

MINUTES
TRANSYLVANIA COUNTY BOARD OF COMMISSIONERS
February 19, 2019 – FY 2020 BUDGET KICKOFF WORKSHOP

The Board of Commissioners of Transylvania County held a budget kickoff workshop in lieu of a regular meeting on Tuesday, February 19, 2019 at 9:00 a.m. in Commissioners Chambers at 101 S. Broad St., Brevard, NC.

Commissioners present were Will Cathey (Commissioner Cathey arrived at 10:25 a.m. He had post-trial court matters to handle.), Jason Chappell, Vice-Chair W. David Guice, Chair Mike Hawkins and Page Lemel. Also present were County Manager Jaime Laughter, County Attorney Misti Bass, and Clerk to the Board Trisha Hogan.

Media: *The Transylvania Times* – Derek McKissock.

The meeting began with approximately 20 people in the audience, mostly department heads who will be presenting today. There were approximately five citizens in attendance in addition to the department heads. Throughout the day, the number of people in attendance fluctuated.

CALL TO ORDER

Chairman Hawkins presiding declared a quorum present and called the workshop to order at 9:05 a.m. He welcomed everyone to the meeting and explained the workshop would be somewhat informal. He introduced Commissioners and staff in attendance, and then turned the meeting over to the County Manager to begin the presentations.

OVERVIEW OF COUNTY FINANCIAL POSITION, FISCAL TRENDS, AND INTRODUCTION TO BUDGET PROCESS

County Manager Jaime Laughter

Overview of Demographics and Economy

- Population growth from 2010- 2017 was reported at 4.5%, a lower rate than NC overall (7.8%), but still ahead of average rate for all 100 counties (3.495%); birth rate is steadily declining (2015: 274; 2016: 263; 2017: 252) and outpacing the death rate meaning that the vast majority of growth is in migration; 2017 annual growth from prior year was 1.4%
- Median age from 2010 was 48.8; 2017 was 50.9; projection for 2022 is 51.6
- Aging population trend generates a demand for services (particularly in health and human services, public safety and EMS)
- K-12 Public School population has decreased 5.5% from 2014-2019; State figures for number of children are relatively steady, but Transylvania County reports a higher rate of charter school attendance compared to surrounding and peer counties (Bottom 10 of 100 counties for numbers of children in the public school system based on average daily membership)
- Unemployment rate is at 3.4% (State at 4.2%) in 2018, down from 4.4% in 2017
- Median household income (SAIPE) 2017 was \$47,587 (below NC median of \$52,752); Transylvania County ranks 43rd for median household income
- Median worker income was \$21,859 (comparing to household median reflects the county's household income includes money not 'earned' in local wages); Transylvania County ranks 93rd for median worker income
- Average weekly (single worker) wage declined from 2017 (\$662) to 2018 (\$645) and remains in the bottom third of counties for this metric

- Median value of single family occupied housing in 2016 was \$203,100; Transylvania County ranks the 11th highest for this metric
- 2018 market rate for county infant care was \$1,048 ranking 13th highest in the State
- A working couple with each making the median worker income, renting a two-bedroom home (fair market rate is \$650, which is very challenging to find) and with an infant in child care can expect to spend 46.6% of their gross income on rent and child care alone, without accounting for transportation, utilities or food

Overview of Financial Position – Revenue Growth

- Revenue growth is modest considering that State of North Carolina considers Transylvania County to be a wealthy county
- Ad valorem taxes make up 58% of the total budget
- Sales tax is the 2nd highest revenue source, followed by intergovernmental revenue
- Counties, unlike municipalities, are extensions of the State and provide many mandated services, which come with restricted and unrestricted funding from the State level
- Sales tax makes up approximately 15% of total revenues and is not keeping pace with the State average growth of 9.16% (NCACC)
- Many times earmarks tied to sales taxes received by counties
- Transylvania County does not receive Article 43 (tied specifically to public transportation system) or Article 46 (number of uses, but must be passed by voter referendum) sales taxes
- Property tax-average growth in value of penny (removing outlier from revaluation) is 0.74% reflective of slow growth in property valuation
- 53rd ranking lowest to highest in valuation totals
- Increases in prior budgets were powered by lower debt payments as prior bonds were paid off and fell as a part of overall expenses; these payments will be much higher after general obligation school bonds are issued
- Using debt roll off payments to offset operational increases is not a sustainable model

Overview of Financial Position – Service Demands

- With bond, debt service will increase from 2.3% of General Fund expenses to 12.86%, if remaining figures were stagnant
- Golden Leaf Project funds removed

FY 2018 Actual Expenditures (Minus Golden Leaf Transfer)

- Highest category is Education spending at 32%
- Public Safety spending was at 26%
- Human Services spending came in at 19%
- Spending on Economic and Physical Development was higher because of the Golden Leaf Project, but it was removed from the graph to show what expenditures would look like in a normal year

General Fund Spending Category Changes 2008-2017

- Debt service decreases over this period
- Some areas take a larger share of the budget: Education and Public Safety, due to significant growth in demands

2007-2017 Annual Spending Change

- Expenses outpacing revenues calculated over nine year average
- Largest % increases in Transportation, Culture & Recreation, Public Safety and Education

- Largest fiscal impact increases are Public Safety and Education, followed by Culture and Recreation
- FY 18 Budget had 7% total increase due to Golden Leaf grant; FY 19 Budget had -1.6% change due to removal of Golden Leaf grant

Overview of Financial Position – Service Demands and Challenges

- Education bond passed in 2018 for \$68 million bond requires a tax increase of 10.5 cents/\$100 valuation
 - \$213 annual tax increase for home + increases for motor vehicles
 - FY 19 County had the 12th lowest tax rate in NC; will have 39th lowest with the pending increase tax increase
- Aging population and low average weekly wage could indicate increasing demands for Health and Human Services in the future
- Limited undeveloped land of size and infrastructure availability for economic development opportunities and manufacturing-type job growth and tax base expansion
- Property acquired for conservancy or State or federal ownership means decrease in tax base
- Over 50% of the land mass in Transylvania County is not taxable which creates issue for raising revenue to meet service demands; however, non-taxable lands require services – receive only \$200,000 from federal government to offset tax base loss, intended to fund emergency services, education, and other purposes; federal funding has minimal impact
- Managing expectations of service with retiree in-migration, such as response times in rural areas of the County

Overview of Financial Position – Service Demands

- Wide range of tax rates to fund fire departments; FY 19 Commissioners funded anything above 14 cents in a fire district from the general fund (county wide property tax); Cedar Mountain, Rosman and Balsam Grove could easily push to 14 cents based on needs and the low tax valuations in the district, requiring additional supplementation under the current funding method

(Below is the slide from the FY 19 public hearing)

District	Budget Request	Current Fire Tax Rate	District Fire Funding Method Rate with cap*
City of Brevard Residents	None (City Budget)	City Tax only	City Tax only
Brevard/Sylvan Valley II	\$480,000	5.5 cents	5.5 cents
Rosman	\$554,125	11.59 cents	12.09 cents
Little River	\$457,230	9.11 cents	9.06 cents
Connestee	\$782,258	7.67 cents	8.33 cents
Cedar Mountain	\$193,100	13.78 cents	13.76 cents
Lake Toxaway	\$892,786	4.79 cents	5.44 cents
Balsam Grove	\$100,207	10.98 cents	11.18 cents
North Trans.	\$276,655	12.70 cents	14 cents

- For FY 19, capped the fire districts' tax rates at 14 cents, which fully funds the approved fire department budgets, with the exception of North Transylvania Rescue

- Funded the amount over the 14 cent cap for North Transylvania Fire Rescue, totaling \$102,112 from fund balance
- Value of one cent throughout various districts is dramatically different, making the ability to raise revenue in some districts strained
- If Commissioners elect to maintain 14 cents cap, it will place additional demands on the general fund to fund any overages

Budget Process

- Six month reviews today and will continue at next two Commission meetings
- Requests from specific departments will be submitted to the budget officer (County Manager)
- County Administration will review departmental requests with department leadership.
 - For departments led by elected officials (Sheriff and Register of Deeds), these meetings will include two County Commissioners
- The Board of Commissioners may authorize or request the submission of a budget containing recommended appropriations in excess of estimated revenues
- County Administration plans to propose the recommended budget at the May 14, 2019 meeting of the Board; statutory deadline is June 1, 2019
- Prior to the adoption of a budget ordinance, a governing board must conduct a public hearing at which time any persons who wish to be heard may appear

Today's Plan

- Commissioners should jot down questions they may have and the Manager will gather those to send to departments for response to be prepared for the full Board; questions should be submitted to the Manager by Friday afternoon so they may be distributed and responded to in a timely manner
- Each department will have a strict five minute presentation of the departmental reviews at this meeting today, except the large capital and landfill items on the agenda
- Departments were given the option of providing additional information that would not fit in five minutes and that material is included in a notebook as supplemental information
- As staff progresses through the agenda, the Clerk will provide Commissioners with copies of the slides for their reference
- There will be time to discuss more in depth on budget process at the end of the meeting
- Commissioners should remember this is just the beginning of the process!

