

**MINUTES**  
**TRANSYLVANIA COUNTY BOARD OF COMMISSIONERS**  
**April 27, 2015 – REGULAR MEETING**

The Board of Commissioners of Transylvania County met in regular session on Monday, April 27, 2015 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, Page Lemel and Kelvin Phillips. Also present were County Manager Jaime Laughter and Clerk to the Board Trisha Hogan.

Media: *The Transylvania Times* – Jeremiah Reed

There were approximately 75 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 Commissioners and staff in attendance.

**PUBLIC COMMENT**

There were no public comments.

**AGENDA MODIFICATIONS**

There were no agenda modifications.

**Commissioner Lemel moved to approve the agenda, seconded by Commissioners Chappell and Chapman simultaneously and unanimously approved.**

**CONSENT AGENDA**

**Commissioner Lemel moved to approve the Consent Agenda. The motion was seconded by Commissioner Phillips.** Commissioner Lemel asked Chairman Hawkins to read aloud the various proclamations for the benefit of the public. She also noted that the Tax Administration office received confirmation today that it once again had the highest tax collection rate in the State in 2014 at 99.81% and she congratulated them for this outstanding achievement. A member of the audience noted the tax collection rate is also a testament to the citizens and taxpayers as well. Chairman Hawkins read aloud all the proclamations as requested. **The motion was unanimously approved.**

The following items were approved:

MINUTES

The Board of Commissioners met in regular session on January 26, 2015, February 9, 2015, February 23, 2015 and March 9, 2015. Commissioners approved the minutes as submitted.

DISCOVERY, RELEASE AND MONTHLY SETTLEMENT REPORT

Each month the Tax Administrator has a listing of proposed releases for that month. The Board of Commissioners has the responsibility of approving the releases. Total tax dollars released was \$1,048.49. Refunds totaled \$1,258.34. Commissioners approved the Discovery, Release and Monthly Settlement Report March 2015.

PROCLAMATION-NATIONAL DAY OF PRAYER 2015

In 1988 both Houses of Congress adopted legislation declaring the first Thursday in May of each year as National Day of Prayer. Commissioners wish to designate May 7, 2015 as "A Day of Prayer in Transylvania County". The Board of Commissioners has adopted similar proclamations over the past few years. Usually a ceremony is held at the Courthouse Gazebo on this date, but staff is unaware of any ceremony that has been scheduled. The Clerk will keep Commissioners informed of the day's event and activities. Commissioners approved Proclamation 10-2015 National Day of Prayer 2015. Chairman Hawkins read aloud the Proclamation for the benefit of the public.

(Proclamation 10-2015 National Day of Prayer 2015 is hereby incorporated by reference and made a part of these minutes.)

PROCLAMATION-NATIONAL POLICE WEEK 2015

The week of May 10-16, 2015 is National Police Week with Peace Officers Memorial Day designated on May 15. Sheriff Mahoney has requested that the Board of Commissioners publicly recognize and salute the service of law enforcement officers in our community and in communities across the nation. This is an annual proclamation approved by the Board of Commissioners. Commissioners approved Proclamation 11-2015 National Police Week 2015. Chairman Hawkins read aloud the Proclamation for the benefit of the public.

(Proclamation 11-2015 National Police Week 2015 is hereby incorporated by reference and made a part of these minutes.)

PROCLAMATION-IN HONOR OF TRANSYLVANIA COUNTY'S CENTENARIANS

May is Older Americans Month. On Thursday, May 7 there will be an annual celebration of the County's Centenarians, Older Americans Month, and the 50<sup>th</sup> Anniversary of the Older Americans Act at the Silvermont Opportunity Center. The Board of Commissioners wishes to adopt a proclamation recognizing these citizens who live in our community and congratulates them on reaching this milestone. Commissioners approved Proclamation 13-2015 In Honor of Transylvania County's Centenarians. Chairman Hawkins read aloud the Proclamation for the benefit of the public.

(Proclamation 13-2015 In Honor of Transylvania County's Centenarians is hereby incorporated by reference and made a part of these minutes.)

**PRESENTATIONS/RECOGNITIONS**

CERTIFICATE OF ACHIEVEMENT FOR EXCELLENCE IN FINANCIAL REPORTING

The Government Finance Officers Association of the United States and Canada (GFOA) awarded the Certificate of Achievement for Excellence in Financial Reporting to the Transylvania County Finance Department for its comprehensive annual financial report for the fiscal year ending June 30, 2014. To receive the Certificate of Achievement for Excellence in Financial Reporting, a government must publish an easily readable and efficiently organized comprehensive annual financial report. This report must satisfy both generally accepted accounting principles and applicable legal requirements.

The Certificate of Achievement is valid for a period of one year only. The County's Finance Department has received this award for 28 years which speaks to the time and commitment the Director and her staff put into their work and into the financial business of the County. Commissioners recognized and congratulated Finance Director Gay Poor and her staff for being awarded the Certificate of Achievement for Excellence in Financial Reporting. The audience applauded Ms. Poor and her staff on receipt of this award.

#### OLDER AMERICANS MONTH 2015

The Department of Social Services and both the County and Area Councils on Aging have requested the Board of Commissioners recognize the many contributions of our senior citizens and designate the month of May 2015 as Older Americans Month. Commissioners have adopted proclamations annually for the past few years.

In addition, Stephanie Stewart, Aging Program Specialist with the Land-of-Sky Regional Council, has requested to make a brief presentation. The Area Agency on Aging is reaching out to local governments to raise awareness about their programs and how they can benefit the aging populations in their respective communities. Ms. Stewart reported that April 12-18 was National Volunteer Week in which citizens who volunteer are honored for sharing their time and talents for those in need. This year's theme was Celebrate Service and the goal was to connect adults with the people and organizations that need them most. This week is about inspiring, recognizing and encouraging people to help their communities. Each May the Area Agency on Aging celebrates Older Americans Month and recognizes older Americans for their contributions to the nation. This year in honor of the 50<sup>th</sup> Anniversary of the Older Americans Act, the Area Agency on Aging is focusing on how older adults are taking charge of their health, getting engaged in their communities, and making a positive impact in the lives of others. The 2015 theme is "Get into the Act". Older Americans Month provides an opportunity to raise awareness of the importance of community engagement as a tool for enhancing the well-being of older adults, to make the benefits of community living a reality for an increased number of older Americans, promote healthy aging, and tackle important issues like the prevention of elder abuse.

**Commissioner Lemel moved to approve Proclamation 12-2015 Older Americans Month 2015. The motion was seconded by Commissioner Phillips.** Commissioner Lemel announced that she and the Manager assisted with the opening of Senior Games on Friday. There was an impressive display of talent shown by the participants and it was nice for the opening to coincide with Older Americans Months. **The motion unanimously approved.**

(Proclamation 12-2015 Older Americans Month 2015 is hereby incorporated by reference and made a part of these minutes.)

### **NEW BUSINESS**

#### MANAGER'S REPORT

In lieu of the Manager's Report, the information presented in the following budget workshop/departmental presentations will capture what has been going in departments over recent months.

### **WORKSHOP**

#### FY 16 BUDGET PRESENTATIONS

*Purpose*

This workshop is intended to be the first presentation on the budget, but it will not be the last. The Manager outlined what the workshop expectations should be for both Commissioners and Department Heads, as follows:

- Communicate needs as seen by Department Heads using data. This information drives budgetary requests.
- Not all requests presented will be represented in the Manager's recommended budget.
- Commissioners will communicate priorities based on the information provided to help establish the recommended budget. Once the recommended budget is presented in May, the Board should be close to finalizing a budget for approval.
- In general, this presentation will not talk about the cost, but justification and need.
- This will help fill in the strategic plan and provide a baseline of performance measurement for next year.
- Next year, this process will occur in January/February which will allow more time to prioritize needs across the organization.

