Rescue tracking module of Crisis Track
- Updated all electronics in the Emergency Operations Center

- Working with new subcommittee from the Chief's Association to focus on communications for emergency service agencies which remains ongoing

Trends

- Fire call processing time has increased
- Steady increase of calls and calls for service over last two years; increase over last year of 2,718 calls for service and 7,129 phone calls
- For this year, numbers are up over same time last year by 365 response calls and 1,974 phone calls

Communications

- Switch Animal Services radio communications to a countywide VHF system to allow for efficient and safe communications for staff
- Install new pep wave units in all EMS units to allow for vehicle tracking, improving quicker dispatch times by allowing system to determine closest paramedic unit to respond
- Update two-way equipment in the Fire Marshal's Office to improve response times to request for service
- Implement findings from the PSSI study as approved by Commissioners
- Bring online the 911 backup site as required by State law to remain eligible for 911 funding from the State
- Replace Nortel Phone systems in all County facilities due to the systems being dated to a point of only being able to locate refurbished replacement parts
- Investigate a countywide simulcast radio system to improve response times and make communications seamless countywide; costly, but a safety issue
- Install remote control and monitoring devices on all generators to meet ISO rating requirements

Tax Administration – by Administrator Annette Raines

Accomplishments

- Highest collection rate in State of North Carolina with a rate of 99.87% collected
- Continue in-house reappraisal
- Began reappraisal public awareness campaign (nine presentations made as of this date)

Trends

- Collection rate above State average of 97%
- Cross train staff
- 85% 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
- Complete implementation of the mobile module of camera software
- Continue reappraisal public relations campaign
- Develop an on-line informal appeal form
- Send reappraisal notices of value February 29, 2016
- Hear and respond to appeals in a timely manner
- Finalize 2016 reappraisal
- Expand cross training of staff

Planning and Community Development – by Director Mark Burrows

Accomplishments

- Executed plan to better communicate plat review and subdivision ordinance requirements to surveyors
- 2025 Comprehensive Plan
 - 34 public input sessions were held in May, June and July 2015
 - 2,113 surveys received
 - Created ArcGIS database October 2015
 - Draft plan complete April 2016
 - Public hearings/revisions/adoption May-June 2016
- Successfully closed out the 2011 CDBG Scattered Site Grant and continue to serve on the Asheville Regional Housing Consortium
- Authored the following grant applications in collaboration with Transylvania Economic Alliance in support of economic development efforts:
 - GoldenLEAF (\$1.5 million)
 - Brownfields (\$400,000)
 - ARC (\$15,000)
- Continued providing staff support for the Joint Historic Preservation Commission and the County Transportation Advisory Committee; continued efforts with NCDOT/RPO and projects
- Transitioned the Flood Damage Control Ordinance from the Building Permitting Department and worked with farmers and property owners to ensure compliance
- Development of new website for the Planning and Community Development Department
- Assisted with other grants for Health Department and Historical Society/Allison-Deaver House

Trends

- Subdivision activity continues to increase
- Increased requests regarding zoning and flood plain information and permits
- More emphasis on community programs
- Grant writing activity has increased

Goals

- 2025 Comprehensive Plan implementation:
 - Work with community centers to identify funding requirements and sources
 - Work with Transylvania Economic Alliance
 - Collaborate with other jurisdictions and stakeholders for plan implementation
- Grant writing/ support/close-out
 - Transylvania County
 - Other community organizations including City of Brevard, Town of Rosman, Transylvania Economic Alliance, TC Community Land Trust, etc.
- Staff support for JHPC, County Transportation Advisory Committee and NCDOT projects
- Ordinance review/updates and promotion/awareness
 - Sign Control
 - Telecommunication
 - Subdivision
 - Water Supply Watershed
- Begin preparation for Census 2020

Parks and Recreation – by Director Carleen Dixon

Accomplishments

- Successfully transitioned the Church League Basketball Program for K-8 graders to a Parks & Recreation League
- New Recreation Manager has developed a program feedback survey that will enable us to track participant satisfaction
- Instructor contracts were introduced and implemented over a multiple step process; all programs that are under contract with us can be registered for online
- Seamless transition, starting on July 1, 2015, of all grounds maintenance (buildings and parks) to the Parks Department
- Parks and Recreation Strategic Plan will be completed in April; very pleased with the work to date
- Parks Department has successfully completed the following projects:
 - Top dressing and over seeding all sports fields
 - Installation of two new basketball goals at Champion Park
 - Installation of 10 new dog waste stations throughout our parks
 - Installed new landscaping areas at Silvermont Park
 - Installation of river rock and new boardwalk at Silvermont
- Memorial/donation installations throughout parks:
 - County Administration-bench and table
 - Silvermont-bench and table
 - Rosman Community Park-three benches