ADMINISTRATION AND MANAGEMENT SUPPORT DEPARTMENT UPDATES

Administration – County Manager Jaime Laughter

Accomplishments

Clerk to the Board and County Manager

- Board of Commissioners Meetings-10 regular meetings and four special meetings during the period July 1-December 31, 2018
 - Power Point Presentation, follow up, minutes, etc. for each meeting
 - Website updates for IT, press releases, announcements
- Prepared annual, quarterly and monthly Citizen Advisory Council (CAC) reports as required
- Approximately 50 public records requests fulfilled for internal and external customers, in addition to research
- Managed sunshine list and distributed 62 notices and releases on behalf of Board of Commissioners and CACs; 25 CACs that also require notice of meetings

- Assisted with event planning: Veterans Day Ceremony, Oath of Office Ceremony and Organizational Meeting, NCDHHS community meeting, joint meeting sessions, Get Set and Sesame Street launch at HalloweenFest
- Contract, resolution and letter processing for Board
- Processed nine facility requests outside of county related meetings
- Active member of NC Association of County Clerks; appointed Treasurer in March 2018 and serves on Executive Committee; Manager credentialed under ICMA
- Secured grant to upgrade Commissioners Chambers with a hearing loop

Finance

- Completed the Ecusta Road Industrial construction project
- Completed selection of financial software and starting process (phase completion over 2021, but fiscal activity transition in 2019)
- Change of leadership with former Director retirement
- Budget FY 19, Audit, AFIR and GFOA certificates complete
- Evaluating internal processes for efficiency (EMS Billing, Occupancy Tax Collections, etc.)
- Nonprofit funding contracts

Human Resources

- NeoGov application management system implementation underway
- Compensation study underway
 - Noted that compensation study was not fully implemented five years ago and it did not fix all of the problems it intended to fix
- Established employee health committee to work on healthy practices at work
- Updated travel policy

Trends

Clerk to the Board and County Manager

- 6 Month Trends
 - 137 Agenda Items processed for BOC meetings (write/review/follow up)
 - 25 CAC Appointments
- Growing need to manage and digitize documents using software
 - Increase in records requests by internal and external customers; three major requests this year
 - Increase in agenda items and action requested of BOC
 - Contract management
- Demand for accountability and transparency (FB Live meetings, increasing social media presence; using #iServeTransylvania)
- Continuing education critical to being up to speed on legal cases and law changes
- Increasing network including SOG, legislative communication (state and federal), NCACC, etc.
- Increasing core research/communications support for various CACs, task force groups, department heads

Finance and Human Resources

- Increase in reporting requirements in HR and finance policy steps under Uniform Guidance
- Retirements and recruitment challenges

Goals

- Citizen friendly version of annual report

- Complete review and codification of County ordinances
- Annual reporting requirements for all citizen advisory councils by policy deadline
- Archival of minutes with NC Department of Cultural Resources; copy of microfilm to Library
- Finance Director certification from UNC School of Government by 2020
- Complete Compensation Study
 - Study from five years ago was not fully implemented
 - Implemented only from bottom of the pay range to the mid-point
 - Saved money, but created compression, and therefore did not fix the all of the problems it was intended to fix
- Finance software implementation process to design of financial software, train and implement internal users (integrates Human Resource processes)
- Long range capital planning
- Facilitate discussion of Strategic Plan status and prioritization

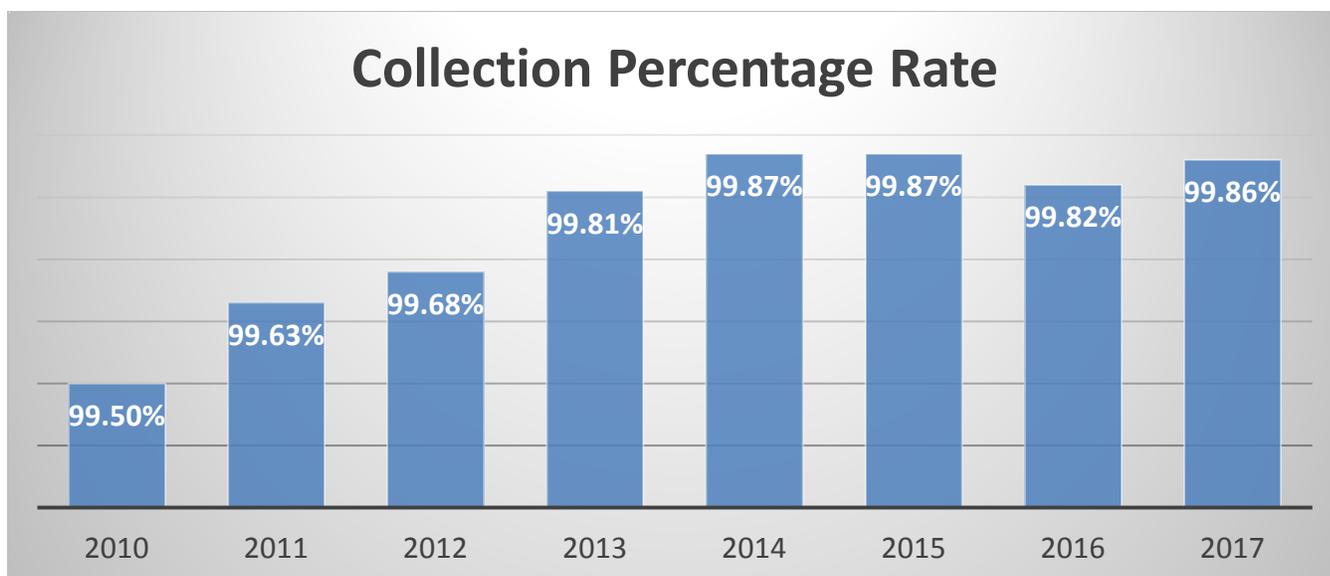
Tax Administration – Tax Administrator Jessica McCall

Accomplishments

- One of the top collection rates in State of North Carolina
 - As of 6/30/2018, 99.86% collected for 2017 tax bills; 0.04% increase from 2016
- Payment coupons and e-Statement option implemented with 2018 tax bills
 - Several partial payments received, resulting in payment in full prior to the delinquent date
- Heard and responded to real and personal property appeals in a timely manner
 - Informal and Board of Equalization and Review appeals heard and completed with no new appeals to the Property Tax Commission for 2018
 - There remains a 2015 and a 2016 appeal at the Property Tax Commission
- A portion of the Present Use Value recipients were reviewed
 - \$24,568.29 discovered as a result of 2018 annual review
- Review process of exempt property enhanced and will be maintained on an annual basis
- GAP Billing for unregistered motor vehicles successful and continues to be processed on a monthly basis
- Lockbox vendor changed to First Citizens Bank; cost savings mostly due to transfer fees
- Cross training of Tax Administration staff continues to expand
- Several Tax Administration staff members obtained and/or maintained certifications
- Two supervisors completed the EAN Leadership Academy
- Staff received training on all topics per the County safety matrix; training will continue on a monthly basis

Trends

- Collection rate above State average
- Approximately 90% of citizens pay taxes in a timely manner
- Cross train staff in all areas of the Tax Administration Office
- Chart below shows trend in tax collection percentage rate from 2010 through 2017



Goals

- Continue to Provide friendly, efficient, courteous and prompt customer service
- Maintain collection rate at 99.5% or better
- Continue to implement the payment coupons and e-Statement option with annual tax billing
- Proficiently review, process and maintain all tax records
- Keep all land records updated, edited and maintained accurately
- Hear and respond to appeals in a timely manner
- Continue annual review of Present Use Value recipients
- Continue annual review process of exempt properties
- Present resolution to Board of Commissioners requesting to change minimal bill amount to \$5.00
- Prepare for 2021 reappraisal
- Continue to expand cross training and certification of staff
 - Develop a compensation incentive plan for various levels of certification
 - Encourage individual development
 - Promote longevity and commitment to Transylvania County Tax Administration
- Continue staff safety training based on the County safety matrix

In response to questions from Commissioners, the Manager informed that the last appraisal was completed in 2016, and that the next appraisal will be completed in 2020 thereby impacting the 2021 tax bills.

Register of Deeds – Elected Official Cindy Ownbey

Accomplishments

- Implemented the “Thank A Vet” program on May 18, 2018; since implementation issued 188 photo ID discount cards and signed up 23 participating businesses
- Began next phase of GT/GT project; encompasses indexes for real estate dating back to the beginning of the County
- Completed year three of the five-year Preservation Project; released 14 books for preservation and received back 19 books because of the process; books returned on September 11, 2018
- Implemented legislative changes pursuant to SL 2018-280

- Adhered to Governors Order # 67 to suspend the collection of certain fees for NC Vital Record (post Hurricane Florence), from October 23, 2018 until rescinded on January 18, 2019 by Order # 87

Trends

- Continue to see increased demand for electronic resources; approximately 5%
- Continue to see increase in number of documents
- Continue to see improvement in revenues; collected roughly 53% of budgeted revenues at FY18-19 half-way mark; revenues continually surpass expenses, which is not typical across the State

Goals

- Continue phases of GT/GT scanning projects
- Continue the current Preservation Project
- Continue adding submitters for e-recording, ongoing
- Continue efforts to grow our “Thank-A-Vet” program by encouraging more businesses to participate in giving a Veterans Discount when shown an ID card
- Continue all customer service and training efforts to better serve citizens
- Replace current plat cabinets; offering a safer environment and creating better use of storage and protection of documents, now and in the future; capital budget item for 2019

Elections – Director of Elections Jeff Storey

One Stop Early Voting Turnout

- Conducted the 2018 General Election last November
- Voter turnout and interest in One Stop Early Voting has continued to increase since 2010
- Voter turnout is still dictated by the level of interest for each election, based on external factors such as candidates on the ballot, referendums, amendments
- Voter turnout in the 2018 General Election was the highest total for a mid-term election in Transylvania

Accomplishments

- Certifications
 - Director completed Certified North Carolina Elections Administrator; required within two years of appointment and to complete continuing education and training annually
 - Upcoming – recertification for Certified Elections Registration Administrator
 - Deputy Director continuing certifications
- Conducted 2018 General Election
 - Record turnout for a mid-term election
 - Less than 20 minute wait times for early voting in peak hours
 - Averaged 684 voters per day; highest was 918 on day one
 - Peak turnout between 10 a.m. and 3 p.m.