### *Strategic Plan*

Department Heads are developing outcome measures and outcomes that are linked to the broad strategic plan goals already adopted by the Board of Commissioners. The Board of Commissioners previously approved the following six goals:

- **GOAL #1: Economic Development:** Diversify the local economic tax base, increase jobs for citizens that pay a living wage and create a stable local economy that capitalizes on the unique quality of life and environment found in our community.
- **GOALS #2: Quality of Life:** Enhance the attractiveness of the community's quality of life by developing resources that promote health, transportation connectivity, a sense of place and cultural heritage.
- **GOAL #3: Visitation:** Create vibrant nodes of economic and civic activity that create a draw for tourism as well as a platform for community engagement.
- **GOAL #4: Value of County Government:** Achieve a service driven, transparent and performance based county government that engages all citizens.
- **GOAL #5: Environmental:** Preserve and enhance the wealth of natural resources in Transylvania County in support of the local economy and quality of life.
- **GOAL #6: Education:** Insure that the educational environment provides the right setting and infrastructure to prepare students for a successful future.

### *Rules of Engagement for Budget Workshop*

- Ask questions tonight if clarification is needed
- Send Manager additional questions to be answered; Manager will respond to Commissioners soon after this meeting (additional questions could be: additional information, more detail, more about the impact of "doing nothing" about a particular issue)
- Staff will be keeping the presentation concise and up tempo
- Be patient, be kind, be courteous and be cordial

### *Overarching Issues*

There are overarching issues staff is dealing with throughout the organization.

- Technology – IT
  - XP is no longer supported and this creates a security risk (57 out of 71 computers requested in the budget)
  - Server 2003 (three servers) and platform is no longer supported
- Impact of Affordable Care Act (ACA) requirements on use of part-time employees
  - 30 hours per week requires health coverage

- Shrinking applicant pool for part-time employees with better regional economy
- Training expense for part-time is more likely to leave organization (losing part-time employees to employers who can offer more than 30 hours per week and health coverage)
- Particularly affecting shift departments
- Movement within the organization toward strategic planning and performance measures
  - More transparency to citizens
  - Accountability
  - Ability to compare to other counties/agencies to provide benchmarks and identify ways we can improve

Next began the departmental presentations, including education. Each speaker will touch upon their departmental or organizational goals, trends and accomplishments. The following is a bullet-pointed summary of the presentations:

*Transylvania County School System (by Superintendent Jeff McDaris)*

Mission: The mission of Transylvania County Schools is to prepare students to become caring and productive citizens in an ever-changing society through the shared responsibility of students, parents, educators, and the community.

Vision: Transylvania County Schools provides a bright and promising future for its students; both recruits and retains a professional, caring, and talented workforce; engages with parents, families and the community-at-large; drives economic development and opportunity for our citizens; and exists as the central point of pride in our community.

Motto: Teaching Everyone Takes Everyone

Goal: Every Transylvania County Schools student has a personalized education graduating from high school prepared for work, higher education and citizenship.

Centers for 21<sup>st</sup> Century Learning

- Brevard Elementary School
- Brevard High School
- Brevard Middle School
- Davidson River School
- Pisgah Forest Elementary School
- Rosman Elementary School
- Rosman High School
- Rosman Middle School
- T.C. Henderson Elementary School

History of Leadership

- First public school system west of Raleigh to extend school year (1925)
- First public school system in North Carolina to integrate its schools
- First public high school in North Carolina to field integrated teams
- First school system in North Carolina to have a traditional comprehensive high school to be recognized as a *NC School of Excellence*
- First public school system in North Carolina to receive District Accreditation

- Winner of the *Trailblazer Award* – presented by the NC Association of School Administrators for innovation in education by becoming the first school district in the State to implement an accountability policy that ensures student achievement.

#### Ongoing Excellence

- Advanced Placement (AP) and Honors offerings
- Robust and comprehensive curriculum in English and Language Arts, Mathematics, Science, Social Studies, Career Technical Education (CTE), Visual and Performing Arts and Music
- Wide ranging co-curricular options for students in over 27 student clubs and organizations, student government, yearbook, newspaper, National Honor Society, National Technical Honor Society, Hunter Safety Shooting team, Cycling
- Broad extracurricular middle school, junior varsity, and varsity opportunities for both men and women in over 12 different sports
- Regional, State, National, and International award winners
- Multiple grants for expansion of academic opportunities (Golden Leaf, Duke Energy, etc.)

#### Funding

- Transylvania County Schools has three types of funds:
  - Governmental funds: Most of the Board's basic services are included in the governmental funds, which generally focus on two things – how cash and other assets can readily be converted to cash flow in and out, and the balances left at year-end that are available for spending. The Board has several governmental funds:
    - General Fund
    - State Public School Fund
    - Individual Schools Fund
    - Capital Outlay Fund
    - Restricted Grants Fund
    - Federal Grants Fund.
  - Proprietary funds: Services for which the Board charges a fee are generally reported in the proprietary funds.
    - Transylvania County Schools has one proprietary fund – an enterprise fund – the Child Nutrition Fund.
  - Fiduciary fund: The fiduciary fund is used to account for resources held for the benefit of parties outside the government.
  - Transylvania County Schools has one fiduciary fund that accounts for five activities:
    - Bjerg Scholarship
    - Lollis Scholarship
    - New Century Scholarship
    - Connestee Scholarship - funds managed for the benefit of graduating Transylvania County School's students
    - Wenzlick Trust - used to enrich Career and Technical Education programs

#### Trends-Technology

- Technology is critical to teaching, learning, and economic success.
- Technology is expanding exponentially more rapidly.
- Technology requires aggressive and constant attention and upgrade.
- IT infrastructure, support, and upgrades are crucial for success.
- Computers are doubling their capabilities every 12 months or less now.
- In five years technological advancement will be 32 times more advanced.

- In 10 years it will be 1000 times more advanced.

#### Trends-Recruitment and Retention

- Increasing percentage of educational staff live outside the County.
- Quality educators at all levels are key to success.
- Leadership matters.
- Successful economic development begins with strong public schools.
- Growth of Asheville Metro will have an effect on Transylvania County.
- Challenges to recruitment and retention:
  - Housing availability and affordability, including rental units
  - Cost of Living
  - Internal and external conditions affected by infrastructure

#### Trends-Student Population

- If current economic activity and development has no change
  - Student population stable with small reduction over time
  - Predicted to drop by 229 students by 2025, a projected decline of 1.35% per year
  - High Schools are predicted to lose 91 students by 2025
- Approximately 100 out-of-County students attend Transylvania County Schools
- Out-of-County numbers could increase with business growth in Mills River
- ADM numbers could be positively affected by economic development efforts

#### Potential Legislative and State Board of Education Impacts

- State Funding
- Non-recurring supplantation
- Unfunded mandates (such as Driver's Education, Special Education, etc.)
- Textbooks and Curriculum
- Technology
- State-wide School Capital Bond
- Over 340 bills have been filed thus far related to education, many have monetary ramifications

#### Additional Issues that will Affect Schools

- Reauthorization of Federal ESEA (Elementary and Secondary Education Act)
- NCHSAA (North Carolina High School Athletic Association)
- Aging buildings and infrastructure
- Increased media costs
- Federal National School Lunch Program (lose 35 cents on every plate served)
- Operating costs
- External competition for teachers, administrators, and school staff

#### FY 14 Revenues by Category

- State \$20,396,037; makes up 57.4% of budget; at one time made up 70% of the total budget
- Local (and includes more than County appropriation) \$12,302,639; makes up 34.6% of budget
- Federal \$2,820,662; makes up 7.9% of budget
- Total \$35,519,338
  - Salaries and Benefits \$27,955,626 (78%)
  - Purchased Services \$3,406,231 (9.5%)
  - Supplies and Materials \$1,947,116 (5.4%)
  - Furniture, Equipment and Capital \$1,859,152 (5.2%)

- Transfers \$689,116 (1.9%)