Trends

- Since transitioning to the online program registration 77% of all transactions have been done on our website by credit card
- Increased demand for facilities including:
 - Gymnasium
 - Multi-use meeting/event space (Silvermont requests are high)
 - Racquet courts for tennis and pickle ball
 - Lighted courts (racquet and ball) and fields
- Increased demand for the following programs:
 - Health, wellness and fitness (mainly for adults and seniors)
 - Preschool activities
- Increased demand for support from community groups like Special Olympics, Transylvania Community Tennis and Transylvania County Bird Club
- Need proper signage at all of our park locations due to the numerous phone calls we receive with questions
- Recreation center gymnasium use is extremely high and numerous times users have approached the Parks and Recreation Commission to advocate for air-conditioning; many people do not feel safe due to the temperatures the gym reaches in the hot summer months
- Use of the Parks and Recreation website and Facebook page have dramatically increased; over 25% of the County residents use these two forms of marketing to learn about our programs
- Challenges with maintaining safe playing surfaces at the Recreation Center softball fields due to improper drainage design
- The need to provide an improved an Parks Shop becomes more apparent every day:
 - Lack of proper storage for equipment
 - Safety inside the current shop is a concern because it is overcrowded with equipment
 - Parks Manager does not have an office in Recreation Center or Parks Shop because in use, shared or overcrowded

- Need for additional equipment to properly care for our parks and building grounds is a challenge with no space to store items
- Facility is not heated and not secure; building has been broken into no less than four times and each time equipment has been stolen
- Some equipment has experienced fairly significant damage due to exposure to the elements
- Parking lots at multiple park locations have aged and are in need of significant work
 - Connestee Falls Park
 - Island Ford Road river access (County leases)
- Increased requests from further reaching areas of the County to offer or support recreational activities that are currently being offered by volunteers
 - Over the last year the Lake Toxaway Community Center has been reaching out for aid for the following:
 - Restrooms that can be left open to the public to use during sporting activities at the sports field and track area; County paid for a portable toilet this past year, but we are looking into a more permanent solution
 - Grounds have been maintained with volunteer support from the community and this support has begun to wane; requested help from Parks in grounds maintenance just two weeks ago, however, they understand that our staff are maxed out just maintaining the current County park lands
- Champion pool continues to show its age; worked with the Town of Rosman Mayor on their interests to take over operation of the pool; this item was approved tonight
- Knowing that any type of pool renovation work takes time and good weather, staff is working on a plan to offer a free drop-in camp in Rosman for youth and teens; this item was approved tonight

Goals

- Adoption of a feasible Strategic Plan for City/County Parks and Recreation for the next five years; pending approval
- Continue Silvermont Mansion restoration funding in relation to priorities outlined by the results of the Parks and Recreation Strategic Plan
- Develop and implement a tree inventory program that monitors:
 - Pruning cycles
 - Health of the tree
 - Hazard tree removal
 - Tree Planting
- Purchase a trailer to haul parks equipment
- Offer a free drop-in summer camp for youth and teens in Rosman
- Laser level and fix drainage programs on Recreation Center softball fields
- Finalize an agreement with NC State and the landowner to provide additional river access by Rosman Community Park
- Purchase larger mower to assist with maintenance demands; 128" deck mower that will double the amount of acreage one staff can mow, but still has the flexibility to get in smaller areas
- Purchase one 62" deck mower to replace one of our older mowers that continuously broke down this past mowing season due to age and number of hours on the mower
- Obtain larger parks maintenance shop to hold equipment and staff
- Install lighting on the Silvermont tennis courts to extend play time

Animal Services – by Manager Paul Vis

Accomplishments

- Dramatically improved numbers of animals released live from animal shelter (+44%)

- Successfully facilitated a 15% increase in animals cared for at the animal shelter
- Safely managed an increase of over 50% of bite cases; due to public education campaign about importance of reporting animal bites
- Implemented volunteer program logging over 2,916 hours of service to the animal shelter

Trends

- Service requests increased 11%
- Animal facilitated into the shelter increased 15%
- Live release rate was 44%
- Rabies Vaccine Administration – Private Administration=323
- Rabies Vaccination – in house=845
- Animal bites increased over previous year
- Volunteer hours do not count inmate work release hours
- No kennel cough at the shelter due to the cleaning program