Voter Registration

- Voter registrations continue to remain steady
 - With considerable increases for presidential election years
 - 24,348 registered voters as of February 11, 2019
- 23,611 registered voters in 2008
- Net increase of 737 registered voters in 10 year span

Goals

- Implement Voter ID Law passed by NC Legislature and transitioning to paper ballots
- Implementation to involve State-funded equipment to provide ID cards to voters
- Conduct Voter ID seminars for the public no later than September 1
- Implement new voting equipment, to include new tabulators and ADA ballot marking devices
- Secure Williamson Creek election site
 - Community Center closed in 2019, but effort underway to keep it open
 - Could involve merging precincts for 2020 if effort unsuccessful
- Elections Board is now comprised of five members, with 5th member appointed by the Governor and is seated as Board Chair
- Prepare for upcoming elections
 - 2019 Municipal in November for City of Brevard and Town of Rosman
 - 2020 Primary in March (earlier date due to presidential)

Information Technology – Director Dean Landreth

Accomplishments

- Replaced 60 PCs and laptops and in process of replacing 24 public computers at the Library
- Upgraded Firewall to a newer model at no additional cost
- Assisted and consulted on various Requests for Proposals across departments
- Designed and implemented new website for Sheriff's Office
- Installed hearing loop at Silvermont
- Upgraded phone system in Administration, incorporating them into the campus phone system; added individual mailboxes for Commissioners
- Set up and prepped 45 laptops with elections software and operating systems; encrypted as dictated by State
- In the process of updating Cyber Breach procedures, based on recommendations from Governor's Crime Commission
- NC Fast rollout for Child Welfare Division of Social Services

Trends

- Email Retention – Increased need both internally and externally, due to public records requests and for legal hold
- Backup Data – Backups, storage requirements continue to grow as the County continually produces more data
- Security Threats – Malware, Crypto/Ransomware, Spear Phishing; this is an ongoing everyday battle for local governments; very costly
- County Email Usage – receive between 4,000-6,000 emails every day with nearly 2,000 being spam
- Livestream and Facebook Live for Board of Commissioners Meetings – 5,789 Facebook Live viewers at an average of 2.5 minutes, but 765 web viewers averaged 40 minutes

Goals

- Existing goals - 2017-2018
 - Expand Meraki Network/Wireless infrastructure to outlying county locations, i.e. Solid Waste, Animal Control, Child Development and EMS
 - Implement updated firewall protection and management infrastructure
- New goals - 2019-2020
 - New email retention policy/solution
 - Increase backup capacity
 - Continue educating end users on security/cyber risks

Legal Department – County Attorney Misti Bass

Accomplishments

- Legal department began its first full year in operation with one attorney and a 20 hour per week paralegal
- Attended court at least weekly representing the County in the courtroom
- Expanded usage of legal software that tracks and maintains court dates, legal documents, deadlines, email and phone communications, and tasks needed to provide services using secure sharing of this information
- Utilized legal software for time management
- Advised Commissioners and assisted in the negotiation and drafting of County contracts and agreements
- Provided legal advice and documents for an expanded number of County departments

Trends

- Began to see more input and requests from other County departments
- Demand mostly in Department of Social Services
 - Total adult services and other miscellaneous hearings docketed-37
 - Total child support hearings docketed-1,078
 - Total CPS matters docketed (multiple Hearings in the same case on a day are counted as one hearing) -314
 - Total matters docketed for Transylvania District Court-1,429

Chairman Hawkins noted that the rationale behind hiring in-house counsel was to split attorney time 80% DSS and 20% County Administration/other departments. He inquired if the attorney time is being split among departments as planned. The Manager reported that in 2017 the Attorney's time was split 85/15%. It was as intended in 2018. Her time still averages to about 80/20%.

Commissioner Guice commented that the work that is required for the County Commission versus the Department of Social Services is completely different. To him, the data reflects there is a continued and growing need for support in DSS, possibly additional support. He thought, in terms of providing legal service to the County departments and Commissioners, that is difficult to determine everything we are responsible for and how it should be managed.

Goals

- Assess CPS cases in need of permanency and file terminations of parental rights in cases where appropriate
- Complete and file all court orders in CPS matters within thirty days
- Keep in compliance with all statutory deadlines
- Provide more timely and efficient service to all departments

BREAK AT 10:17 A.M. RECONVENED AT 10:23 A.M.

SOLID WASTE

Solid Waste – Director Kenn Webb and County Operations NCACC Fellow Kate Hayes

This presentation is intended for the purpose of sharing information with the Board about the Solid Waste department, particular the landfill site and its life cycle. Expansion of a landfill is a significant investment.

Ms. Hayes stated that the current cell in operation at the landfill is inching closer to capacity. She stressed that while the department is looking into future options, they are referring to expanding at the current location and the options that are available there. She indicated on a map “Approximate Location of Landfill Limits” which is the current active cell relative to the entire property. She also pointed out the approximate distance from the entrance on Rosman Highway/64 West to the entrance from Howell Road is three miles.

The current operating site consists of about 20 acres out of the 750 acre property.

Woodruff Landfill-History

- Original construction plan submitted in 1988 to consist of six phases
- 1st phase constructed in 1990 and 1991
- Waste disposal began in May 1992
- Leachate tank was constructed during Phase 4 expansion
- Phase 5 constructed and permitted in 2007
 - The Phase 6 vertical expansion over the Phase 5 footprint was approved in 2009
- The proposed phases 5 and 6 were constructed at the same time and permitted for construction as "Phase 5" due to increasing waste stream and to save on construction costs

Life of Landfill

- Based on most recent capacity study from November 2018, the expected remaining life is 8.7 years (August 2027)
- Because of the lengthy process (surveying, permitting, constructing) to start a new cell, it will require action in the next budget year

Calculating Life of Landfill

- Engineer calculated life of site; included in the capacity study
- Calculated based on 2% waste stream growth rate
- Expected to reach capacity in 2027 with approximately 431,000 cubic yards

Waste Volume

- Remaining waste capacity is based off the airspace provided by existing grades and proposed final grades, assumptions regarding density of waste and the amount of cover soil in the fill
 - The total remaining airspace is the total volume between the current waste grades and the top of the cap
 - Total remaining volume of waste is 509,270 cubic yards (283,918 tons)
 - Anticipated waste in landfill at closure of Phases 1-6 with slopes of 3:1 is around 1,387,090 cubic yards (773,309 tons)

Compaction Rate and Capacity

- Annual capacity calculations from most recent 5-year data determined the approximate in-place density of waste and soil combined is around 1,155 pounds per cubic yard; taken from January 2018 permit
- From November 2018 capacity study, the figure changed slightly to 1,153 pounds per cubic yard

Trends

- From FY 1993 to FY 2017 annual waste disposal ranged from a low of 11,498 tons (FY 1995) to a high of 32,157 tons (FY 2006)
- The 25-year average annual tonnage from 1993 to 2017 was 21,810 tons (70 tons per day)
- Transylvania County has a relatively small operating landfill

Mr. Webb presented on the current operations and future outlook of the landfill. He also discussed ways to extend the life of the current cell.

Current Operations

- In addition to solid waste, other activities are carried out at the site
 - LCID disposal area
 - Temporary storage and grinding of wood waste
 - Collection of recyclable materials
 - Collection of scrap tires and white goods for off-site recycling/disposal

Working to Improve Landfill Performance

- Lower leachate through storm water management
- Eliminated violations from NCDEQ

Leachate Update

This chart shows the amount of leachate that had to be hauled as a result of rainfall during a period in 2018, noting that leachate from May remained in the system as of June 1 for hauling in June. Mr. Webb stressed the need for a pipeline.

Month	Rainfall (inches)	Leachate Hauled (gallons)
Jan 2018	9.22	806,800
Feb 2018	11.71	988,400
Mar 2018	4.89	605,400
Apr 2018	6.24	493,800
May 2018	26.59	632,800*
June 2018	4.3	595,400
July 2018	6.75	471,400
August 2018	11.02	879,000
Sept 2018	5.78	248,000

Next Steps: FY 2020

- Important to answer these two questions:
 - Do we haul material out-of-county?
 - Do we expand the landfill on the current property?
- Will be requesting funds for engineering work to help the County answer these questions, to include quantifying expansion costs in the future
- Develop long range plans for landfill property, i.e. access roads, leachate management, pipeline, cover dirt, mining (for dirt)

Main Option: Expansion

- Continue current operations and apply for a permit for Phase 7 onsite landfill expansion
- Determine how many acres are required for additional 30 years of operation (FY 2027-FY 2057)

Timeline

- If proceed with current operations, new cell would be constructed around FY 2025
- Current property is not ideal for landfill construction due to rockiness of soil and steep slopes
- Advantageous to expand next to current cell because current cell does not close, creating volume between the two cells; also helps with permitting because infrastructure in place
- DEQ review is at minimum of two years for new cell

Main Option: Transfer

- Construct a transfer station and haul waste out of Transylvania County
- Still requires expansion because there is no existing facility to utilize as a solid waste transfer station
- Include comparison counties and Best Management Practices

Ms. Hayes talked about ways to extend the current life of the landfill.

Additional Options: Extend Current Life

- In terms of solid waste management and environmental quality as a whole, landfilling should be a last option
- EPA created “The Waste Hierarchy” to prevent waste in landfills possibly extending the life the landfill for months or years
 - Currently recycle 19% of incoming materials, compared to national rate of 35%
 - No way to know how much organic matter is entering the landfill because not able to track; community outreach to look at create ways of reducing food waste

Mr. Webb wrapped up the presentation by reviewing construction costs and then answered questions from the Board.

Cost of Landfill Construction per Acre

- 2005 EPA study provided cost estimates ranging from lowest estimate to highest; cost per acre
- Landfill construction costs have increased since 2005 study
- Need 10-20 acres to meet needs far into the future (50+ years) with cost ranging from the low side of \$3.5 million to the high side of \$14 million
- Diversion efforts will help extend current life, but some communities have to weigh costs of programs, with some having to eliminate recycling programs due to high cost

The Manager noted that the Solid Waste operation is funded through an enterprise fund. The County charges user fees that are intended to offset the cost of operations; however, the County has a history of transferring monies from the general fund to offset the cost of operations and capital improvements for this department. Currently, there is a net cost to the enterprise fund for recycling; however, the cost is lower than the cost to operate a landfill. There are ongoing costs landfills for leachate management, post-closure testing requirements, etc. Staff has not studied the true cost of doing business or set user rates at the actual cost of operating the department. In the future, as Commissioners have difficult discussions about the long term life of property taxes and the general fund, it will be important for them to understand how they relate to the enterprise fund.

