MINUTES
TRANSYLVANIA COUNTY BOARD OF COMMISSIONERS
March 9, 2020 – REGULAR MEETING

The Board of Commissioners of Transylvania County met in regular session on Monday, March 9, 2020 at 4:00 p.m. in Commissioners Chambers at the County Administration Building, located at 101 S. Broad Street, Brevard, NC.

Commissioners present were Will Cathey, David Guice, Chairman Mike Hawkins and Vice-Chairwoman Page Lemel. Commissioner Jason Chappell was absent due to illness in his family. Also present were County Manager Jaime Laughter, County Attorney Julie Hooten, and Clerk to the Board Trisha Hogan.

Media: *The Transylvania Times* – Derek McKissock
       WLOS News – Caitlyn Penter

There were approximately 40 people in the audience.

CALL TO ORDER

Chairman Mike Hawkins presiding declared a quorum was present and called the meeting to order at 4:06 p.m.

WELCOME

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

PUBLIC COMMENT

There were no comments from the public.

AGENDA MODIFICATIONS

There were no agenda modifications from Commissioners or staff.

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

CONSENT AGENDA

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

The following items were approved:

MINUTES
The Board of Commissioners met in regular session on June 11, 2019 and February 24, 2020. The minutes were approved as submitted.

RECOMMENDED NON-HIGHWAY PROJECT SUBMISSIONS FOR NCDOT FUNDING

Every two years, the Land of Sky Rural Planning Organization (RPO) and the North Carolina Department of Transportation (NCDOT) identifies and prioritizes transportation projects for inclusion in the State's Statewide Transportation Improvement Program (STIP). This process is directly tied to the Strategic Transportation Investments law passed by the NC General Assembly in 2013.

For a project to be eligible for Strategic Transportation Investments (STI) funding, the local entity is responsible for the match requirement. The local match for bike/ped projects is 20% and the remaining 80% comes from federal funding. Public transit projects can receive up to 80% in federal funding, with the remaining funding being provided by the State and local government. Non-highway projects are funded predominantly with funding from the Federal Highway Administration (FHWA) and the Federal Transit Administration (FTA). These funds require strict oversight. For this reason, these funds are not recommended for projects with a cost of less than $100,000.00.

Transylvania County Planning and Community Development staff selected the following non-highway projects for funding through the NCDOT Project Prioritization Process as follows:

Bike/Ped Projects:
- Multi-use paths from US 178 along US 64 to South Caldwell
- Multi-use path from Main Street Rosman along Old Rosman Highway to Rosman Community Park (Extension to Hwy 64)
- Multi-use path from Falls Café, Lake Toxaway to Gorges State Park
- Pedestrian bridge behind Rosman Town Hall connecting to Rosman Elementary outdoor multi-purpose area

Public Transportation Projects:
- Park-and-Ride lots with shelters
  - NC 280 E before Turkey Pen Gap
  - Pisgah Forest (Deavor Road)
- Public Transportation shelter locations: (preliminary without appropriate permissions)
  - Rosman Park-and-Ride
  - Rosman Dollar General/Korner Mart, Inc. Gas Station
  - County Government Square, Morgan Street
  - E French Broad Street/ N Broad Street (parking lot across from French Broad)
  - Medical Park Drive (hospital and medical offices)
  - Near Blue Ridge Community College
- Public Transportation vehicles:
  - The total estimated cost for two expansion vehicles is $156,640
    - 22' light transit vehicle with wheelchair lift - non-CDL option
    - $71,000 + $2,820 (bike rack) + $4,500 (camera system) x 2 = $156,640.

Commissioners approved the recommendations from Transylvania County Planning and Community Development and directed staff to forward their response to the NCDOT and the RPO as part of the Prioritization process that will initially be voted on by the Rural Planning Organization's Technical Coordinating Committee on March 12, 2020.