#### Operational Needs

- FY16 Anticipated Fund 2 Budget Changes
  - Health insurance 3% increase (mandated)
  - Retirement rate increase (mandated)
  - One step certified increase + minimum certified pay to \$35K (mandated if passed)
  - Balance budget without appropriating fund balance
  - Educator supplement increase from 8.5% to 9.0%
  - RHS/BHS Marine JROTC program
- FY16 Anticipated Fund 5 Budget Changes
  - National School Lunch Program (Child Nutrition)
- FY16 Anticipated Fund 8 Budget Changes\*\*
  - Web hosting and filtering - loss in E-rate funds
  - Landline phones - loss in E-rate funds
  - Data plans - loss in E-rate funds
  - \*\*To be covered by appropriated fund balance in Fund 8

#### Capital Infrastructure-Recurring

- Schools - ADM Allotment – Furniture and Equipment
- Cultural Arts Equipment
- Band Equipment
- Athletic Equipment
- System - Furniture and Equipment
- System - Bus cameras
- System - Plant Operations and Bus Garage Equipment
- System - Campus cameras
- System - Science equipment and Media Equipment
- System - Roof Maintenance
- System - Custodial Equipment
- System - CTE Furniture and Equipment
- System - Payment on QSCB bonds
- System - Capital Repairs
- System - Computer Equipment

#### Capital Infrastructure-New, Renovation, Repairs

- BHS JROTC Start-up costs (equipment room, minor renovations)
- BHS Football field lighting upgrade and retrofit
- SYS Financial software
- BMS HVAC repair and renovation
- RHS Security Intercom for Art Room entrance
- RMS Security Intercom for bell tower entrance
- DRS Carpeting 1/2 1st floor (4,800 sf)
- SYS Education Center HVAC replacement
- ADM Allotment – Furniture and Equipment – Multiple Schools
- RHS A/C boost for server room
- BHS Roof repairs
- RMS Rear new gym parking drainage and sidewalk improvements

- SYS Education Center window replacement
- TCHES Replace front doors
- PFES Paint sidewalk canopy
- BES Repave rear drive
- BES Repave/improve front drive and parking
- BES Surface drainage improvements
- BES Repave hard surface play area
- BHS Old gym/new gym lobby doors
- SYS Plumbing van (Ford Transit 150)
- DRS Security - Cameras- C-Stop and Rebound
- RES Improved stage lighting and portable sound system
- RHS Repave stadium parking
- SYS Activity bus (w/ locks and racks)
- RES Repave parking and connect emergency entrance

### A Look to the Future

Options being reviewed for the Transylvania County Schools:

Note: Options presented would solicit input before any final decision by the Board of Education.

- TC Henderson becoming a K-8 Magnet school with STEM/STEAM focus
- BES, BMS, and PFES converted to K-8 Schools
- RES converted to K-6 or K-8 School; renovate RMS for improved Arts capabilities
- Increased STEM/STEAM inclusion at all schools
- New building on BHS campus for DRS (remains separate school)
- Current DRS building renovated for online academy
- College style scheduling for both high schools
- Increased performing arts options at RHS
- Expanded partnership with BRCC, Brevard College, Western Carolina University
- Expanded use of new and emerging technology, such as Virtual Days
- New program options in Career Technical Education

### **Board discussion/questions:**

Commissioner Chappell publicly thanked Commissioner Lemel for her work in getting Duke Energy to grant funds toward the TIME program.

Commissioner Chapman asked if the Board of Education is still considering a future bond issue. Dr. McDaris said the Board of Education is still considering a bond; however, legislation only allows bond referendums to be placed on ballots during even numbered election years. This is when voter turnout is highest. Both Boards would need to make a decision within the next few months for the 2016 General Election.

Dr. McDaris invited the public to participate in the Taste of Transylvania event later this month which is a fundraiser for the School System.

*Sheriff's Office (by Sheriff David Mahoney and Captain Eddie Lance)*

### Accomplishments

- Implemented Project Lifesaver – for elderly or special needs individuals; wear special monitoring device so they can be located easily should they wonder off unexpectedly

- Currently have eight participants
- Had one locate – 83 year old male with dementia located in 16 minutes
- Implemented Body Cameras
  - Developed policy and procedure
  - Issued 15 cameras to patrol officers
  - Set up evidence.com account to download videos
  - Have invalidated four complaints as a result of video evidence
- Renegotiated contracts for both the inmate phone service and commissary sales to increase revenue.
- Increased number of inmates housed from other counties generating additional revenue; currently housing inmates from Jackson, McDowell, Polk, Rutherford and Swain counties (40-50 inmates per day)

### Trends

- Officer safety is a national concern and the Sheriff's Office is looking for ways to minimize the risks officers face daily, either through policy, procedures or equipment (new policies and procedures manual will be in place by first of May)
- Demand for patrol has forced the Sheriff's Office to use other positions to increase five deputies to a shift in order to meet demand for services. This has resulted in overages in part-time in court services.
  - The Sheriff's Office responded to 12,789 calls for service in 2014; up from 12,647 in 2013
  - In 2014, the average time on call was one hour seven minutes; up from one hour one minute in 2013
- Affordable Care Act is affecting the ability to use part-time personnel and finding part-time personnel is becoming increasingly difficult with BLET classes being cancelled and other agencies offering fulltime positions at higher pay.
- Experienced an increase in the number of high risk calls for service that require the activation of the Special Response Team.
  - 2012 – three Callouts
  - 2013 – three Callouts
  - 2014 – 15 Callouts
  - 2015 To Date – four Callouts
- Detention
  - Average Daily Population = 74 (An increase of 21.3%)
  - Commitments to the Facility = 2,185 (An increase of 22.48%)
  - Releases from Facility = 2,204 (An increase of 24.87%)
  - Total Days Served = 24,746 (An increase of 20.9%)
  - There are six new commitments and six releases every day.
- Prison Rape Elimination Act (PREA) requires that the Detention Center employ or designate an upper-level, agency-wide PREA coordinator with sufficient time and authority to develop, implement, and oversee agency efforts to comply with the PREA standards in all of its facilities.
  - Detention Center averages six new intakes per day. Each new intake must be interviewed per PREA requirements. Each interview takes approximately one hour. An interview must occur at each intake even if for the same individual.
  - Failure to comply with PREA Standards can result in loss of federal funding and expose the County to liability.
  - Facilities that contract to hold local, state or federal inmates risk losing those contracts including State Misdemeanant Confinement Program inmates. Thus, failure to adhere to

the PREA Standards will result in the Sheriff's Office losing funding that comes from housing inmates from other counties and the SMCP.

- Facilities shall designate a person with sufficient time and authority to coordinate the facility's efforts to comply with the PREA standards.
- Inmate medical needs and requirements continue to rise.
- Although the population has increased, the average cost per meal has declined from \$3.56 per meal in 2013 to \$3.37 per meal in 2014. Henderson County's average daily population is 150 and per meal cost is \$3.30.
- Issues filling the part-time cook position resulting in full-time personnel having to work over-time hours in order to cover; high turnover rate with this position due to the hours and no benefits.
- The Detention Center will have been open six years in the Fall of 2015.
- Experiencing equipment failures and breakdowns because of environment, despite continued efforts to conduct preventative maintenance.
  - Two DVR's failed and had to be replaced at a cost of \$5,000 each; funds not included in budget
  - Repairs are needed for the peeling paint in the showers at a minimum of \$35,000; funds to come from revenue generated by the Detention Center; jail inspector report indicates must be repaired
  - It is paramount to the safety and security of the Detention Center to immediately repair equipment that is vital to the day-to-day operation of the facility. Failure to do so can expose staff and inmates to unsafe and unsecure situations and place the County at fault.