Chairman Hawkins asked if there was a capital reserve fund set up for landfill expansion costs. The Manager stated there are some funds in reserve for the landfill, but they are insufficient for this project or other unforeseen expenses.

Commissioner Guice felt it was time for the County to study the true cost of operating the landfill because without it there cannot be an honest comparison of costs and options to ensure the Board is making the right decisions for the community.

Commissioner Cathey inquired about the possibility of applying for grants. The Manager stated there are no grant funds available for operating landfills. Mr. Webb added that most grants are geared toward diversion programs, such as composting facilities or recycling infrastructure. There are also rural community grants that may be available for pipeline construction.

With the current weather conditions and personnel shortage in his department, Mr. Webb said he intends to subcontract leachate collection just to help maintain the pace. As the department starts to evaluate long term potential costs for a landfill, they intend to design the new landfill so that six phases are not open. When cells are closed, a liner is placed over the top and rainfall no longer has to be collected into a leachate tank.

The Manager reminded Commissioners that the County has a leachate agreement with the Town of Rosman in which the County pays the Town for the disposal. The additional cost comes from transporting the leachate. A pipeline would not eliminate the cost of disposal, but it would eliminate the transportation component. The agreement includes a clause that the rate would remain the same if a pipeline were to be installed in the future. There may be grants available for the Town of Rosman for expansion of their wastewater system to accommodate the pipeline.

Chairman Hawkins clarified the path forward over the next 12 months to be that Commissioners will be asked to allocate funds for engineering research and a financial analysis of the two options (expansion or transfer), and to make a decision on one of the options. The Manager confirmed. With regard to true cost, he noted there are imputed costs that are unseen, making the analysis of true cost very complicated. The Manager agreed. She stated the method in which the department has gone about setting the rates has been from an operational bases and comparisons to other communities. They have not taken into account the long term cost of having a landfill cell. For instance, the closed landfill at the Calvert location still incurs annual costs for testing. If there were to be environmental changes at the site, the County would incur additional capital costs. She could not say for certain if staff would be able to figure the true cost with 100% accuracy, but she was certain that the conversation with the Board of Commissioners needs to be had and the thought process should be long term, not year to year, and determining the most sustainable model for our citizens.

Commissioner Guice asked if there were potential grant funds available for transfer stations. Mr. Webb was unaware of any grant funds available and would have to research further.

Commissioner Lemel inquired if the future projections included the cost of constructing a pipeline. Mr. Webb informed that the pipeline will be part of the FY 2020 discussion. He intends to elaborate further during the presentation on Operations.

Commissioner Chappell added that another challenge when trying to evaluate the total cost of operating a landfill is the tipping point of charging citizens fees for disposing of trash. If the cost is skewed too high, there could be problems with citizens disposing of trash in places where they shouldn't. Mr. Webb noted that unfortunately this is already occurring. He strongly urged consideration of this factor as the total cost of fee structures are considered.

OPERATIONS DEPARTMENT UPDATES

Maintenance – Assistant County Manager David McNeill

Accomplishments

- Completed building maintenance in all county buildings with total square footage of 281,351
- Several projects completed; key projects:
 - Completed Courthouse Bell Tower Project
 - Completed Courthouse Lawn Project
 - Completed DSS building Window Project
 - Continued R-22 HVAC Unit Replacement Project

Trends

- Aging facilities and equipment have increased maintenance issues and costs
- Flat and aging roofs with increasing maintenance and repair needs
- Aging HVAC Systems
- Moisture/humidity control issues in older buildings; impacts fine paper documents
- Aging electronic equipment/needs and planning assessment (Public Safety facility)
- Recreation improvements 2019
 - Pickleball courts at Recreation Center
 - Lights for Tennis Courts
 - Ballfield improvements

Goals

- Complete improvements to Community Services Building
 - Window replacement project started; will improve energy efficiency and attractiveness of building
- Complete Pickleball Courts at Recreation Center
 - Working on strategy to complete along with shower project
- Complete tennis court lighting project at Silvermont; in-house project
- Public Safety Facility Maintenance Plan
- Maintain general maintenance activities for over 281,000 sq. ft. of building space

Housekeeping – Operations Support Manager Chad Owenby

Accomplishments

- Reassignment of Housekeeping to the Operations Support Manager
- Revised schedule and staff assignments to accommodate staff coverage due to sick or vacation leave
- Implemented tracking and distribution of housekeeping supplies; resulted in cost savings
- Maintained supply room
- Worked with outside contractors for Housekeeping needs
- Implemented a schedule for stripping and waxing floors twice a year; carpets cleaned twice a year or as needed
- Acquired equipment to improve efficiency
 - Wide area vacuum at library to reduce vacuuming time

Trends

- Use of contract services for specialized housekeeping services
 - Floor strip and seal/carpet cleaning
 - External window cleaning

- Bathroom tile and grout cleaning
- Continue working with TVS clients in a community partnership for delivery of supplies
- Evaluation of equipment and cleaning materials to identify possible efficiencies or hazards
- Evaluation of MSDS sheets for electronic access for County staff for the purposes of accessibility and records retention

Goals

- Continue streamlining supplies and reducing storage
- Improve efficiency through implementation of revised housekeeping schedule, acquisition and utilization of proper equipment, privatization of specialized housekeeping services, and performance standards for staff
- Professionally maintain cleanliness of facilities making them inviting and safe to public
- Monitor and update staff training/using the NCACC County College Program; free online program

Safety – Operations Support Manager Chad Owenby

Accomplishments

- Successfully completed the first Emergency Management/Mass Violence /Active Shooter training in the NCACC Pool
 - Event took place at the Social Services Building; included staff, emergency services (police, fire, rescue, EMS, TCSO), Blue Ridge Community College, the Safety Committee and County Administration
- Updated two-thirds of the County’s Risk Management/Safety Policies
- Completed the two-year NCACC Safety Credit Renewal Survey; awaiting results
- Worked with the NCACC to establish a lightning safety policy for the Landfill and other County departments that conduct business outside

Trends

- Electronic access to MSDS system is becoming industry standard; paper and notebook becoming outdated and not as accessible to all employees
- Increase in accidents this year; evaluating prevention and reduction strategies to reduce number of accidents
- Safety training and risk management is moving to the electronic based form of learning and education in the local government sector

Goals

- Electronic MSDS system to track and record any chemical/material that could pose a potential hazard to an employee or patron
- Employee and departmental access to the “County College” training site through the NCACC
 - Developed by the NCACC to provide and track job and discipline specific access to training
- Emphasize and track departmental monthly safety meeting and training; assist as needed
- Ensure compliance with all regulatory requirements

Fire Marshal – Fire Marshal Gerald Grose

Accomplishments

- Deputy Fire Marshal earned his Certified Fire Investigator (CFI, Fire Life Safety Educator Level III, Fire Prevention Level III Standard Certificate

- Currently at 100% of the mandated fire and safety inspections for 2018, with a steady increase in new commercial occupancies and businesses
- Continued support of County programs through Transylvania Public Health, School Site Safety Preparedness, the Safety Committee and functions of the County's Emergency Operations Plan
- Continuing to work with and develop our Fire Investigation Task Force with investigators from Brevard Police, Sheriff's Office, and the Fire Marshal's Office
- TCFMO sponsored, participated and completed an Expert Witness Courtroom Testimony Class for fire investigators with NC IAAI
- Continue to stay on top of new trends and continuing education requirements for NC Fire Code Enforcement, Fire Investigations and Emergency Management
- Performed 38 new commercial plan reviews in 2018, along with several remodels, site visits, including request for changes of occupancy

Trends

- Inspections continue to grow, with each new commercial project adding to the numbers of our required inspections; current database of 1310 occupancies
- Performed 392 fire prevention inspections in 2018
- Performed 22 fire investigations in 2018, with one civilian fire fatality and one civilian burn injury
- Responded and assisted with 82 Emergency Management calls which included storm events, haz-mat spills, lost/missing persons, waterfall accidents, high-level rescues, water rescues, and medical emergencies
- Steady weekly requests for information regarding recent upgrades to insurance protection class ratings on properties for insurance companies

Goals

- Maintain 100% of the mandated fire and safety inspections
- Continue open working relationships with fire departments, local and State law enforcement agencies for fire investigations to determine origin and cause
- Continue to provide fire safety education to the citizens of the County
- Continue education in training classes, gaining knowledge in the new trends of fire investigations, code inspections and emergency management activities

Commissioner Lemel congratulated Mr. Grose on reaching the 100% mark on the fire and safety inspections. She understands this is has been a departmental goal for a while, although it has been a challenging one.

Commissioner Cathey asked if the department liaises with an underwriter's laboratory and whether they offer programs. Mr. Grose responded the department occasionally works with an underwriter's laboratory and confirmed they offer programs.

Emergency Management – Communications Director Kevin Shook

Prior to beginning his presentation, Commissioner Cathey thanked Mr. Shook for his department's service during the last storm event.