PROCLAMATION DECLARING MARCH SOCIAL WORK MONTH IN TRANSYLVANIA COUNTY

Each year, March is celebrated as National Social Work Month. There are numerous social workers with the County's Department of Social Services who provide a variety of services to our most vulnerable

population. Often, social work is a thankless job, but it is one that could not be more important. Social workers keep children and adults safe and provide support for all ages. Commissioner Lemel read aloud the proclamation. Commissioners approved Proclamation 06-2020 Declaring March as Social Work Month in Transylvania County.

PROCLAMATION #06-2020
DECLARING MARCH AS SOCIAL WORK MONTH IN TRANSYLVANIA COUNTY

Whereas, the dedicated social workers of the Transylvania County Department of Social Services work to address and care for the emotional, psychological, economic, and physical needs of the County's residents, especially its most vulnerable; and

Whereas, social workers employ their skillsets and caring attributes to assist clients in navigating life's challenges to become stronger and more resilient through assessments, counseling, encouragement, and by working to refer clients to available community resources; and

Whereas, all children have the right to safe environments and a quality education, and senior citizens deserve dignity and to be free from abuse and neglect; and

Whereas, social workers in the County work to support and protect all citizens, without regard to their circumstance, social status or background; and

Whereas, social workers are employed in many different organizations within the County, and the Transylvania County Board of Commissioners is proud to recognize the vital contributions of social workers as they meet the needs of residents; and

Whereas, Transylvania County is also pleased to congratulate the National Association of Social Workers on their 65th anniversary and commends the organization for its years of service and commitment to the country;

Whereas, this year's Social Work Month theme, **"Social Workers: Generations Strong"** embodies the heroic work of social workers who for more than a century have worked to make our society a better place to live;

Now, therefore, be it resolved that Transylvania County Board of County Commissioners does hereby proclaim the month of March 2020 as:

SOCIAL WORK MONTH IN TRANSYLVANIA COUNTY

The Board encourages citizens to reflect on the work and service of local social workers and to recognize these professionals for their efforts to help meet the needs of our community's most vulnerable citizens.

This the 9th day of March 2020.

S: //Mike Hawkins, Chair
Transylvania County Board of Commissioners

EMERGENCY MANAGEMENT ORDINANCE UPDATE
The current Emergency Management Ordinance was last updated December 13, 1999. Federal and State laws have been updated since and are not referenced correctly in the current local ordinance. The update will bring the local Emergency Management Ordinance into compliance and prevent issues with

reimbursements should the County need to utilize this section of local ordinances in the future. Commissioners approved the revisions to the Transylvania County Emergency Management Ordinance.

ADVANCED LEAVE AUTHORIZATION DURING DECLARED STATE OF EMERGENCY
Transylvania County has the responsibility of coordinating emergency management during a wide range of disasters and crises that can include severe weather or public health events. The Transylvania County Personnel Policy currently allows the County Manager to authorize use of advanced leave for inclement weather events; however, pre-planning activity for the COVID-19 virus created awareness around the need to make sure that employees stay home when sick. In the event of a public health state of emergency, this change would authorize the Manager to allow use of advanced leave so that lack of leave would not deter a sick employee from staying home. This request would allow a policy that prioritizes the public-health-at-large in these situations. Commissioners authorized a change in the Personnel Policy to include State of Emergency Declarations as a reason for the County Manager to authorize use of advanced leave, in addition to inclement weather.

PRESENTATIONS/RECOGNITION

CORONAVIRUS/COVID-19 UPDATE FROM HEALTH DEPARTMENT (as of this date)
In North Carolina, counties provide emergency management services ranging from inclement weather to hazmat spills, or, as in this case, a potential health crisis. Emergency Management staff trains on a regular basis, ensuring the County has the appropriate resources to combat various disasters in the community, and coordinates regularly with the Health Department. Public Health is a very important local government service. In the current scenario, where there is a potential public health crisis, it is important that Emergency Management and the Health Department have an existing relationship and work together seamlessly. Transylvania County is fortunate to have two great teams working together. They are meeting regularly to pre-plan and assess the continuously changing information.

Health Director Elaine Russell briefed the Board and public on the health component of the coronavirus. The County does not know everything about the virus which makes planning challenging. With the existing relationships, the Team will be able to navigate any necessary changes as new information comes to light to better position the community for a response.