### Goals

- Add two fulltime patrol deputies to reduce part-time dependence and five dedicated deputies per shift.
- Add PREA coordinator to develop, plan, implement and oversee PREA and insure federal compliance and reduce liability.
- Increase cook hours to allow benefits and better coverage for vacation and sick leave.
- Begin implementing vehicle replacements that incorporate safety features that alert officers when someone approaches from the rear of the vehicle.
- Upgrade Fingerprint System that will allow investigators to conduct biometric identification by utilizing digital imaging technology to obtain, store and analyze fingerprint data and allow criminal investigators to compare prints lifted from a crime scene to those in the National AFIS database.
- Begin upgrading and updating equipment to meet safety guidelines.
- Develop rolling account to fund unexpected costs faced by the Detention Center and known upcoming costs such as replacing computers, security cameras, security hardware, appliances, etc. Propose this account to be funded from the following revenue sources:
  - Commissary
  - Jail Inmate Phone
  - Court – Jail Fees
  - Housing Inmates From Other Counties – 40%
  - State Misdemeanant Confinement Program – 40%

### **Board discussion/questions:**

Commissioner Chapman inquired if other counties in the surrounding area are building new jails. Sheriff Mahoney reported that Polk County has begun initial discussions, but a new facility is a few years out. He feels the County will continue to house inmates for other counties for some time. Some counties

allow Transylvania County to house certain populations simply because of the layout and operations of the facility.

Commissioner Lemel asked what the major cause is for the increase in call outs for the Special Response Team. Sheriff Mahoney said there is usually an underlying mental health component coupled with substance abuse issues and aggravated by weapons in the home. Unfortunately these situations seem to be on the rise.

Commissioner Chappell thanked previous Boards of Commissioners for having the foresight to build a Public Safety Facility that will meet the County's needs well into the future and one that is bringing in revenues because of the County's ability to assist other counties.

*Emergency Management (by Operations Manager David McNeill)*

Mr. McNeill defined Emergency Management as a coordinating agency that works with all the disciplines within emergency services and helps to ensure each one is responding timely.

Accomplishments

- Standardization of Emergency Services
- Paid Staffing (improved level of service)
- Coordination of traditional and non-traditional Emergency Services (i.e. Infectious disease)

Trends

- Coordination of response disciplines
- Alternative methods for funding Emergency Services
- Integration of non-traditional agencies into emergency services response

Goals

- Continued coordination of emergency services
- Coordinate with local agencies
- Complete the Fire and Rescue Study to insure effective and efficient services with financial and operational sustainability
  - Report Target Date: August 2015
  - Map Revision: December 2015
- Strategic Operational Planning of Services

*Communications (by Communications Director Kevin Shook)*

Accomplishments

- Assisted with new Administration Building equipment installation/coordination
- Surge protection issue at Public Safety Facility
- Working with new telephone provider coming to the County to coordinate delivery of 911
- Working through NFIP guidelines on how to improve dispatch protocols
- Working on network security at the public safety facility to meet both FBI and SBI rules and regulations
- Ebola procedures for dispatch
- Implemented Crisis Track which is utilized during disaster situations

Trends

- Fire call processing time has increased

- Steady increase of calls and calls for service over last two years and this figure is expected to rise (processed just over 47,000 response calls last year and nearly 59,000 phone calls)

#### Goals

- Computer server replacement throughout due to end of Microsoft support; security issue
- Replace all XP operation systems due to end of Microsoft support; security issue
- Call volume trend reflecting need for three dispatchers per shift and in order to meet DOI and NFPA standards there is a need to have a supervisor on each shift; currently out of standard during the day; suffers from same issue as Sheriff's Office with losing trained individuals to other agencies and part-time employees seeking benefited positions and it takes at least six months for a new employee in this department trained and certified and training must be done in-house; noted that department must meet DOI standards because department rating is considered in overall homeowners insurance ratings
- Install Priority Dispatch Program that walks dispatch through providing basic instructions to callers (83 counties in North Carolina have this program)

#### *Fire Marshal (by Fire Marshal Gerald Grose)*

#### Accomplishments

- Acquired a full time fire code enforcement official
- Maintains an Active LEPC supporting the programs of Ebola Preparedness, School site safety preparedness, and the County's Emergency Operations Plan
- Continued education required for Level III Fire Code Enforcement and Fire Investigation Certification
- Active liaison with fire departments as work through the Fire and Rescue Study

#### Trends

- Inspections continue to grow (anything greater than a two family dwelling must be inspected according to schedule and must be inspected until structure no longer exists)
- Increase in residential fire investigation
- Steady request each week on information regarding insurance protection class ratings for insurance companies
- Continued support to all downtown festivals, special events and holiday programs

#### Goals

- Meet 85% or more of the mandated fire and safety inspection schedule of the State
- 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.

#### *Animal Control (by Animal Services Director Paul Vis)*

#### Accomplishments

- Two staff achieved national certification as Animal Control Officers – Level One
- Established infection control protocols resulting in zero outbreaks of parvo and kennel cough
- Collaboration between shelter and community rescue groups
- Established volunteer recruitment and training program
- Established "Read a Book" program for 3<sup>rd</sup> & 4<sup>th</sup> graders to practice reading skills to animals for foster/adoption
- Inmate work program developed with Sheriff's Department

### Trends

- Reliable data available for one year

Animal bite reports	105
10-day confinements	105
6-month quarantines	3
Positive tests for rabies	0
Cats processed through facility	332
Dogs processed through facility	663
Rabies vaccines administered to animals processed at facility	995
Rabies vaccines administered at community clinics (certified rabies vaccinators & vets)	1, 180
Community education programs	7
Work cases with adoptions	36%
Work cases for wildlife response	24%

### Goals

- Implement tablets for call response tracking
  - Provide better metrics on call times
  - Access to case files during call response
  - Turnaround time on state required scene photos
  - Web posting of animals
- Increase data sets maintained for analysis and tracking
- Upgrade vehicle fleet for truck with towing capacity
- Increase number of low cost rabies clinics offered (would like to have nine clinics this year because the department is very much behind in this area)
- Advance front line staff professional skill sets
- Increase volunteer engagement and retention
- Collaborate with other agencies for education opportunities, rabies prevention, and responsible pet ownership

*Maintenance (by Operations Manager David McNeill)*

### Accomplishments

- Provide maintenance to over 23 buildings and properties with no increase to staffing levels
- Reworked building services space at minimal cost

### Trends

- Aging facilities have increased maintenance issues and can increase cost; new facilities create challenges as well
- Utilizing inmate labor to accomplish projects
- Electrical issues at the Public Safety Facility have resulted in power surges and two fires in the kitchen. Claims due to fire damage and computers and equipment warrant a solution.

### Goals

- Add 4-door truck to allow transport of inmate labor restoring original fleet
- Add box truck lift to be able to safely move equipment

- Add electronic lock system to exterior doors on DSS/Community Services building to enhance safety
- Continue replacing HVAC older units (>20 years old) due to lack of parts, high maintenance cost
- Install Surge Protection at Public Safety Facility to protect the building and equipment
- Repave parking lot at Parks and Recreation due to high level of deterioration; delaying only adds to cost
- Community Services Building-internal gutters have been leaking and there is water damage that will need to be replaced along with some windows
- Replace jail security equipment that is XP-based and no longer supported

*EMS (by EMS Director Bobby Cooper)*

#### Accomplishments

- Replaced all cardiac monitors over last five years
- Replaced all manual stretchers with battery operated stretchers, reducing exposure to lifting injuries
- Updated Mobile Data Terminals (MDT), providing CAD interface in all trucks, and used for electronic charting
- Currently switching to lighter-weight TecGen turnout gear for hazardous scene response

#### Trends

- 28% increase in total call volume over last five years; 58% increase over last 10 years
- 16% increase in out-of-county transports over last five years; 86% increase over last 10 years
- All on-duty trucks busy and unable to respond 818 times in 2014; 23% increase from 2013; 132% increase over last five years
- As primary back up ambulance, Brevard Rescue Squad responded to 216 additional calls in 2014; 95% increase from 2013
- 58% of EMS patients are 60 years of age or older; 30% are ages 31-60; only 12% are ages 30 or younger
- Difficulty utilizing part time staff due to ACA and availability of personnel, especially on short notice
- Currently have no supervisor assigned to a truck during the day (day shift supervisors not assigned to trucks), but back on the truck at night
- New safety standards that will require all equipment > 3 lbs be secured in the event of a crash
- Calls at night are increasing; all trucks have an assigned supervisor during the night shift
- Current average of 32 vehicle days out of service per month
- Trend indicates increase in average vehicle days out of service over time: 25 in April 2013 to 33 days in March 2015

#### Goals

- Add two positions to allow supervisors to be unassigned at night; provides better operational supervision and an additional response unit (with a volunteer driver)
- Initiate Community Para-medicine Program utilizing on-duty staff to help prevent transports and readmissions by June 2015
- Implement video laryngoscopy to confirm correct placement and reduce liability for missed intubations
- Add an ambulance to the fleet to support times when trucks are out of service for maintenance
- Replace Stryker cot mounts in all ambulances to secure the cot in the event of a crash

- Add an administration vehicle capable of pulling emergency management trailers and removing equipment from the crew cab
- Maintain average response time under nine minutes. Currently meeting this, but increasing due to call volume.