Accomplishments

- Staff participated in a wide variety of training and received multiple certifications over the last year, including Technical Rescue, Water Rescue, Wilderness Rescue, Search Management, and Incident Command

- Coordination with emergency services stakeholders (i.e., Red Cross, volunteer departments, Public Health)
- Worked with Transylvania County Rescue Squad to increase rescue capabilities
- Mutual aid response to the World Equestrian Games as incident management, as well as to the coast during Hurricane Florence as water rescue and incident management
- Sponsored multiple classes for staff and emergency services, including ICS-300, wilderness search and rescue, and active assailant training
- Response to nearly 200 calls for service, including leading a group from Transylvania County Rescue Squad to assist with the mudslide in Polk County and the winter storm in December

Trends

- Large increase in number of calls responded to; 192 calls in 2018 vs 109 in 2017
- Coordination of response disciplines
- Continued integration of non-traditional agencies into emergency services response
- Increased technical response needs (high angle rescue, water rescue, wilderness rescue, haz-mat)
- Additional training required to meet the technical response needs
- Staff (two members) participated in 630 hours of certification training in 2018
- Staff (two members) worked an average of 245 hours a month, not including the 630 training hours
- By call breakdown, of the 192
 - 66 technical; these are high level calls because of the resources the department has available

Goals

- Continue coordination with local agencies and conducting cross training
- Continue strategic operational planning of emergency services
- Revision of current fire/rescue contracts
- Update the current Emergency Operations Plan which is essential to the work of the department
- Review and revise County ordinances as needed to reflect State and federal updates; important for reimbursements during emergencies/disasters
- Complete the regional all-hazards update as required by FEMA
- Establish shower and companion animal capabilities at primary shelter facility

Communications – Communications Director Kevin Shook

Accomplishments

- Continued training, certification, and re-certification for all tele-communicators through PowerPhone and the North Carolina Office of EMS to achieve call-processing in less than 90 seconds while call demand trending upward
- Designed, bid, and awarded contract for a new five-site, four-channel VHF simulcast radio system
- Attended multiple State board meetings and forums
- Installed a new microwave link between the Public Safety Facility, Rich Mountain, and the downtown backup center

Trends

- Call processing time decreased since implementation of PowerPhone in 2016
- Steady increase of calls for service over the last five years; based on current projections, expecting approximately 56,000 calls for service in 2019

Goals

- Continue training, certification, and re-certification for all tele-communicators through PowerPhone and the North Carolina Office of EMS
- Implementation of an update to 911 phone system
- Implementation of the VHF simulcast radio system
- Install a new microwave link between Rich Mountain, Rocky Mountain, and Toxaway Mountain
- Implement new public safety software to increase public transparency and responder capability

Animal Services – Director Kevin Shook**Accomplishments**

- Part time receptionist, kennel attendant, and vet tech added to staff
- Increased staff training
- Increased officer presence in community resulting in 13% decrease in service requests
- Decreased 1% in Rabies Control activities
- Achieved 93% dog-cat live release rate
- Partnered with Brother Wolf Rescue to implement new, local, low-cost spay/neuter program at shelter weekly
- Forged new relationships with rescues, 33% increase in dog/cat rescues

Trends

Key Operational Metrics	2016	2017	2018	+/- PREVIOUS YEAR
Service Requests	823	1594	1398	-13%
Total Animals facilitated Dogs – Cats only	1054	1360	1320	-3%
Total Live Animal Release Rate	56%	85%	93%	+8%
Animal Bites-Exposures	145	61	89	+32%

Goals

- Continue high live animal release rate (90% +)
- Continue training to national standards
- Upgrade an additional response vehicle
- Continue to strengthen the relationship of the volunteers
- Work to build the strengths of the various rescue groups
- Work on the companion animal shelter options for emergency activations

EMS – Interim Director Kim Bailey**Accomplishments**

- Worked with Mission Health on strategies and protocols to reduce out-of-county transports; number of out-of-county transports has decreased since September 2016

- Continued mass violence response training with staff; full-scale County exercise conducted in November; worked with agencies on response procedures, equipment, training and additional exercises
- Continued to assist Communications with updates, reviews, and the training needs of the Emergency Dispatch (EMD) program
- Offered transition classes with BRCC to meet new credential requirements set by NCOEMS
- Instructed local educational sessions to address need for stress management/PTSD and suicide prevention education and awareness
- Updated continued education program resulting in increased hours for advanced level personnel
- Addition of two personnel in FY 19 allowed for supervisors to provide additional response unit 24 hours/day

Trends

- Becoming more difficult to maintain average response time under 9 minutes, due to increase in number of in-county calls, especially in outlying areas
- EMS agencies across the country seeing an increase in violent events and have been purchasing ballistic protection (helmets and vests) for staff
- Emergency Services has seen increased need for stress management/ PTSD and suicide prevention education and awareness
- Continuing education and mandatory training needs continue to increase, resulting in more overtime
- In 2018, 5.2% increase from 2017 in call volume (264 calls)
- In 2018, 28% of out-of-county transports occurred between 9:00 p.m. and 9:00 a.m. when EMS is limited to two on-duty ambulances
- Transylvania County Rescue Squad responded an ambulance 66 times with 38 transports
- Average response time was 9.9 minutes compared to 9.8 the previous year; 2 minutes later than the national average
- Out of our 13 peer counties, Transylvania County ranked 8th in response times
- Call volume to outlying areas increased from the previous year
- Room for improvement with focus on improving response times to outlying areas where call volume has increased and current response times are longer

Goals

- Evaluate locations of ambulances to reduce response times outside Brevard
- Replace an ambulance
- Promote discussion with Commissioners to establish target response times
- Continue mass violence training and response procedures, to include purchase of ballistic vests and helmets for EMS staff and mass violence response kits
- Continue to work with Mission to reduce out-of-county transports
- Consider future base replacement/relocation
- Continue to assist Communications with updates, reviews, and the training needs of the Emergency Medical Dispatch program
- Continue to improve continuing education program and educational offerings
- Continue to address the need for stress management/PTSD and suicide prevention education and awareness among Emergency Services personnel; potential development of a County Peer Support Team

Commissioner Guice commented that mental health training and education is critical for this department, as well as for law enforcement. He was very much interested in this subject and wanted to ensure there

were programs available to help people with mental health issues avoid entering the criminal justice system.

Solid Waste – Director Kenn Webb

Accomplishments

- Continue operations in Phases 4 and 5; placed over 24,979 tons in 2018
- 7% decrease in waste on liner over 2017
- NC DEQ erosion issues addressed with initiation of sedimentation pond construction
- Changed compactor wheels to increase compaction rates during landfilling
- Improved facility and site appearance
- Department fully staffed, including two new positions approved in FY 2019 Budget
- Two personnel promoted to Solid Waste Coordinators to assist Director in day-to-day operations management
- Improved electronics recycling program; cost savings from new pricing in 2018 exceeded \$13,500

Trends

- Waste at landfill has leveled out since increasing for several years
- Reduction seen from one key customer diverting to another facility due to fee changes; reduction of 15% since November 2018
- Commodity prices for recyclables have recovered slightly; global recycling markets are weak
- Leachate totals for 2018: 7,770,800 gallons
- 2018 was historic for rainfall as leachate totals
- Looking for ways to manage land clearing and debris more effectively; hoping to create topsoil
- Customer counts are up at convenience center sites

Goals

- Increase compaction and diversion to extend lifespan of landfill

(Mr. Webb had a number of goals to present, but due to timing his presentation was cut short. Commissioners received copies of each department's full presentation.)

BREAK AT 11:35 A.M. RECONVENED AT 11:42 A.M.

CAPITAL DISCUSSION

County Manager Jaime Laughter and Assistant County Manager David McNeill

EMS Base Station

- Constructed in 1957; 1,961 sq. ft.
- Location presents issues with entering and exiting the facility
- Structural issues
 - Floor, foundation and walls are showing signs of the building sinking
 - Medlock & Associates (engineer) found horizontal cracks in the brick veneer, $\frac{3}{4}$ " settling over numerous areas of the interior floor system, and settlement of non-load bearing walls
 - Estimated repair budget \$48,000-\$90,000 (does not account if soils are root issue)
 - Not currently in danger of structural failure
- Roof
 - Evaluated in 2016 with replacement cost \$44,644

- Does not include plumbing, HVAC, electrical, etc.; additional \$12,000-\$18,000
- Ambulance bays
 - Constructed when ambulances were vans; bays are short and narrow
 - Requiring frequent repair
 - Bay doors have at times dislodged from the tracks and damaged apparatus
- Storm water
 - Building sits below the grade of the highway and frequently floods the bay and office areas despite installation of drains to prevent
- Air quality
 - Aging system with narrow vents
- Bay floor
 - Cracks/settling
 - Section of the floor is unstable/moving when ambulance enters/exits
- Electrical needs to be up-to-code
- Cosmetic issues with limited renovation due to structural wall placement
- Not adequate operationally
 - New ambulances are larger
 - Limited office space
 - Limited storage
 - No onsite training space
 - Exposure of staff to diesel fumes due to gear placement in bays
- Location at intersection dangerous and difficult for rapid deployment; limited space to maneuver ambulance back into the bay following return from a call
- Due to space issues, storing ambulances outside at times, which is not adequate for this type of apparatus
- Relocation of EMS base would promote better response times
- New base roughly estimated to cost between \$1.7 million and \$1.9 million depending on property, grading work, etc.

In response to Chairman Hawkins, Mr. McNeill responded the cost estimate for a new EMS base includes six bay, space for storage of equipment and supplies and a training area.

Commissioner Cathey inquired about the location proposed for a new base. The Manager was unable to disclose a potential location at this time, but noted it would require property acquisition. She advised the Board that this discussion would first need to occur in closed session for potential contract negotiation purposes.

Commissioner Guice reminded Commissioners that the County already owns property at the Public Safety Facility site. The Manager stated the challenges with the County-owned site are with rapid deployment and mixing with traffic coming to the Public Safety Facility. These challenges do not rule the property ineligible for this use, but it would require grade changes and storm water containment. Issues such as these would be considered during a property search. Mr. McNeill stated he was not opposed to the site for an EMS base station, but he concurred with the Manager's concerns.