Goals

- Upgrade fleet increasing safety, efficiency and communications; both vehicles mileage well over 165,000
- Upgrade data collection and access, reporting mechanisms
- Increase collaboration with animal welfare organizations
- Increase community awareness of animal services
- Collaborate with other agencies in education, disease prevention, awareness of County goals and services

Fire Marshal – Fire Marshal Gerald Grose

Accomplishments

- Acquired a full time fire code enforcement official, who completed the requirements for a Level I Standard Certificate and currently holds a Level II Probationary Certificate
- Meeting 80% of the mandated fire and safety inspection schedule
- Maintains an active LEPC supporting County programs through Transylvania Public Health, school site safety preparedness, and the functions of the County's Emergency Operations Plan
- Developed a fire investigation task force with investigators from the City of Brevard, Sheriff's Office and Fire Marshal's Office
- Continues the educational requirements for Level III Fire Code Enforcement and Fire Investigation Certification
- Active liaison with fire departments as we work through the Fire and Rescue Study

Trends

- Inspections continue to grow; each new commercial project adds to the numbers of required inspections; current data base of 1,160 occupancies
- Fire investigation request; 12 so far this year
- Steady request each week on information regarding insurance protection class ratings on properties for insurance companies
- Continued support to County safety programs, downtown festivals, special events and community programs

Goals

- Meet 85% or more of the mandated fire and safety inspection schedule of the State
- New inspector to acquire a Level II Standard Certificate

- Once commercial plans have been submitted, goal is to start the review within one business day after receiving them; turn around will depend entirely on the scope of the project

Department of Social Services – by Director Tracy Jones

Strategic Goal

- The community's quality of life includes resources that promote health, transportation connectivity, a sense of place, cultural heritage, and public safety
- Strategy 5B: Provide resources and services that improve public health, mental health, wellness and safety to insure a vibrant community
- Our specific activities and agency goals:
 - Increase child support collections
 - Implement NC Fast as required by State law

Accomplishments

Child Support

- Met our agency goal from last budget year seeing an increase from \$1,585,692 for FY 13-14 to \$1,669,582 for FY 14-15 in child support collections

Income Maintenance-Medicaid

- Continue to meet our goal of implementing NC Fast as required by State law
- Processing Medicaid applications and re-certifications timely
- Filled two additional Income Maintenance positions in January
- Restructured the Medicaid and Work First units to allow for a Universal Medicaid intake unit and specialized maintenance units; specialized maintenance units will allow workers to focus on a particular area of Medicaid rather than try to keep up with all programs
- Continue to receive 75% federal reimbursement for Medicaid worker's time

Administration

- Upgraded a Processing Assistant III position to an Administrative Assistant I to oversee operational functions, back up clerical duties, all DSS security and computer programs, safety trainings, and trainings in mandated areas; testing and interviews are underway
- Increase from 60% to 63% State and federal reimbursement rate for mandated programs

Adult Services

- Implemented the Medicaid Administrative Claiming (MAC) services for eligible clients; all Medicaid eligible clients or others seeking eligibility for Medicaid benefits are coded for this service for reimbursement of Social Worker's time; this funding source is uncapped

Children's Services

- With Commissioners' approval of an upgraded Social Work position in September 2015, we were able to bring foster care recruitment and licensing back into the agency
- There are 13 individuals in our County participating in Model Approach to Partnerships & Parenting (MAPP) classes to become licensed foster parents
- Completed eight adoptions since July 2015; with these completed adoptions, we are able to claim adoption incentive monies to help support the adoption program
- Of 40 children currently in foster care, 24 are in relative placements; alleviates cost of room and board for licensed care, staff time, and travel to placements out of the County