### **Board discussion/questions:**

Commissioner Chapman inquired about the number of ambulances currently in operation. Mr. Cooper said there are six in operation.

*Information Technology (by Information Technology Director Dean Landreth)*

#### Accomplishments

- New switches, firewall installed, load balanced internet connections for failover
- Wi-Fi at Administration and Child Development
- Operating Administration Audio Visual including online Commissioners' meeting streaming and recording for replay on Comporium
- Laserfiche upgrade
- Scanning projects for Health Department (have over 900,000 images to be scanned) and Human Resources records

#### Trends

- Phasing out of XP and Windows Server 2003 support; if not, poses security risk; replaced over 200 over past two years

#### Goals

- Connect remote departments on County network
- Remove XP and Windows server 2003 machines (57 XP related)
- Add Wi-Fi to Parks and Recreation because not currently connected to County network

*Soil and Water (by Soil and Water District Director Jeff Parker)*

#### Accomplishments (as listed in Annual Report)

- Allocated \$41,866 NC Ag Cost Share Program for water quality BMPs
- Installed 13,824 feet of livestock exclusion (fencing excludes livestock from surface water)
- Received and allocated AgWRAP funds (ponds for irrigation and livestock)
- Planned BMPs will keep 429 tons of soil out of streams and rivers
- Grant from TVA for pasture improvement equipment
- Completed eight French Broad River debris removal projects with County funds
- Gave 40 classroom presentations and had 600 student participants in poster contests with two area winners and one State winner (900 participants this year)
- Jeff Parker received 20-year service award from NC Association of SWCD
- Education Coordinator JoAnn McCall received 10-year service award from NCASWCD and a Friend of Education Award from Rosman Middle School

#### Trends

- Increase in grant funds
- Increase in need for equipment rental; equipment is expensive so it is very economical for Soil and Water to own the equipment and rent it to citizens

Goals

- Increase landowners using Ag Equipment rental program
- Increase educational presentations to students and adults
- Allocate increased grant funds for cost share projects

*Register of Deeds (by Register of Deeds Cindy Ownbey)*

Accomplishments

- Implemented changes required by Voter ID Law and Marriage Law, and NC Vital Records procedure modifications; required internal operations and software changes
- Increasing online data available to the public; ongoing project
- Working to implement e-recording; statewide trend; no cost to the County

Trends

- Increase demand for electronic resources
- Revenues have increased 6% July-March; revenues exceed expenditures

Goals

- Complete GT/GT scanning project
- Complete scan project for earliest Deeds of Trust books
- Complete the current Preservation Project; required to keep written records; ongoing since 2011-12 budget; hopes to start real estate documents next year
- Add workstation for new scan station; replace scanner/printer for plats with single dual machine; still running on XP platform and has had since 2004
- Complete implementation of e-recording
- Turnaround eligible recording documents upon same day of receipt; same-day instead of within 24 hours
- Cross-train to insure higher accuracy indexing
- Fully cross-train staff on daily functions

*Housekeeping (by Support Services Manager Keith McCoy)*

Trends

- Identified safety issue with transport of heavy equipment from facility to facility such as floor buffers
- Working with TVS Clients in a community partnership for delivery of supplies

Goals

- Implement a plan to house equipment in different buildings to prevent workplace injuries
- Maintain minimum weekly cleaning schedule as set forth by department
- Currently staffed well but will need additional staff if continue to expand facilities

*Transportation (by Support Services Manager Keith McCoy)*

Accomplishments

- Worked collaboratively with the City of Brevard and Brevard Music Center to transport students safely in town

Trends

- Growing sense of community need for transportation services
- Ridership has decreased over the three fiscal years, primarily reducing senior services and mental health trips

Goals

- Maintain existing level of service
- Work with Land-of-Sky Regional Council on a connection point at Asheville Regional Airport to connect with Asheville, Buncombe County and Henderson County
- Address issues discussed at upcoming local Transportation Summit; coordinate effort with Land-of-Sky Regional Council and NCDOT
- Investigate potential sources of grant funding to provide service

*Planning and Community Development (By Planning and Community Development Mark Burrows)*

Accomplishments

- SBEA Grant Closeout, saving County \$106,000
- Kick off of 2025 Comprehensive Plan by Planning Board
- Began utilizing GIS in house
- Successfully transitioned economic development function to TPED
- Completed requested work on High Impact Land Use Ordinance

Trends

- Comprehensive Plan update
- Subdivisions and Exemptions are both up this fiscal year showing positive indicators that development is growing
- Historic designations at the local level have remained at the same rate; average two per year

Goals

- Work to better communicate plat review and subdivision ordinance requirements
- Timeline for 2025 Comprehensive Plan
  - Public input sessions (20-30 meetings) May, June and July
  - Create ArcGIS database October 2015
  - Draft plan complete December 2015
  - Spring 2016 public hearings/revisions/adoption
- Close out the 2011 CDBG Scattered Site Grant, continue to serve on the Asheville Regional Housing Consortium, and seek new housing related grants
- Collaborate with TPED as needed to support economic development efforts (submitted grant on their behalf; helping with referrals to new organization)
- Assist with the exploration of water infrastructure development as needed
- Continue providing staff support for the Joint Historic Preservation Commission and County Transportation Advisory Board and efforts with NCDOT/RPO and projects
- Work with other community organizations needing grant assistance
- Fully transition the Flood Damage Control Ordinance from the Building Permitting Department and work with farmers and property owners to ensure compliance

**Board discussion/questions:**

Commissioner Chapman asked if there had been any cell tower applications submitted. Mr. Burrows reported he has received no cell tower applications; however AT&T is exploring 12 different sites. Once an explanation is submitted, there is quite a bit of work involved by Planning staff.

*Board of Elections (by Elections Director Tracie Fisher)*

Accomplishments

- Public Education of Voter ID requirement
- Election held along with special referendum

Trends

- Largest single day one-stop turnout ever for the county with 950 voters on October 31, 2014
- 6th highest percentage turnout in the state for the November election at 54.58%

Goals

- Hire and train new Deputy Director of Voter Administration
- Fully implement Voter ID (booths at local festivals for education purposes)
- Conduct first Presidential Preference Primary separate from May statewide Primary since 1980
- Prepare for new voting system based on State law requirement; bill to delay has passed State House
- Likely statewide election this year due to Governor's push for bond

*Department of Social Services (by Interim Social Services Director Carson Griffin)*

Accomplishments

- Child Support collections of \$1,585,692 for FY13-14 serving 931 children
- Child Support met or exceeded all State enforcement goals for 2013-14
- Worker recognition for 9<sup>th</sup> highest State arrearage collection of \$11,298.83 for May 2014
- Implementation of NC FAST system for Medicaid and Food and Nutrition Services units eliminating need for paper files
- Maintained 60% State/federal reimbursement rate with shrinking State funding for mandated programs
- Served 26,086 customers in person and 58,832 by telephone for FY 2013-14
- Child Welfare unit placement with relatives from 17% in 2012-13 to 60% for current year-to-date which alleviates cost of room and board for licensed care and staff time and travel to placements out of county