Public Safety Facility

- Became operational in 2009
- At time of construction, building was state-of-the-art; includes many technological systems that are becoming outdated or obsolete, but are required to be operational
- Major maintenance pending on some of the technological systems

- Staff worked with experts who currently provide detention center equipment and gather their input on replacement schedules
- Staff worked with electrical engineering consultant to assist with electrical issues that are more complex than other County facilities
- During a court trial last week, judge would not allow interviews to be admitted because interview room recording was not sufficient; this is a prime example of equipment being out-of-date
- HVAC R-22 units being eliminated and must be replaced
- Fire alarm system will need upgrade in next 5-10 years and power management system will need upgrade
- List of items from detention facility experts with cost estimates and potential replacement dates (list has not been fully vetted):
 - Replacement PLC Processor - \$4,000 (2021)
 - System Galaxy hardware - \$28,000 (2020)
 - Watt Stopper replacement - (waiting for quote)
 - Load bank generator service - \$3,774 (2020)
 - Load bank docking station for 500KW generators \$58,000 (2020)
 - ARC flash protection for staff - \$33,895 (2020)
 - Replacement PLC network switches - \$3,500 (2021)
 - Telecor Intercom System replacement - \$91,000
 - Closed transition upgrade - \$34,970 (2020)
 - Electrical system grounding upgrade - \$28,840 (2020)
 - Jail electronics UPS battery replacement - \$4,900 (2020)
 - 911 UPS overhaul - \$20,000 (2021)
 - Power Management System breaker \$25,000/unit x 3 (2020)
 - System Galaxy admin workstation - \$6,000 (2024)
 - Wonderware touchscreen - \$37,200 (2024)
 - Touchscreen monitors - \$6,600 (2022)
 - Logging CPU for PLC - \$3,500 (2022)
 - Master pack breakers 800AMP and 2500AMP - \$49,980 (2020)

Commissioner Chappell suggested bundling the purchase of HVAC units to save money. The County will be either be purchasing or funding the purchase of several in the coming months (County facilities and School System facilities).

Mr. McNeill noted there are some issues he has been concerned about for some time. For instance, the breakers in the building are not stock items and cannot be purchased at any hardware store. They are specialty breakers that would take more than 30 days to replace should one become faulty.

Commissioner Guice was concerned about such an extensive list of needs for a building that was built in 2009. The Manager emphasized that the issues are a result of rapidly changing technology. It is difficult and costly to service technology that is becoming obsolete so quickly.

Commissioner Guice was troubled by the financial impact on future buildings that will require advanced use of technology, such as the courthouse. He was especially concerned because the County had relied heavily on the expertise and advice of architects and engineers during the design of the Public Safety Facility. The Manager informed Commissioners the Public Safety Facility will be the building that costs the most to maintain in the long term because of the technology required. Counties across the State are experiencing the same. While the Public Safety Facility is a fairly new building, the ongoing costs have not been factored into the budget or long term capital planning. Staff is pushing Commissioners to

commit to a 5-year capital improvement plan on this facility, with the understanding they should be expecting to see the same issues in 10 years.

Commissioner Cathey inquired about the use of custom breakers rather than standard breakers. Mr. McNeill said the purpose of using custom breakers is having the ability to interface between utilities and generators and the facility itself. The electrical operations are housed in an outside building adjacent to the Public Safety Facility. The breakers are required to hold a large capacity. He added that replacing them altogether would be much more significant.

Commissioner Lemel noted the costs for FY 2020 is estimated to be over \$320,000, which does not include the Telecor Intercom System replacement. She said the challenge for this Board is to absorb a substantial financial impact to bring the facility up to par technologically, while planning strategically for the future. Mr. McNeill reminded Commissioners the list has not been fully vetted. He stated this list was created by public safety facility experts. The list gives the Board and staff the opportunity to schedule the projects out over a longer period of time if possible and to replace those items that have become obsolete or unrepairable. Staff intends to fully vet the list and bring back a recommendation for the Board to consider. The Manager added that the goal is be able to plan for the long term. This lays the groundwork to get to that point. She stressed that technological upgrades will need to be factored in going forward, not just the cost to replace roofs and maintain the physical nature of the building.

Mr. McNeill noted there has already been a fairly significant amount of dollars expended on this facility since it opened in 2009.

Courthouse

- Original portion built 1861
- Options to build additional space onsite or new at Morris Road have been discussed
- Currently no option planned
- Cost estimates range from \$24 million (downtown addition with parking garage) to \$31 million (new 60,000 sq. ft. courthouse space with 30,000 sq. ft. unfinished shell at Morris Road location)
- Security improvements being requested at existing location with funding being requested in upcoming budget

Parks and Recreation Master Plan

- County adopted 2016
- Includes \$32 million in capital needs and recommends additional property acquisition
- Recommends master planning of each park to fully identify needs, such as storm water improvements, etc.

Economic Development

- Ecusta Road Industrial Project will result in some funds coming back to County annually from lease payments to fund future economic development projects
- Rosman sewer extension project to Gaia Herbs includes grant funds and \$400,000 in County funds; County to manage grant funded project on behalf of Town of Rosman; total project cost approximately \$1.6 million

Education

- \$68 million bond projects for Brevard High, Rosman High and Brevard Middle Schools
 - Payments require 10.5 cent increase in property tax rate; recommended implement in FY 2020 to provide the upfront funding to allow the Board of Education to pay for design and Construction-Manager-at-Risk costs

- Board of Education's current draft five year capital budget includes an additional \$24,025,798 in local expenditures over the next five years, with approximately 73% (\$17 million) coming over the course of the next three fiscal years requiring an additional tax increase to make payments; includes expectation of Limited Obligation Bond next year for \$15.8 million (requires design to be complete before LOB can be issued, but will require additional tax increase for design services and payments)
- \$92 million total capital in five years, in additional to annual capital funding; if all financed, would reflect a total tax increase of roughly 14 cents or greater for education capital alone (operational increases separate)

Ongoing Maintenance Issues

- Parks and Recreation Center roof replacement
- HVAC R-22 phase plan
- Gutter replacement
- Install showers at Parks and Recreation (acts as primary shelter location)
- Register of Deeds humidity issue (HVAC old ductwork and oversized units)
- Library, Community Services, Courthouse, Department of Social Services, Recreation Center- flooring and paint
- Public Safety Facility-paint
- Fire alarm system replacements in Library and Child Development

Chairman Hawkins pointed out the additional \$17 million noted as a need by the Board of Education is conceptual and has not been discussed between the two Boards. The Manager acknowledged the two Boards have not had the discussion, but she felt it was important for Commissioners to understand the impact on the tax rate, if funded, noting that any other capital projects funded by the County may also impact the tax rate and the debt service ratio.

BREAK/LUNCH SERVED 12:20 PM. RECONVENED AT 12:35 PM

HEALTH AND HUMAN SERVICES, COMMUNITY DEVELOPMENT AND CULTURAL/RECREATIONAL DEPARTMENTAL UPDATES

Building Permitting – Director Mike Owen

Accomplishments

- Implemented additions and changes to software program to improve acceleration and efficiency of internal processes
- Excellent customer service, timely inspections within 24 hours of request, expedited permitting process
- Ongoing training of staff to respond to increasing work load, code changes
- Continue to combine inspections saving taxpayer dollars, eliminating extra trips for the department
- Inspectors are making progress to achieve higher level certifications
- Optional digital commercial plan review
- Hosted a regional workshop featuring accessibility expert Laurel Wright from the Department of Insurance
- Achieved adequate staffing for the department

Goals

- Continue to enforce minimum code requirements for the safety, health and general welfare of citizens

- Allocate time for training to remain up-to-date on State Building Codes, and ever-changing alternative methods and technologies
- Educate contractors on code requirements
- Keep adequate qualified staff, prepare for approaching staff retirements
- Collaboration with other departments to improve work flow to expedite permit submission and approval processes

Trends

- Steady increases in permits, revenues and inspections
 - 1,934 total permits issued; 3.5% increase
 - Total construction value: \$97,137,891
 - Total fees collected: \$525,161
 - 7,694 inspections; 14.6% increase
- Increases in phone calls, office visits
- Increases in website usage
- New more stringent codes
- Advancing technologies

The Manager noted that changes in general statutes require that fees collected by this department in excess of operations be reserved for use by this department.

Commissioner Chappell asked for a comparison between new construction and remodels. Mr. Owen responded there are more remodels than new construction projects going on in the community. He pointed out that commercial projects are currently demanding the inspectors' time.

Commissioner Cathey asked if there is a cap on the reserve amount. The Manager replied there is no cap and that in the near future the funds will be used to replace vehicles in the department and pay for additional training.

Commissioner Guice noted that he has received very positive feedback from the public about this department.

Parks and Recreation – Director Jared Mull

Accomplishments

- Summer camps reached maximum capacity; achieved at least 95% satisfaction rating in all camps
- Youth Sports – offer programs that some of the youth athletic associations do not offer
 - Increased youth basketball by 40 kids from last year, mainly due to adding all girls league
- Battle for the Belt – Adult Summer Basketball League
 - 2018 featured 12 teams
 - Community event
 - Teams represented from all over WNC
- Factory Strong
 - Partnership with The Fitness Factory and Special Olympics
 - Average of six participants per class
- Christmas in the Park
 - Approximately 1,500 people in attendance
 - 95% satisfaction from survey results
 - People requesting more similar events
- Pickle Ball court construction; estimated completion date in June 2019

- Delayed due to review of feasibility of adding showers to restrooms, which is a need for programming, but also to serve those when center serves as primary shelter during emergencies
- Silvermont
 - FY 2020 capital improvements based on master plan
 - Added wheelchair swing installation to ensure recreation opportunities available for everyone
- Rosman Community Park
 - Softball/Baseball field improvements
- Silvermont Senior Center
 - Added six new programs and three new seminars since July 1
 - 363 unduplicated attendees since July 1
 - Average 55 seniors per day for programs
 - Active Adult Camp debuting this summer

Goals

- PARTF grant for potential purchase of park property
- Blueway access and connectivity
- Intergenerational programming at Silvermont
- CAPRA accreditation (3-5 years)

Commissioner Guice asked if there were transportation options available for the seniors to attend events and programs at Silvermont. The Manager responded there are limited opportunities with the County's public transit system for seniors and those with mobility issues. Some seniors use Silvermont daily to participate in the Lunch Plus Program through WCCA and stay for programming. She pointed out that the Transportation Department is booking trips out at least a week in advance for trips. This led her to believe the County is meeting all of the transportation needs for the community.