Trends

- In Child Support, we currently serve 905 children, 641 of which are in non-public assistance cases
- In our Medicaid programs, we have had a tremendous increase in Mail-in Applications over the past several years
- E-pass applications are up and continue to rise along with applications received from the Federal Marketplace
- At this time, “electronic” applications continue to rise each month, especially during open enrollment for Medicare D and Health Care subsidies, which would be November, December and January
- A total of 1,083 Medicaid applications taken from July 1, 2015 through December 31, 2015
- Currently manage 5,126 active Medicaid cases
- NC Fast issues continue to require additional time and effort to approve applications, complete re-certifications, and make necessary changes
- Screened in 89 Adult Protective Services reports for full evaluation during 2015
- The demand for Guardianship of incompetent adults has increased; currently have guardianship of 15 adults
- Screened in 453 Child Protective Services reports for investigation/assessment during 2015
- Actively working with 79 families in Child Protective Services/Foster Care
- Implementation and training for NC Fast Project 3 will begin in September 2016 for Subsidized Child Care and in October 2016 for Crisis Intervention Program (CIP) and Low Income Energy Assistance Program (LIEAP)
- NC Department of Health and Human Services was issued an Advance Warning Letter June 25, 2015, establishing federal requirements, stating North Carolina is failing to meet processing timeliness standards and placing our State on a corrective action plan; failure to achieve corrective actions could result in North Carolina being subject to the “suspension or disallowance of administrative funds”
 - USDA is concerned over states with less than 95% timely; NC was #50 although US territories were included; our State rate was 72.63% (Transylvania County’s rate is approximately 96%)
 - Could result in loss of federal funding, still have to pay out of pocket to provide and may have the State step in to do it at local cost
- Currently manage 2,627 active Food and Nutrition cases
- Took 1,878 Food and Nutrition applications in 2015
- Took 1708 Energy/Emergency Assistance Applications in 2015

Goals

- Implement NC Fast as required by State law in all program areas
- Increase child support collections
- Provide ongoing foster care licensing and recruitment within the agency
- To support the ongoing goal of implementing NC Fast, we are requesting the addition of one Income Maintenance staff:
 - Position will support the Energy/Emergency Assistance Program and Food and Nutrition Program
 - Position will support the Energy Programs as they roll out into NC Fast in October 2016
 - If this additional position is added, the current contract worker for the Energy Programs will no longer be needed

- Position will give additional support to the Food and Nutrition Program allowing the program to maintain 95% timeliness for normal application processing and 100% timeliness for expedited applications processing going forward
- While we are doing well in the areas of timeliness, improvements in the areas of payment accuracy and case/procedure error rates must be made

Child Development – by Director Tracy Jones

Accomplishments

- Served 58 children including those with severe behavior problems and other significant developmental diagnoses
- We are the only center to maintain a five star developmental day license in the County
- Met all goals identified last year including restructuring to reduce class size and increase quality, restructure private pay rates consistent with area increases, maintain an five star license, and maintain the one year old classroom

Trends

- There is need for child care with limited child care slots
- There is a lack of infant/toddler care countywide
- Child care rates have increased in the area
- Enrollment at center consists of 25 % Developmentally Delayed, 50% Subsidy and 25% Private Pay
- Our center is the only qualified center to accept developmentally delayed children which requires higher teacher training and certification
- New Early Education Support, Licensure and Professional Development standards require more education and training of staff

Goals

- Maintain a five star license
 - To support this ongoing goal we are requesting:
 - The addition of two part-time positions allowing us to be in compliance with naptime and planning time
 - Posting position for permanent director which will result in an increase in salary and benefits

EMS – by Director Bobby Cooper

Accomplishments

- Switching to lighter-weight TecGen turnout gear; hope to complete during the current FY with Allen Trust funds, and include helmets, gloves, and CO monitors as well
- The Community Paramedicine Program has been initiated, but has been very difficult to make initial visits utilizing on-duty staff, due to call volume
- Implemented video laryngoscopy to confirm correct placement and reduce liability for missed intubations; purchased King Vision devices for all trucks
- Added an ambulance to the fleet to support times when trucks are out of service for maintenance
- Replaced Stryker cot mounts in all ambulances to secure the cot in the event of a crash; still waiting on the manufacturer to release the product
- Replaced an Administration vehicle capable of pulling Emergency Management trailers, and removed equipment from the crew cab for safety reasons
- Our goal is to maintain average response time under 9 minutes; unfortunately, due to increased call volume, our average response time has increased from 8.2 to 9.9 minutes

Trends

- In 20 years, call volume has more than doubled, but only added four positions
- Difficulty utilizing part time staff due to ACA and availability of personnel
- Currently have supervisor assigned to a spare truck during the day to manage the shift, but assigned to the first out truck at night; unfortunately, with increased call volume, the supervisor typically runs multiple calls during the day, and is unable to complete their other duties
- New safety standards that will require all equipment > 3 lbs to be secured in the event of a crash, leading to an increase in the cost of a new ambulance
- Round-A-Bout Transportation closed their doors in January, eliminating a transportation alternative
- Potential Medicaid changes may impact EMS revenue in the future
- 25% increase in total call volume over last five years; 52% increase over last 10 years; 67% increase over last 15 years
- 18% increase in out-of-county transports over last five years; 89% increase over last 10 years
- All on duty trucks busy and unable to respond 871 times in 2015; 91% increase over the last five years
- As primary back up ambulance, Brevard Rescue Squad responded to 213 additional calls in 2015; 68% increase over last five years
- 62% of EMS patients are 60 years of age or older (4% increase from 2014); 25% are ages 31-60; only 13% are age 30 or younger