Coronavirus Disease: COVID-19 Briefing
- This is a rapidly evolving situation
- Recommendations and resources are changing weekly, sometimes daily
- Frequent communications with CDC and NC Division of Public Health

Seven Types of Coronaviruses that Infect Humans
- Four are common and cause mild to moderate illness
- Three have recently emerged and can cause severe illness
  - MERS-CoV (Middle East Respiratory Syndrome)
  - SARS-CoV (Severe Acute Respiratory Syndrome)
  - COVID-19 (Coronavirus Disease)

About COVID-19
- Mild to severe respiratory illness with symptoms of:
  - Fever
  - Cough
  - Sneezing
- Spread from person to person:

- o Via air by coughing and sneezing
- o Close personal contact, including touching and shaking hands
- o Touching nose, mouth, or eyes before washing hands

COVID-19 Lab Confirmed Case Data
- 111,363 cases globally
- Cases spread across 109 countries/regions
- 417 cases in the Unites States (includes repatriations from Wuhan, China and Diamond Princess Cruise Ship)
- Two cases in North Carolina (Wake and Chatham Counties)

COVID-19 Declared a Public Health Emergency
- WHO Global Public Health Emergency
  - o An extraordinary event that constitutes a public health risk to other states through the international spread of disease
  - o Potentially requires a coordinated international response
- US Public Health Emergency
  - o A disease or disorder that presents a public health emergency
  - o That a public health emergency, including significant outbreaks of infectious disease or bioterrorist attacks, otherwise exists

NCDHHS Preparing and Responding
- Identify and follow patients under investigation
- Emergency rule change to require reporting of suspect and confirmed cases
- Developed and implemented control measures, including self-monitoring with public health supervision, isolation and quarantine
- Implemented testing by the North Carolina State Public Laboratory of Public Health

NCDHHS Developed and Disseminated Guidance for Healthcare Partners
- Emergency Medical Services (EMS)
- Hospitals, clinics and urgent cares
- Healthcare providers
- Laboratories

Testing Capacity
- CDC and State Public Health labs have a very strict algorithm for testing
  - o Consideration of individual's travel to high-risk geographic areas
  - o Current health conditions, such as having a fever
  - o Contact with lab-confirmed case
- Commercial and hospital laboratory capacity opening through Emergency Use Authorization (EUA) process at the Federal Drug Administration (FDA)
  - o Last week Lab Corp completed the EUA process
  - o Quest Laboratories is set to do so this week
  - o Allows private physicians to have another source for testing
- Hard to make decisions and plan without data
- As more lab data becomes available in the coming weeks and months, it will provide a better picture of where we stand in terms of exposure and infection

CDC Recommendations – Higher Risk Individuals
- Older adults at risk (60 years+)

03/09/2020

- People with serious chronic medical conditions such as heart disease, diabetes, lung disease
- Avoid crowds as much as possible
- When in public, keep away from others who are sick, limit close contact, wash hands often
- Take everyday precautions to keep space between yourself and others
- Stock up on supplies

Prevention for Everyone
- Wash hands often and thoroughly; it takes at least 20 seconds and includes all surfaces of the hand
- Clean frequently touched and used surfaces with an EPA-approved cleaning solution
- Practice social distancing
- Be conscious of exposing older adults and those with compromised health to any illness

Local Agency Response
- Quietly preparing and communicating among County response agencies in past weeks
- Routine engagement and work with Epi Team
- Key agency leadership meeting weekly to analyze and prepare
- Routine daily communication between key partners
- Messaging for prevention and response with official CDC recommendations; important to remain grounded in science and evidence-based practices

This concluded the formal presentation. Below is a summary of the Board's questions and staff's response.

Q. Are there any guidelines on what constitutes a fever? Is it different for children than adults?
A. 101 degrees. Fewer than 2% of the cases reported, based on global data, are persons younger than 19 years old.