Commissioner Guice suggested that additional transportation options be considered if there is to be an increase in programming there. The Manager stated the Transportation Department will be presenting later and Commissioners will hear some ways the department is trying to maximize the use of the current system to handle the capacity issues. Commissioner Lemel noted that the Senior Services Task Force is concerned about transportation for seniors and is considering ways to address this issue as well.

Soil and Water Conservation District– Director Jeff Parker

Accomplishments

- First district to enter into the Good Neighbor Pilot Program with the US Forest Service for a \$229,000 project on Cove Creek
- Sponsored applications with Conserving Carolina to conserve two local farms totaling 347 acres
- Assisted County Administration with securing \$20,000 in State funds for debris removal (learned today that the Transylvania County Tourism Development Authority intends to provide \$10,000 for debris removal purposes being the French Broad River attracts many users)
- Through Ag Cost Share Programs, kept 754 tons of soil out of streams and rivers
- Currently working with eight Envirothon teams
- Recognized 35 local students with awards for their Soil and Water Conservation themed posters and essays

Trends

- Program requests have remained steady
 - Goal of 35 presentations; made 48 presentations

- Cost Share Programs
 - NC Ag Cost Share Program is slightly up from last year
 - Areas affected – planning of additional acres is ongoing
 - Goal: acres affected 50 acres; progress is 42 acres affected
 - Soil loss goal: 150 tons; surpassed goal by saving 754 tons of soil
 - Community Conservation Assistance Program continues
- Storm events this spring led to the acquisition of \$20,000 in State funds for French Broad River debris removal; \$18,800 allocated to date of the \$25,000 allocated in County dollars
- Equipment rentals should pick up with spring approaching

Goals

- Increase awareness of rental equipment availability and revenues generated by the equipment
- Continue to 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 funds made available to the department, reducing sedimentation of streams
- Partner with the US Forest Service to administer the Good Neighbor Program and Conserving Carolina to help preserve farmland in the County

Library – Director Anna Yount

Accomplishments

- Launched Student Access in September 2018; added 3,368 students to Library's database
- Eliminated overdue fines on juvenile material; circulation of juvenile materials increased 3% in first six months
- Expanded *Hoopla* digital media service and added RB Digital media service; in first half of FY e-video use up 300% and e-audio use up 31%
- One of 14 libraries to host National Science Foundation *ExploreSpace* exhibit; grand finale featured Astronaut Mike Massimino
- Added 16 new Early Literacy Activity Boxes which have been used 515 times since July
- Completed revision of Library Newsletter; launched in December/January
- Partnering with NCWorks and TRAIN to host Career Launchpad--computer/resume-writing/interviewing skills classes for jobseekers
- Partnered with Brevard College to host third annual Looking Glass Writers' Conference; fourth conference May 9-12
- Began hosting community Great Decisions series to inform citizens on civic issues
- Continued successful *Natural Transylvania* program series; 1,158 have attended this series
- On December 13, 2018 Library approved to join North Carolina Cardinal Consortium with migration to occur in spring 2020; Transylvania County citizens will gain access to over seven million items – a statewide resource sharing network
- Fifth highest total collection use per capita among NC County Libraries. (Draft NC Statistical Report 17-18)

Trends

- Total print use up 2% during first half of FY; 1% increase in FY 17-18 over FY 16-17
- Bookmobile circulation up almost 8%
- Total audio use up 5%; driven by e-audio increase of 31%
- Wi-Fi use continues to grow; up 34% over last FY

- Average daily door count is virtually unchanged over last year at 610/day; program attendance is also holding steady
- Demand for meeting/collaboration space is increasing; Connestee Room use is up 54% over same period last year

Goals

- Continue work with community partners to develop and enrich outreach programs for all ages
- Work with community partners to implement and develop Get Set Transylvania
- Continue to develop Student Access Program with Transylvania County School System
- Raise community awareness about library events, resources and services
- Complete migration to NC Cardinal Consortium

Ms. Yount thanked the Board of Commissioners for demonstrating an understanding of the role of the public library in educating and serving the community. She was very thankful for their support over the last 25 years. (Ms. Yount will be retiring at the end of May.)

Commissioners thanked Ms. Yount for her service. They expressed their heartfelt appreciation for her kindness and professionalism, and for all she has done to serve the citizens of this community and promote Transylvania County.

Planning and Community Development – County Manager Jaime Laughter, serving as Interim Director **Accomplishments**

- Planning Board updated the Mountain Ridge Protection and Watershed Ordinances
- Worked with Joint Historic Preservation Commission to coordinate the Historic Home Ramble and complete the Downtown Walking Tour brochure; awarded two grants to help fund the “Survey of African American Heritage Related-Resources in Transylvania County”
- Prioritized roads for SPOT 5.0 funding and worked with the RPO to initiate the Comprehensive Transportation Plan for Transylvania County
- Continue to administer the HOME Funds rehabilitation project and represent Transylvania County at the Asheville Regional Housing Consortium; issued Letter of Intent for a project on County property adjacent to old landfill for affordable housing
- Supported community centers with grant assistance program
- Administered and ensured compliance with ordinances including floodplain, subdivisions and signs
- Researched, pursued, administered and successfully supported grant applications
- Provided local coordination during Bike Plan public participation

Trends

- Increased permitting activity for cell towers
- Subdivisions tracking lower, but floodplain permits tracking higher than last year
- Greater community outreach and involvement, including small area plan process

Goals

- Planning Board - support community driven small area plan for Cedar Mountain
- Joint Historic Preservation Commission - successfully close out CLG Grant
- Transportation Advisory Committee - successfully initiate representative Comprehensive Transportation Plan with the NC Department of Transportation
- Focus on customer service and community engagement, affordable housing, and state of the seniors work

- Manage and enforce ordinances, updating as required, and communicate effectively to public
- Research new grant funds, prepare applications and administer existing grants
- Track 2025 Comprehensive Plan Implementation
- Prepare for 2020 Census
- Affordable Housing Project
- Combine transportation and planning for better coordination and service delivery

The Manager noted that she is assessing the 21 applications received for the Director position.

Transportation – Coordinator April Alm

Accomplishments

- Researched additional grant opportunities; applied for grant funding to serve the elderly and disabled, from unincorporated areas to incorporated areas, as well as out-of-county (Buncombe and Henderson Counties)
- Deviated Fixed Route (bus system) – initiated process and input from Transportation Advisory Board; next step is to update stop locations with times, budget analysis and timeline, then present to Transportation Advisory Board and Board of Commissioners
- Customer Satisfaction Survey – initiated process and input from Transportation Advisory Board; next step is implementation, then analyze and interpret survey results
- Planned, developed and implemented system for tracking on-time performance data
- Continuation of improved community relations; positive feedback from community program participants
- Created auditing processes as part of leadership program assignment to verify accuracy of funding source
- Added new subscription form process documenting when clients ask for a subscription type service (reoccurring appointment) and determining how to comply with requested schedule
- Improved training opportunities for van drivers other than annual training requirements
- Established monthly safety meetings, incorporating relevant training videos and safety concerns to comply with OSHA requirements

Trends

- As a high call volume continued in FY 2018, incorporated a tracking process to define calls; Comporium Call Center added to help with elimination of human error
- While the total number of trips for FY 2018 did not change significantly when compared to FY 2017, 7 out of 12 months in reflected an increase when compared to months from the prior year
- Reduced cost per trip from \$14.52 in FY 2017 to \$10.92 in FY 2018
- Trips per hour increased from 2.97 in FY 2017 to 3.46 in FY 2018
- Compared to Ashe, Macon, Dare and Jackson, Transylvania County benchmarks as having the lowest demand response cost per trip, as well as exceeding number of trips per hour
- Number of demand response trips is comparable to counties in the region with higher populations
- Elderly and Disabled Transportation Assistance Program trips exceed Rural Operating Assistance Program trips, meaning more elderly and disabled are riding as opposed to the rural general public

Goals

- Continue preparation of deviated fixed route
- Soft marketing to increase registrations while educating community of public transportation
- Soft marketing to promote volunteers for the Land of Sky Senior Companion Program

- Preparation for new marketing campaign; seeking new acronym to reflect new look and attitude for Transportation Department
- Redesign of website to incorporate more information for clients
- Continue to standardize data auditing procedures to insure proper compliance, data accuracy and reporting
- Improve communication and technology to enhance transport

Transylvania County DSS – Katherine Cox on behalf of Director Darrell Renfro

Accomplishments

- In order to assure compliance with State mandates for service provision, the following units exceeded performance measures:
 - Food and Nutrition Services-100% accuracy rate for QC measures
 - Medicaid Services-passed 19th straight report card
 - Child Support Services-collected \$1,617,916
 - Foster Care Services-exceeded federal standard F2F contacts
 - Adult Protective Services-100% of evaluations timely
- Established methods to recruit and retain qualified social workers
 - Developed partnerships with Brevard College, Western Carolina University, and other colleges/universities
 - Children’s Services has three interns completing field placements with an interest in Child Welfare social work
 - Child Protective Services is now fully staffed, including a bilingual social worker
 - Adult Home Specialist position filled with a licensed administrator
 - Partnership to develop the W10 REAL Simulation Training and Work Force Development Project
- Partnered with existing agencies to address identified needs
 - Childcare subsidy waiting list has decreased greatly due in part to Smart Start assistance
 - Children’s Home Society provided Trauma Informed Practice training to all social workers
 - Contracted six guardianship wards to Hope for the Future

Trends

- 19% increase in Child Protective Services (CPS) reports as of January 2019 compared to January 2018
- 25 children placed in DSS custody
- NCFAST launched with CPS Intake and Assessments in January 2019 and will move to Foster Care and Adoptions in July 2019
- Appointed as guardian of six new wards
- Increase of younger adults with severe mental illnesses in Adult Protective Services/Guardianship cases