Goals

- Increase staffing, follow implementation guidelines from PSSI study
- Consider future base replacement/relocation based on guidelines from PSSI study
- Replacement of Stryker cot mounts
- Replace an ambulance
- Replace a Training/Admin vehicle
- Maintain average response time under 9 minutes
- Implement Mass Violence/Active Shooter training and response procedures in conjunction with Blue Ridge Community College and Sheriff's Office

Public Health – by Director Elaine Russell

Accomplishments

- Implemented external communications plan
 - Brand development
 - Website
 - Facebook
- Community Health Assessment
- Community engagement training for staff
- Responded to communicable disease:
 - Tuberculosis, Campylobacter, LaCross Encephalitis, Lyme, Pertussis, Haemophilus influenza, Chlamydia, Gonorrhea
 - Summer camp assessment and education program; 17 of 18 completed assessment and 10 of 18 attended education
- Full-scale medical countermeasures exercise scheduled for February 23 and 24
- Food/lodging compliance rate on track for 95%
- Results Based Accountability (RBA) performance measures identified for all programs and cross walk completed for State contract addenda

- Streamlined operations for clinical administrative support (billing and EHR) and overall agency fiscal operations
- Initiation of mapping capacity to data analysis
- State-level awards:
 - WIC staff – highest WIC breastfeeding rates statewide
 - Patricia Hawkins, REHS – Rankin Award for career contributions

Trends

- Impact of Fair Labor Standards Act changes
- Unknown resolution of Medicaid Cost Settlement mediation/litigation for all NC health departments; Medicaid is holding back \$44 million of local public health dollars and it is needed
- Unknown impact of Medicaid Reform
- Existing and emerging communicable diseases
 - Zika
 - Chikungunya
- Impact of evolution of Affordable Care Act remains unknown
- Number of billing claims at 3,716 for the year; on track to improve over last year which brings in additional revenue
- Communicable Disease
 - Encephalitis investigation; three LaCross cases confirmed and one probable
 - General emergence of Campylobacter in the community
 - Several cases in each year involve multiple exposures to rabies
- Environmental Health
 - Onsite wastewater site visits over 1,200 visits so far
 - Final permits issues: down in septic but up in well permits
 - Uptick in food/lodging compliance rates; reflection of being at full staff capacity; helps keep food and lodging safe for our community

Goals

- Replace high mileage, aging vehicles in Environmental Health; add additional car for clinic and community outreach (Strategy 6A)
- Continue Results Based Accountability process with the creation of agency specific score cards (Strategy 6E)
- Continue to maximize agency billing (Strategy 6D)
- Use external communications plan to improve outreach and education to community (Strategy 6E)
- Engage in Medicaid Reform dialogue as a safety net provider for Transylvania County (Strategy 6D)
- Engage in taskforce work to improve community health outcomes (Strategy 5D)
 - Young Child Taskforce
 - Teens in Crisis
- Develop agency Strategic Plan for 2017-2020 (Strategy 5B)
- Pursue mapping of Community Health Assessment and populations at risk (Strategy 5A)

Finance – by Director Gay Poor

Accomplishments

- Maintained financial records and prepared a Comprehensive Annual Financial Report for FY 15 that resulted in an unmodified audit opinion with no findings

- Enrolled in the WEX Government Fleet Fuel Management Program, which allows the County to save over 50 cents per gallon when employees traveling on business purchase fuel
- Initiated the development of a purchasing-card program expected to be fully implemented during the third quarter
- Improved operational efficiencies and customer service through the implementation of software and technology capabilities, including DocuSign for e-signatures and new software for Solid Waste accounts receivable and billings
- Worked with Human Resources to determine how to meet ACA reporting requirements