Trends

- Child support has broadened their focus to working with both custodial and non-custodial parents to better meet the needs of the child
- Although actual Medicaid caseloads have only increased slightly, NC FAST has increased time required to process benefits by an estimated one and one-half to two hours for each case generating ongoing overtime and paid comp in the approximate amount of \$35,000 which is more than County's cost for two positions after 75% reimbursement
- Continued 75% federal reimbursement for Medicaid staff time to promote hiring of sufficient staff to process benefits and 75% reimbursement to upgrade to new computers for speed and efficiency
- Implementation of Open Windows for transparency increased available worker time codes from approximately 100 to over 600 increasing required monitoring time significantly

- Growth of personnel over the last five years due to the increase in service requests; has increased volume of personnel needs required by administrative officer
- Increased computer programs necessary to process work and track staff and program needs

#### Goals

- Increase child support collections by 2% for a total collection of \$1,617,406
- Addition of two Medicaid staff to bring numbers in alignment with NC FAST recommendations and eliminate overtime and burnout for existing staff and replacement of all Medicaid staff computers
- Upgrade Processing Assistant III position to an Administrative Assistant I to oversee operational, functions, clerical staff, all DSS security and computer programs, training in mandated areas, support to New Adventure Learning Center, and back-up coverage for clerical positions allowing Administrative Officer to devote a more significant portion of time to budgeting, report reviews, staff time recording, and personnel issues for DSS and New Adventure Learning Center

#### *Child Development (by Interim Social Services Director Carson Griffin)*

#### Accomplishments

- Served 70 children including those with severe behavior problems and other significant developmental diagnoses
- Only center to maintain a five star developmental day license in the County

#### Trends

- Community need for child care with limited child care slots
- Lack of infant/toddler care County-wide
- Child care rates have increased in the area
- Enrollment at center consists of 25 % Developmentally Delayed, 50% Subsidy and 25% Private Pay
- 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

- Restructure to reduce class size and increase quality (decrease staff by three)
- Restructure private pay rates consistent with area increases
- Maintain a five star license
- Maintain one-year-old classroom

#### *Tax Administration (by Tax Administrator Annette Raines)*

#### Accomplishments

- Highest collection rate in State of North Carolina last year at 99.81%; 7<sup>th</sup> year in a row
- Began in-house reappraisal data collection
- Finalized migration from old legacy system to HP 3000 art dot net system acting as beta development for several modules of the tax administration system

#### Trends

- 99.81% Collection Rate

### Goals

- Continue excellent customer service
- Finalize reappraisal for 2016
- Provide timely response to citizen appeals
- Maintain collection rate at 99.5% or better

### **Board discussion/questions:**

Chairman Hawkins asked if it is possible for the Board of Commissioners to set a tax collection rate this high (99.81% or higher) when projecting the budget revenues. The Manager said there is no statutory limit to projecting a tax rate, but there is a practice limit. Ms. Raines noted that taxpayers that appeal do not have to pay taxes until the appeal is settled, so this could impact the tax collection rate in future years.

*Health Department (by Health Director Elaine Russell)*

### Accomplishments

- Achieved reaccreditation in 2014
- Implemented Patagonia Electronic Health Record System; scanned 286 boxes of paper medical records into system; ongoing project
- Responded to communicable disease:
  - Led Ebola preparedness and developed response algorithms
  - Investigated two pertussis outbreaks
- Conducted summer camp assessment and education
- Expanded vaccine billing to top five insurance carriers
- Hired new Health Director

### Trends

- Increase in agency insurance billing claims; numbers have grown exponentially; need maximize business office operations in order to maximize billing capacity
- Increase in vaccine preventable outbreak trends, e.g. pertussis and measles
- Increase in requests for environmental health services; modest increases
- Emergent leadership needs for administrative services to integrate Patagonia functions and clinical operations
- Increase in data requiring mapping capacity; clinically and environmentally
- In 2014 Health Department staff spent 694 hours investigating pertussis cases and contacts at a total cost of \$38,470
- Environmental Health trends-modest uptick in onsite visits for wastewater permits; slight increase in food/lodging permits
- Nurses were required to perform lab tech duties 2,187 times during 2014, for an average of 182 times per month; not optimal and need to add lab tech

### Goals

- Establish dedicated focus on budget and fiscal operations for Business Officer, dedicated leadership for Administrative Services and increased billing support through a restructure/reclassification of three positions; helps to maximize billing and therefore ask the County for less money
- Realign job duties for WIC vendor management
- Assure surge capacity to maintain Environmental Health services to community with part-time reclassification

- Establish dedicated public health laboratory operations to improve efficiency and decrease client wait time with one full-time position
- Increase compensation for medical director consistent with regional norms and increasing complexity of agency oversight
- Conduct quality assurance for medical records scanned into Patagonia Electronic Health Record System
- Establish agency license for ESRI mapping software to advance local data analysis for the community

### **Board discussion/questions:**

Commissioner Chappell asked how often the Health Department goes through its accreditation process. Ms. Russell responded that the Health Department goes through the process every four years.

*Library (on behalf of Library Director Anna Yount-Librarian Lisa Sheffield)*

### Accomplishments

- Top five Library system in the state in three key metrics:
  - Third in Per Capita Circulation behind Wake and Durham
  - Third in Library Visits Per Capita behind Buncombe and Guilford
  - Fifth in Program Attendance Per Capita behind Durham, Davie, Davidson and Buncombe
- Among 14 libraries awarded a Lego Junior Making Kit Grant from the State Library of North Carolina and the Association for Library Service to Children
- Initiated a Teen Advisory Panel to engage teens in library activities
- Summer Reading Program registered 712 participants and there were a total of 4,758 attendees at events
- Began offering access to e-Periodicals
- One of six sites and only two libraries in State to host Smithsonian Exhibit, Hometown Teams: How Sports Shape America.
- Continue to digitize and preserve local history; last year nearly 500 items/images added to DigitalNC.org
- Installed a hearing loop system in the Rogow Room with funding from the Transylvania County Library Foundation.

### Trends

- Increased demand for e-resources
- 14<sup>th</sup> highest total electronic materials circulation in NC
- 152% increase in e-book circulation last year
- 286 uses in the first partial month of e-periodicals
- Increased demand for tech assist
- Each month an average of 385 citizens require technology assistance from library staff
- Increased demand for Wi-Fi/cloud based print capability
- Increasing concern over security for staff and patrons
- Increase in complaints over the AV system quality in the Rogow Room; 10 years old and it's showing its age

### Goals

- Replace the AV system in the Rogow Room to be consistent with the Administration Building; share equipment and provide online streaming if overcrowded in one area

- Increase the number/availability of e-resources
- Enhance staff capability to assist with technical support to users by expanding available platforms (such as tablets) for use within the library
- Institute cloud-based mobile printing for the public
- Improve public safety and security in and around the library by having a part-time security guard or law enforcement officer
- Host Hometown Teams Smithsonian Exhibition; one of six libraries in State; invitations will be sent to Commissioners

### **Board discussion/questions:**

Chairman Hawkins noted the new Library will be celebrating its 10<sup>th</sup> Anniversary in the new building.

*Solid Waste (by Solid Waste Director Jeff Brookshire)*

### Trends

- MSW at the landfill is up almost 9% for this fiscal year
- Projected remaining Life for Waste as of April 23, 2014 with a 2% growth rate is 13.06 years; updated figures in May of this year indicate 12 years remaining
- Now having to pay for electronics, used oil and glass disposal because demand has dropped; banned from going into the landfill
- Recyclables, electronics and scrap metal are all up so far. Prices for these have dropped.
- County is a good recycling county; ranked 19<sup>th</sup> in State and has no curbside pickup

### Goals

- Upgrade scale software for better receipt tracking
- Reduce overtime use by filling previous position of Sanitation Equipment Operator
- Finalize details of leachate and sludge disposal agreements with Rosman and Brevard
- Maintain or increase percentage of recyclables removed from waste stream
- Update and improve collection center facilities (signage, sheds, tree trimming, etc.).
- Continue use of community service workers

### **Board discussion/questions:**

Commissioner Chapman asked how the department is handling old tires. Mr. Brookshire said this is not a growing issue. There is only one place in the State that will take old tires. The State will reimburse counties, but not at a rate to cover costs of disposal.