Goals

- Requesting additional Children’s Services Supervisor
 - Policy requires Children’s Services supervisors not supervise more than five full time social work positions
- Requesting funding for Simulation Training for Social Workers
 - SIMS Training model will allow for WCU Social Work Students, as well as current County staff to practice skills in a realistic and safe environment
- Requesting Economic Services Program Manager

- Responsible for supervising staff, managing economic services units, and ensuring departmental compliance with federal and state aid

Child Development – Katherine Cox on behalf of Director Darrell Renfroe

Accomplishments

- New Adventure Learning Center maintain 5 Star License and Superior Sanitation Rating while experiencing staff changes, an increase in enrollment, a decrease in budget allotment, and transition from a Developmental Day Center to a Community Childcare Center
- Increased the number of children served from 58 to 72
- Increased the number of NC Pre-K children served from 8 to 18
- Tracked progress of preschool age children to determine kindergarten readiness
 - Fall kindergarten readiness assessments have been completed on all children enrolled; will continue to complete winter and spring assessments
 - Teachers report that children are consistently making good progress

Trends

- Continue to be a NC Pre-K site; parents of NC Pre-K students generally report they are noticing many gains from being enrolled in NC Pre-K, e.g. social skills, knowledge of concepts, etc.
- Recent increase of subsidy funds has helped in filling openings in the Center
- Children have been referred for further evaluation as screenings have indicated a need
- Currently serving 12 children with special needs

Transylvania County Public Health – Director Elaine Russell

Accomplishments

- Community work
 - August Norovirus Outbreak - 485 contacts
 - Winter Storm Diego Shelter - 67 people; echoed the need for showers at the shelter in order to be able to properly care for individuals
 - Community Health Assessment
- Expanded capacity to respond to worksite wellness through Region 1 MountainWise ARC grant
- Issued RFP for software to support Environmental Health septic and well inspections

Trends

- Increase in school nursing encounters due to the complexity of behavioral and health needs of children
- Transylvania County falls far below the recommended ratio for school nurses
 - State recommendation is 1:750; Transylvania County is 1:1484
 - Exceptional children recommendation is 1:250; Transylvania County is 1:457
 - The State is moving toward standard of one nurse for every school
- School nurses served 2,883 students, including 305 with chronic health conditions; the complexity of their roles are significant
- Increase in chlamydia and gonorrhea as consistent with State and nationwide data
- Increase in LARCs (long acting removable contraception)
- Increase in food/lodging/institution inspections related to stabilizing of staffing and uptick in general business (food trucks and festivals)
- Role of regional public health resources as essential

Goals

- Promote Public Health as experienced provider of maternity and child case management in Medicaid Managed Care

- Utilize Environmental Health software for data management/efficiencies/public engagement
- Continued focus on efficiencies and improvements for current programs and projects
- Promote communicable disease prevention
- Promote child health through expansion of school nursing staff

BUDGET PROCESS NEXT STEPS

The Manager thanked Commissioners on behalf of all the departments. A lot of information went into collecting data and preparing the information for the meeting today which lays the groundwork for the budget process. She thought it was very important for Commissioners to conduct these types of workshops so that department heads can be heard. County government is responsible for a very wide variety of services to citizens and it can be difficult to prioritize items into a final budget. The Manager encouraged Commissioners to review the data more closely and communicate with staff regarding what they are interested in knowing more about.

The Manager reviewed the budget process more in-depth:

General Budget Process

- Process is designed to use data to help prioritize needs within the budget
- Intended to allow for communication that begins with six month reviews, as presented today, and remains ongoing throughout the budget process
- By the time the Manager submits a recommended budget, she hopes each Commissioners will have a level of comfort with most of the budget items and understand what is in it
- All requests are fully vetted and prioritized for funding, which includes an internal review as part of the Manager's statutory responsibilities and communication with the Board
- Board will receive a line item budget that includes a "requested" column, "recommended" column and "Board approved" column; the final budget is the Board's decision
- Presentations by Sheriff, Cooperative Extension, and Blue Ridge Community College over the next two meetings
- Statutorily, the Board of Education's budget is not due until May 15; interest expressed by both Boards in having a joint meeting in April to discuss education needs which will be very important from an operational standpoint due to the growth of their budget
- In March and April, Manager and Budget Review Team will review all department requests which are due by the end of February
- Requested two Commissioners participate in team budget review meetings with the Sheriff and Register of Deeds as elected official peers
- Board of Commissioners has authority to instruct Manager to submit an unbalanced budget; Board's decision to then decide upon the elements to include in the budget; not typical
- Applications from nonprofits requesting local appropriations due in late March; applications will be reviewed by a committee to include two Commissioners
- Manager meets with Commissioners individually to discuss budget requests and get guidance
- Fire Department budgets due April 1
 - Typically staff does not make recommendations on Fire Department budgets
 - Board of Commissioners sets tax rate
 - Consider that last year tax rate capped at 14 cents, with funding supplemented from the general fund; Commissioners need to decide if continue with same funding structure or consider other methods
- Encouraged Commissioners to work with Board of Education well before May 15 to at least develop communication and understand potential forthcoming requests; consider scheduling workshop during regular April meeting or another date

- Statutes require the Manager to submit a recommended budget no later than June 1; targeting May 14 to present budget and determine items Commissioners want to discuss further to set the agenda for the workshops, in addition to the Fire Department budgets
- Budget workshops are facilitated by Manager for purpose of seeking consensus
- Prior to adoption of the budget ordinance, public hearing is required
- Statute requires counties to adopt a balanced budget no later than July 1
- Staff will facilitate any requested workshops between now and the recommended budget presentation if Commissioners desire

This concluded the presentation. The Manager asked the Board to discuss and give her feedback.

DISCUSSION

Commissioner Cathey asked how much funding was appropriated for nonprofits last year. The Manager reported that approximately \$100,000 was appropriated, but it did not include funding for the Transylvania County Economic Alliance. Statutes require that nonprofits provide services that counties could provide on their own, but it is more economically advantageous to do so through the nonprofit.

Chairman Hawkins expressed a desire for the Board to meet and revisit its strategic plan.

Chairman Hawkins asked Commissioners to consider serving on the budget review teams for their elected official peers and nonprofits.

Chairman Hawkins requested Commissioners consider timing on the public hearing dates and adoption of the budget.

Commissioner Guice noted that the Board needs to make a decision to appoint two Commissioners to serve on the School Bond Construction Committee. This decision may drive who sits on the budget review teams. He reminded Commissioners that staff has also requested the School of Government to present to the Board on the role of the counties as it relates to fire department budgeting and funding. In addition, the Board needs to determine how important the compensation and classification study is since the Board has already supported moving forward with the process. The Board has to be willing to set aside the resources to implement it. Commissioner Guice pointed out there is the potential of newfound revenue from the sale of the hospital and he felt a general discussion of how the additional revenue is to benefit the community should be had. He felt that the capital improvements on the horizon are very important to the County. Commissioner Guice mentioned conversations with Blue Ridge Community College regarding their strategic plan and a need to conduct long range planning. He was impressed with their outreach efforts. He was not aware of the FTE requirements in order to receive State funds which caused him some concern. He believes the Board needs to further discuss the issues surrounding the landfill and direct staff. Commissioner Guice reminded Commissioners it is going to take a real effort to become reengaged with the Courthouse discussion. He thought it was very important for the Board to determine how to manage the legal department. Commissioner Guice stressed that planning is extremely important. It is critical that Commissioners consider all factors when making decisions, no matter how critical they may be. Lastly, Commissioner Guice pointed out the Board's meeting schedule needs to be revisited, in which Commissioner Cathey agreed. These are some items Commissioner Guice jotted down during the presentations today that were important to him.

Chairman Hawkins agreed with Commissioner Guice's assessment of the presentations today. He suggested incorporating these topics as agenda items during regular meetings over the next several months. The Manager pointed out some of the issues can be resolved rather quickly, such as the

compensation study. Others will be long term. This list allows staff to begin planning for the future, rather than planning year to year.

Commissioner Guice added he is interested in learning about the underlying issues as to why problems exist in the first place (social services, health, mental health, etc.). Commissioner Lemel agreed with his proactive stance, stating otherwise problems that are not addressed upfront become major issues and costly to the community.

Commissioner Chappell requested as an agenda item for the next meeting to be the appointment to the School Bond Construction Committee so that Commissioners can schedule the budget review meetings accordingly. He also informed Commissioners that he will be out of town for the first meeting in June.

Commissioner Cathey thanked the Board for rescheduling this meeting from last week to accommodate his court schedule.

Chairman Hawkins asked the Manager to email a list of meetings in which Commissioners have been asked to participate in so Commissioners can review their schedules and various commitments. He would like to target the next meeting as having the commitments filled, with the understanding that it is going to take an effort from all Commissioners.

Chairman Hawkins commented that when it comes to taking preventative measures, it take a commitment from a long term perspective that is sometimes difficult for elected officials. He was interested in establishing a regular structure or format where Commissioners can bring an issue before the public and have open conversations. He would like to explore this idea over the next few months. It would be similar to the Great Decisions program at the Library.

Commissioner Guice noted that economic development and the relationship with the Transylvania Economic Alliance were not covered during the presentations today. He was fearful about not being able to fund critical areas, some of which the County has not funded well in many years.

The Manager pointed out she began today's presentation with economic data that is somewhat concerning. She did so because she respects citizens and the impact on the tax rate when the County makes decisions to spend taxpayer dollars. She said she is very cognizant of the impact of tax increase on the public and she takes it very seriously. She also takes it seriously that many areas have been underfunded in past years. She urged Commissioners to begin thinking long term and how to make the best investments in the community. The Manager stated she looks forward to working with the Board during the budget process. She again thanked Commissioners on behalf of department heads.

ADJOURNMENT

Commissioner Cathey moved to adjourn the workshop at 1:55 p.m., seconded by Commissioner Chappell and unanimously approved.

Mike Hawkins, Chair
Transylvania County Board of Commissioners

ATTEST:

Trisha M. Hogan, Clerk to the Board