Trends

- Volume of transactions processed by most of the Finance Office's core functions has continued to increase
 - Accounts payable checks written=7,635 (should decrease with p-card implementation)
 - Payroll direct deposit checks written=10,580
 - Purchase orders issued=1,009; this is only metric in the activity of this function; the number and magnitude of capital projects were even greater
 - EMS transports/billings (calendar year)=increase of 22% since 2011 and 9.3% from 2014 to 2015; 3,741 in 2015
- So far, expanded use of financial software, intranet, and internet options has allowed the Finance Office to keep up with the growing number of daily activities and continue to deliver services promptly and efficiently

Goals

- Reduce risk of missing payroll deadlines (Strategy 6E)
 - As number of County employees increases and the number and complexity of government regulations increases, the challenge of processing payroll in a tight timeframe also increases
 - Intends to explore several options
- Update financial policies and procedures to incorporate the latest statutory requirements and best practices; establish clear, consistent, comprehensive guidelines for conducting the financial activities of the County; strengthen internal controls (Strategy 6B and 6D)
- Continue to generate financial reports that earn the GFOA Certificate of Achievement, support the County's bond rating, and provide meaningful information for County staff, administration, and citizens (Strategy 6B, 6D, and 6E)
- Enhance the accessibility, timeliness, and transparency of financial information for both internal and external customers through innovative applications of new technology capabilities (Strategy 6E)

Information Technology – by Director Dean Landreth

Accomplishments

- Installed 60 new PCs and 20 laptops; replacement cycle for all the PCs running non-supported XP as well as regularly scheduled replacements
- Hardened the security on the Transylvania County website
- Changed to new updated solution for virus protection
- The Health Department scanning project completed and they now have approximately 700,000 images online which consist of Archived Patient Records, Active Patients, Inactive Patients, and Deceased Patients; Personnel records scanning project we mentioned last year is underway
- New work order ticketing system has been on line for a little over a year
- Nearly 1,200 service requests last year; average first response is under five minutes

Trends

- Number of mobile devices connecting to County website are increasing and this is projected to grow
- Space required for daily backups continue to rise; more scanning, data and files equal more backup storage needed; currently backing up 1.2TB which is at maximum capacity

Existing Goals

- Explore connecting Parks and Recreation, Solid Waste and Animal Control directly to the County Network; currently looking at justification versus cost
- Replacing PCs running XP has been accomplished

New Goals

- Upgrade backup system to meet the growing need for additional storage space now and in the future
- Refresh the website giving it a more user-friendly experience and increased functionality for mobile devices; would have to contract out

Solid Waste – by Director Jeff Brookshire*Accomplishments*

- New Wasteworks Software started November 1; simplified ticketing process and benefited finance and billing
- Hauling leachate to the Town of Rosman as of July 1
- Have new scale building for Pisgah Forest site; will be delivered when weather improves
- Still working on new signs, roll-off containers and brochures
- Saved over \$30,000 by purchasing a back hoe machine that had 274 hours on it

Trends

- Waste at the landfill is up over 10% this year; much due to deconstruction
- Projected remaining life of constructed airspace is 14 years as of July 2015; have yet to use Phase 5
- High rainfall totals (94 inches in 2015) have increased the loads of leachate hauled
- The number of private hauler permits issued has doubled in two years
- Commodity prices for recyclables are down; have to pay to dispose of glass, electronics, and used oil
- Increases for containers and fiber materials for the County and City of Brevard

Goals

- Capital-new pickup truck, new tracks and rollers for dozer and track hoe, new trailer to haul equipment, replace motor grader, new roll-off containers
- New buildings for Conestee and Calvert convenience centers
- Fill vacant Equipment Operator position
- Need to re-gravel the dirt portion of Landfill Road
- Need to upgrade phone system

Human Resources – by Director Sheila Cozart*Accomplishments*

- Personnel files for current staff scanned A-O; over 225, 000 documents
 - Through help of intern
 - On track for completion by year end

- Provided recruitment assistance and new employee processing
 - 44 positions posted in 2015 versus 39 in 2014
 - Orientation and paperwork processed for 44 new fulltime employees and 47 part-time employees
- Affordable Care Act Reporting Requirements - new mandate
 - IRS and Employee 1095s will be completed by March 31, 2016
 - Similar to W-2 Process, but for health insurance coverage; must report to federal government if individuals have health insurance, or individuals will be penalized
- Employee Training
 - Worked with BRCC Leadership Academy
 - Supervisor Training through BRCC – Employer specific training – 11 Supervisors
 - Financial Wellness – Grant through Investor Protection Trust and the State of NC; all employees can participate in Online Financial Education – begins February 16, 2016
- Worked with one intern and two volunteers to give meaningful and productive work based learning experiences
- Administration Assistant Heather McGaha received LGFCU Grant and attended Public Employment Law course at the School of Government
- Coordinated employee activities:
 - Biggest Loser – 60 participants, 486.5 pounds lost
 - Biggest Loser Challenge – TC vs. TC Schools
 - Fall Walking Program – 18 participants; most steps by an employee nearly 1 million
 - Employee Discount Program
 - Employee Day at Brevard Health & Racquet Club
 - United Way, themed dress down days; 50/50 raffle
 - Pre-Diabetic Program – Joint Program with Health Department and Employee Wellness Center to combat the epidemic of diabetes
 - Stress reduction activity – Hosting chair massages at Employee Wellness Center which employees pay for out-of-pocket