Commissioner Chapman also asked how community service workers are assigned to the landfill. Mr. Brookshire said the court system assigns community service hours to offenders and they are given a couple of choices as to where they can perform their hours.

*Building Permitting (by Building Permitting Director Mike Owen)*

### Accomplishments

- Promoted website - increased activity
- Weekly average (as of April 20):
  - 11 single trade applications
  - 11 inspection requests
  - 8,750 hits per week

- 374 users with log-in; helps to avoid trips to the office
  - Note: Log in allows contractor to apply for single trade permits, request inspections and view permits and activity. General public can view permits and activity without log in.
  - Note: Customer website usage allows staff to process applications and inspection requests during non-peak time periods; customers are able to access information without relying on staff, otherwise additional office staff would be necessary.
- Relocated office providing a more professional, business friendly setting
- Implemented a voicemail system to collect inspection requests allowing staff to process during non-peak time periods
- Other counties considering purchasing permit software program Transylvania County created in conjunction with Automated Results
- Improvements made to existing software; featuring emailed daily inspection results
- New inspector, Devin Wilson, has achieved two Level I certificates

#### Trends

- Retirements and lack of qualified applicants create a challenge; new hires take three-five years to be trained and independent (requirements include attending 167 hours of class the first year, 118 hours the following year and 102 the last year.); current staff will spend numerous hours training on office procedures and field training.
- New construction permits have increased value in the last year by 48.22%

#### Goals

- Maintain response time by hiring additional inspector to meet increased volume; longevity of other inspectors a factor
- Review residential projects within one day
- Review commercial projects within two weeks
- Inspect next day for all requests received by 4 p.m.

#### *Parks and Recreation (by Parks and Recreation Director Carleen Dixon)*

#### Accomplishments

- Work began on Phase II of the Rosman Community Park
- Built trail (privately funded by Baker family), playground, basketball goals and replaced windows at Silvermont
- Installed new trash/recycling containers at Silvermont and Connestee Falls
- Launched new registration system that will allow online registration
- Began strategic plan process with City of Brevard
- Completed a department reorganization to streamline management
- Redeveloped the aquatics program at Champion pool (not structure)
- Revised cash handling in department for greater accountability and to meet fiscal standards

#### Trends

- There are eight parks covering a total of 75.86 acres that require mowing and grounds maintenance
- Four restroom facilities
- Two picnic shelters
- There are 17.82 acres at additional County facilities requiring grounds maintenance

- Outside organizations (soccer, Little League, church groups) struggle to rely on volunteer boards so they continually rely on Parks and Recreation

#### Goals

- Develop patron satisfaction measures and begin tracking
- Complete strategic plan
- Expand opportunities for programming and implement new instructor contract standards
- Update and implement the current fee structure and scheduling of facilities
- Streamline partnership agreements with outside providers
- Improve safety on parks equipment, replace playground at Transylvania Recreation Center
- Increase public communication via web and social media, press releases, etc.
- Work with NC Wildlife Commission to install river access at Rosman Park; project delayed but NC Wildlife Commission willing to pay for entire project
- Install air conditioning in the Parks and Recreation Center gymnasium
- Work on the next phase of Silvermont renovation identification
- Restructure grounds responsibilities with Maintenance Department so that all are under the Parks Division; this will add a full-time position and transfer a part-time position

#### *Finance (by Finance Director Gay Poor)*

#### Accomplishments

- Provided information that contributed to Standard and Poor raising the County's bond rating from A+ to AA
- Maintained financial records and prepared a Comprehensive Annual Financial Report for FY 15 that resulted in an unmodified audit opinion and earned the GFOA's Certificate for Excellence in Financial Reporting
- Procured furniture, fixtures, and equipment for the new Administration Building
- Installed a fraud protection program through First Citizens to provide another layer of security for public funds
- Improved operational efficiencies through the implementation of software and technology capabilities (i.e. budget process)

#### Trends

- Experiencing increases in the volume of transactions processed by the Finance Office's core functions (accounts payable checks written, payroll direct deposit checks written, purchase orders issued, EMS transports/billings) as well as projects
- Expanded use of financial software, intranet, and internet options will allow the Finance Office to keep up with the growing number of daily activities and continue to deliver services promptly and efficiently.

#### Goals

- Update Purchasing Procedures and Policies to incorporate the latest statutory requirements and best practices, to provide departments with a clear, comprehensive guideline for the acquisition of goods and services, and to improve internal controls
- Enhance the accessibility, timeliness, and transparency of financial information for both internal and external customers through innovative applications of new technology capabilities
- Generate reports to post on website; provide transparency for citizens

*Administration (by County Manager Jaime Laughter)*

Accomplishments

- Began work on the County strategic plan with movement towards performance-budgeting and management
- Hired a new manager
- Began establishing a communications plan to better communicate what is going on in County government
- Filming of Commissioners' meetings with live internet streaming and replay on Comporium
- Courthouse Study comparison
- Old Detention Center renovation plans
- Completed old library renovation for use by Administration
- Supported establishment of TPED

Trends

- Current backlog of minutes is being addressed to catch up
- Old closed session minutes are being reviewed and released as needed
- Following long session in State Legislature

Goals

- Complete strategic plan and begin implementation
  - Continue to train and implement measures towards a performance-based Budget with defined and measured outcomes. Ideally this would enable staff to create a year-end report to citizens.
  - Employee Evaluation and Performance System implementation; recommendation to come from the Personnel Board
  - Multi-year spending plan (at least move in that direction)
- Courthouse Capital Needs Plan development utilizing previous architectural studies to determine next steps and program a capital improvement strategy.
- Old Detention Center capital improvements including renovation, relocation of Wellness Clinic during construction and determine how to modify parking to accommodate the facility
- Complete additional technology needs at Administration Building: for teleconferencing and videoconferencing capabilities; purchase tablets for use by presenters during meetings so they can see a screen while presenting; purchase wireless microphones for use in alternative meeting set ups that work with the existing system; insure Commissioners' office has a computer along with a station laptop for use in the meeting rooms.
- Maintain records as required by State law; complete Board of Commission meeting minutes for adoption more timely and reduce current backlog; publish agendas and agenda packets for meetings in a timely manner for review; implement a new tracking system to identify outside parties that are habitually creating delays in submission of agenda item; re-codify Transylvania County Ordinances by end of fiscal year; establish method of tracking attendance and minutes for County boards and committees.
- Implement procedure for using a PowerPoint presentation to guide citizens during Commissioners' meetings, including template and guidance for agenda item submittals to include relevant slides prepared by presenters.
- Implement use of the Granicus software for management of County boards and committees; continue to evaluate policy effectiveness and efficiency for boards and committees while developing standards and protocols for record keeping and communication.
- Clerk to register for NC Clerks certification course for completion during the next academic year.