Trends

- Continued high cost of Employee Health Insurance coverage
- Turnover 2015 - 11.0% vs. 2014 - 8.6%
- Use of technology is increasing at a rapid speed; there is a need for technology in all phases of the employment process
 - Application, screening, onboarding, employee self service
- Increasing number of retirements due to baby boomers retiring
 - 2014 – 4; 2015 – 5; As of February 2016 - 3
- Growing complexity of legal compliance
 - ACA, FLSA, FMLA, ADA, Title 7, General Employment, Benefits
- Continued increase in staff requirements
 - Affordable Care Act
 - Number of employees
- First year over 500 employees on payroll during a calendar year = more support

Goals

- Complete scanning of current employee insurance and benefit files and part-time employee files (6-C)
- Implement Compensation Philosophy
 - Recommendation to be brought forward from Personnel Board (6-C)
- Streamline the recruitment and selection process and develop strategies for improvement (6-C)

- Provide training and professional development opportunities for employees (6-C)
- Automate portions of the new employee onboarding process (6-C)
- Develop and implement a standard exit interview questions and process; track information annually (6-C)

Challenges

- Fair Labor Standards Act
 - Changes to the FLSA related to exempt and nonexempt status of positions that do not have a minimum salary of \$50,440
 - Impacts exempt positions in Salary Grade 11 to Grade 20.
 - 53 positions effected
 - Cost to bring all current salaries up to the new minimum would be in excess of \$256,000; not right way to address and could cause compression
 - Working with department heads to determine how positions will be handled and then educate employees related to the change
- Affordable Care Act challenges continue
 - Costs continue to increase rapidly (prescription changes by 2019)
 - Reporting
 - Monitoring

Administration – by County Manager Jaime Laughter

Administration

- Board of Commissioners Meetings - nine in first six months
 - 103 agenda items prepared by Clerk
 - Timely preparation and approval of minutes, quarterly review of closed session minutes for release
- Research for internal and external customers
- 45 public records requests fulfilled
- Prepared website updates to send to IT
- Managed sunshine list and distributed notices and releases
- Meeting scheduling and support
 - Public requests for County facilities
 - Meetings scheduled/set up for Commissioners, staff
 - Training and travel scheduled for Commissioners
- Strategic Plan facilitated and adopted
 - Work plan template for use in FY 17 budget preparation
- Facilitated establishment of Preschool Task Force
 - Scheduled meetings, facilitated meeting format, maintained mailing list, documented work product
 - Researched and prepared State of the Young Child Report and distributed, conducted or scheduled presentations to groups
- Citizen Advisory Councils
 - Established new CAC reporting guidelines to Commissioners, facilitators and chairs
 - Established advertising guidelines
 - Working to develop training program- public records, public meetings, taking minutes; first training session to be held this week
 - Drafted new CAC handbook and trifold informational brochure
 - Drafting reporting requirements for CAC's
- Worked on Mental Health (Smoky) and Health (Mission) collaborations

- County level mental health data
- Social media promotion of 800 access number for crisis, will be on their focus group
- Brought in Health, DSS and Jail staff to meetings to identify their needs with Smoky
- Began quarterly meetings with Mission Hospital system
- Looking at EMS out-of-county transports with Mission
- Updates on future of Transylvania Regional Hospital plans
- Discussion on mental health with both Mission and upcoming with Blue Ridge Community Health
- Board of Elections/Wellness Clinic Construction
 - Worked through discovery of asbestos and a NCDOL investigation (positive result)
- Facilitated courthouse discussion
 - Prepared data on options considered with Moseley Architects to present updated Morris Rd study along with re-presenting prior studies including pros and cons of each
 - Solicited input from the public and collected input for courthouse project to share with commissioners (public comment, newspapers, letters, emails)
 - Worked with City to plan joint meeting on courthouse to hear from city
 - Prepared alternative study proposal for consideration
- Participated with TEA in client meetings, establishing long range strategies for economic development
- Continued implementation of data driven budget process
 - Surveyed department heads on last year's process to make improvements
 - Nonprofit funding policy proposed and adopted
 - Researched, prepared data spreadsheet and drafted a school funding formula
- Water needs discussions
 - Facilitated meetings with Rosman and Brevard on water needs resulting in both working with McGill Association to pair with County's study that was previously prepared
- Animal Control reorganization and response
 - Worked with Dr. Norris at State level on strategy to improve
 - Prepared and issued press release
 - Worked with staff to make corrections and set the course for improvements including reorganization and new operations and procedures manual
 - Resulted in very positive feedback from State on staff work product, shelter condition and direction

Trends

- Public demand for accountability and transparency
- Increased focus on collaboration and leveraging existing resources to be more efficient
- CPI growth for calendar year 2015 at 0.7% (low)
- Optimistic economic indicators- permits, business reports
- Use of technology to improve efficiency
- Use of interns for support in Administration/Human Resources
- Capital needs that require a long term comprehensive strategy
- Pending legislative short session issues
 - Sales tax- Article 43, 46
 - Local school funding (House included in bond, Senate did not)

Goals (Goal #6)

- Enhance transparency and accountability to the public
 - Review and update County ordinances
 - Review of County contracts for update/archival

- Establish tracking for attendance and minutes for CAC's with accessibility to the public
- Scan minutes for microfilm/archival; complete to 1970s
- Prepare data driven report to the citizens
- Continue to move communication strategies forward
- Clerk to begin professional certification in 2016
- Assess organizational structure to better manage service provision
- Facilitate discussion, provide data as needed for decision making and implement Commissioners' direction
 - Courthouse Project
 - Champion Pool (resolution by Board tonight)
 - Complete Board of Elections/Wellness construction project
 - Forestry Plan Revision Resolution
 - Other projects as needed
- Safety Committee survey and recommendations on safety and security
- Employee survey
- State and federal advocacy for community needs- NCACC, State legislators, Federal legislators
- Implement a new storage strategy for County buildings- prioritize and organize
- Facilitate collaborative projects to benefit the community
 - Continue facilitation support for Preschool Task Force
 - Continue collaboration with TEA, City of Brevard and Town of Rosman
 - Water discussion
 - Economic development
 - Continue collaboration with Smoky Mountain, BRCH and Mission
 - Mental Health/Substance Abuse crisis access and treatment
 - EMS out-of-county transport issues
- Continue implementation of performance budget tools and strategic plan
 - Work plan development for FY 17 including six month reports at six months and end-of-year, include nonprofit funding outcome reports on same schedule
 - Prepare strategic plan measures snapshot
 - Implement nonprofit funding policy and school funding formula (if adopted)
 - Major capital improvement plan with long term horizon
 - Tie agenda items to strategic plan on agendas

Committee Requests (fall outside of nonprofit funding formulas)

- French Broad River Stewards
 - Requesting County continue reserve funds for river clean up (current balance-\$11,000)
- Transylvania Natural Resources Council
 - Requesting budget of \$15,000 to conduct Hemlock Study (applying for matching grant funds and anticipate 508 eligible property owners)
 - Anticipate request for Natural Resource staff position

The Manager reminded Commissioners to forward any questions or requests for additional information to her. She will work with department heads to respond appropriately. Commissioners thanked the Manager and department heads for their presentations. Chairman Hawkins thanked the departments that specifically tied their goals back to the strategic plan. Commissioner Chapman commented that he wished more citizens were in attendance so they can understand how their tax dollars are being spent and the services the County is mandated to provide.

PUBLIC COMMENT

There were no public comments.

COMMISSIONERS' COMMENTS

Commissioner Chappell responded to comments made by a citizen during the first Public Comment period. While sometimes Commissioners disagree on items, he said Commissioners make it a priority to be open and honest to the public.

Commissioner Chapman reported that the NC Department of Transportation is about to embark on a transportation project is straighten a portion of US 64 West at the Hwy 281 intersection. It will be a three-year project. He noted the Cemetery Board may have located a Native American gravesite near the project.

Commissioner Phillips thanked department heads for their presentations tonight. There is a lot of information to digest.

ADJOURNMENT

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

Mike Hawkins, Chair
Transylvania County Board of Commissioners

ATTEST:

Trisha M. Hogan, Clerk to the Board