*Human Resources (by Human Resources Director Sheila Cozart)*

Accomplishments

- Implementation of the Wellness Clinic to keep health benefit costs down and increase productivity of employees due to illness; opened in September 2013
  - In February 2014, expanded to include dependents over age 12 on the health insurance plan
- Transitioned Employee Annual Lab-work to Clinic
  - Saved money by using Quest Diagnostic
  - Drawing of all specimens for Lab-work and able to interpret those results in a quicker more efficient manner.
  - Relieved the Health Department and EMS of this task.
  - Offer allergy shot clinic for employees/children taking weekly allergy shots
- Performed special lab testing for
  - Infectious disease titers for Health Care Workers
  - Routine Bloodwork
  - Hormone level testing
- Affordable Care Act impacts and implemented changes as required

Trends

- To date cost of the clinic is \$199,055.70 (\$185,000 in contract fees, plus \$14,055.70 lab fees)
- Value of Services provided – Based on BCBS allowable charges \$297,102.86 reflecting a 33% savings before accounting for prevention.
- Additionally, employee copays for the visits would have been \$90,760 bringing a total savings of \$206,342 for actual services provided.
- There were a total of 2,739 visits to the Wellness Center in the last 19 months: 1,722 episodic visits, 744 well visits, 273 dependent visits; the required visits to qualify for insurance coverage fell under the wellness visit category
- Began scanning personnel records to enhance efficiency of records management
- Number of County employees has increased in the last 10 years from 289 to 326 full-time budgeted positions (mainly due to new Public Safety Facility) which incrementally increases the amount of employee services that are needed and provided.
- Currently HR has one and one-half staff members, which is one-half staff member reduction since 1991. The staff member is shared with other administrative needs of the County Manager and Clerk to the Board of Commissioners areas.
- Experiencing a large number of retirements of long term professionals in critical leadership positions; over the past few years staffs have worked on succession planning to prepare for upcoming retirements and reviewed longer term needs for replacements.

Goals

- Continue to promote prevention and wellness as a strategy to keep benefit costs down
- Complete records scanning project
- Work with Personnel Board to develop, recommend to Commissioners and implement a comprehensive compensation philosophy

*Partnering Agencies (by County Manager Jaime Laughter)*

- NC Forestry Service
- Blue Ridge Community College

- Security position upgrade to full-time as part of overall plan to enhance security at both locations
- Cooperative Extension
  - Currently at 40/60 funding split but implementation of State strategic plan will move it to 50/50 in FY 17; unsure of financial impact yet
  - Possible further adjustment to the Ag Agent position/position vacancy based on outcome of County Director search
  - There may be opportunity to share the Family and Consumer Sciences position with Henderson County
- Economic Development
  - Continued reserve funding for TPED and economic development; obligation by County

*Partnering Agencies-Non-discretionary (by County Manager Jaime Laughter)*

- Land of Sky COG
- Smokey Mountain LME/LMO
- Cemetery Board
- Rescue Squad (Presentation to Commissioners on May 11)
- Fire Departments (Presentation to Commissioners on May 11)

*Outside Funding Requests-Other (by County Manager Jaime Laughter)*

- Community Centers
  - 19 potential Community Centers have been identified in the County by staff
  - 11 of 19 previously received funding because they were used for voting sites
  - Now only seven are used for voting sites (changed in 2012)
  - See Off Community Center requesting funding in FY 16 (non-voting site)
  - Recommend verification of all receiving funding that they have nonprofit status or are a polling site

*Outside Funding-Other (by County Manager Jaime Laughter)*

- Joint Historic Preservation Commission
- Parks Commission (unsure of history of why fund Parks Commission)
- Transylvania County Honor Guard

*Outside Agency Requests (by County Manager Jaime Laughter)*

- Transylvania Natural Resources Commission position request (out-of-ordinary request)
  - Request a County position dedicated to natural resource planning management, policy, education and facilitation of collaborative efforts including strategic planning
  - Some of the job description includes facilitating collaboration across groups, policy development, participating in economic development, etc.
  - Some elements could be regulatory such as watershed assessment and management that would not be a good fit for a service like Soil and Water.
  - Some cross-over with Solid Waste, Soil and Water, Parks and Recreation and Cooperative Extension, although Cooperative Extension strategic plan will refocus their role
  - Could make sense as part of a staff civil engineer position

- 50% total increase in requests including three new requests
- No consistency with supporting outside agencies; outcomes not documented; recommend explore developing a policy standardizing how County funds Outside Agencies, but how the County documents those decisions so the public knows how those dollars are being spent and what kind of outcomes are expected
- Discretionary Agencies requesting funding:
  - Transylvania Vocational Services
  - Western Carolina Community Action
  - The Mediation Center
  - KOALA
  - Pisgah Legal Services
  - Smart Start
  - Transylvania Christian Ministry – new request; assistance with basic necessities for citizens in financial crisis when DSS is unable to help
  - Transylvania Resource Access Information Network-new request; efficient and collaborative communications network for nonprofit agencies to track client needs, match them with available resources in the community and identify and address gaps in services
  - WNC Communities
  - Brevard College
  - Transylvania Heritage Museum
  - Historical Society
  - Transylvania Community Arts Council
  - Brevard Music Center – new request; performing arts productions for County residents as well as visitors; facilities available at low or no cost for use by government, educational and civic groups for special events and functions
  - Heart of Brevard Fireworks-funded in prior years at \$1,500; found that due to an accounting error they were double paid this year; FY 16 request was to increase appropriation to \$2,000

### *Budget Timeline*

The Manager reviewed the budget timeline for the remainder of the fiscal year, as follows:

- May 15 – Legislative deadline for Board of Education Budget Request submission; will make a presentation at the May 11 Board of Commissioners’ meeting
- May 26 – Presentation of Manager’s Recommended Budget during regular meeting
- June 1 – Target Budget Workshop
- June 4 – Target Budget Workshop
- June 8 – Possible Budget Workshop during regular meeting; schedule public hearing
- June 22 – Public hearing on FY 16 Budget at regular meeting

The Manager intends to meet individually with each Commissioner over the next two weeks to discuss tonight’s presentation in order for her to craft a recommended budget based on their priorities. She asked Commissioners to submit to her any questions they may have about anything presented here tonight. She will compile the questions and answers into a document for the full Board.

Commissioner Lemel appreciated the opportunity to hear from Department Heads. She said she was surprised to hear so few increases for additional staffing. She looks forward to this process starting earlier next year.

Commissioner Chapman said most citizens are not aware or have an understanding of all the services provided by County government and how much the need continues to grow. The services being provided are very important, but they come at a very large cost. He asked those in attendance tonight to encourage others to watch the video recording of this meeting so they can understand the magnitude of the services being provided with taxpayer dollars. He vowed that the Board of Commissioners and Department Heads will continue to keep costs as low as possible despite the challenges they face.

Chairman Hawkins emphasized the complexity of the services provided by County staff and the impressiveness of the Department Heads who made the presentations this evening. The purpose of tonight's meeting was to give everyone a sense of what local government does for citizens of the County. He stated that Transylvania County Government is the most complex business in this County because there are so many functional components and many times the job skills needed do not translate well in other areas, but they work together. Chairman Hawkins said despite the slow growth of the County overall, the presentations indicated a record number of service requests. This means that the population of a county and the services being required by its citizens are not necessarily related. Chairman Hawkins said he was impressed with the recurring theme he heard throughout the presentations, that being striving to be customer oriented. Lastly, he is more aware of the pressures these departments work under, especially with continued mandates from the State. Chairman Hawkins thanked Commissioners for being willing to change the budget process from previous years and allow Department Heads to present their information in this manner.

#### PUBLIC COMMENT

Bill Page: Mr. Page said he was very impressed with Transylvania County's employees. The County provides many services and most citizens are unaware or do not care. He thanked the Department Heads for their presentation. He commented that he will be calmer the next time he receives his tax bill because he has a better understanding of how his tax dollars are being spent.

Jim Barrett: Mr. Barrett is the Director of Pisgah Legal Services. He said he is impressed with how Transylvania County takes care of its citizens. He thanked Commissioners for providing funding over the last few years and for their consideration of funding next year.

#### COMMISSIONERS' COMMENTS

Commissioners Chapman and Lemel are traveling to Raleigh soon to participate in a day-long educational course on understanding the complex issue of school financing. Commissioner Lemel noted this was a joint opportunity offered to both Boards.

#### ADJOURNMENT

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

ATTEST:

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Mike Hawkins, Chair  
Transylvania County Board of Commissioners

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Trisha M. Hogan, Clerk to the Board