Q. What does Epi Team stand for?
A. Epidemiological Investigation Team.

Q. What is the County doing about nursing homes and other areas where older citizens congregate?
A. Transylvania County has forwarded via email and through direct correspondence to all the long-term/aggregate care settings the appropriate recommended CDC guidelines for how those individuals can protect themselves, as well as information on environmental cleaning standards and how to practice social distancing. As this crisis continues to evolve, the Team will reach into each of those entities to perform targeted technical assistance around the dynamics that are unique to their setting. The Team will emphasize the use of personal protective equipment by staff, residents and visitors because there can be no compromise with personal protection.

The County is responsible for services that must continue even in the event of a local outbreak. Staff is evaluating internally the services the County provides to ensure adequate staffing, to determine the minimum level of staffing, and to prevent the spread of illness, while carrying on the services that people rely on and that are necessary. It is therefore critical that the work is done with a team environment approach. Staff encouraged everyone to educate themselves about the virus in order to practice prevention, understand the symptoms, and evaluate their level of preparedness.

Q. Transylvania County's demographics skew heavily toward the at-risk population. Preparation is key. Does Transylvania Regional Hospital have the infrastructure available in terms of available

        beds, ICU beds, etc. in case there is an outbreak here? At what point would we reach capacity and start having an issue taking care of residents?

A.   It is difficult to answer that question at this time because we are still learning about this virus. Staff recognizes there are limits to our infrastructure during any type of major emergency. For this reason, the team is messaging to the public to stay home if they are sick, unless they need a higher level of care, in order to protect the capacity. The community will be better off if everyone would recognize those who are at most risk and prioritize accordingly. Lab data will give staff a better picture of the days and weeks ahead.

Q.   Are private physicians able to order testing?

A.   Private physicians will need a contact with Lab Corp. Lab Corp is the first commercial lab we have access to in this area that has capacity to provide testing. Quest is the next lab in line to do so.

Q.   The CDC estimated that approximately 61,000-80,000 people died perished from the flu in 2017-2018 flu season. How many of those deaths occurred in North Carolina and Transylvania County?

A.   Staff will research the data but did not have that data on-hand. The flu remains prevalent in the community as well, and those with the flu should remain at home in order to limit the spread of the virus, as well as to preserve the infrastructure to treat the coronavirus.

Q.   While Emergency Management is heavily involved in overseeing this crisis, many times emergency services are provided by volunteers through local fire departments. Is staff communicating with the chiefs of these organizations?

A.   The Emergency Management team is coordinating with all the County's partner agencies and reviewing protocols at levels to determine if they should be adjusted to meet current conditions. The best way to receive communications from Emergency Management is to sign up for Team Alerts. Employees, partner agencies, first responders and the general public are encouraged to register. Emergency Management can communicate en masse through those Team Alerts.

      The Emergency Management Team is communicating daily to work through various scenarios. They are also doing things like posting hand-washing reminders in all public restroom facilities. Housekeeping staff is evaluating their cleaning products to ensure their efficacy for destroying the virus. These are examples of things the County can control, but there are many factors that are not in the County's control. For what we cannot control, we can adapt.

      The County is also following OEMS recommendations on dispatch protocols and is in frequent contact with State agencies to determine existing resources – inventory for supplies, standardized protocols such as dispatch, etc.

SEMI-ANNUAL DEPARTMENTAL REPORTS

Department Heads reported on their departmental accomplishments over the first six months of the fiscal year and on trends that may be reflected in upcoming budget years. Departments have already started their goal-setting process for next year. These presentations act as the budget kickoff for FY 2021. The Manager set a strict five-minute limit for each departmental presentation. The timeline was very important being that 22 departments presented. Some presentations were stopped short of completion. The Manager noted that each department had the option to submit additional data which has been provided to Commissioners via their agenda packets. The Manager encouraged Commissioners to write down their questions so she can collect them and give Department Heads an opportunity to provide a thorough response, which could include gathering more data. She asked Commissioners to submit their questions by next Friday.

This is a summary of the departmental presentations:

Register of Deeds (by Register of Deeds Cindy Ownbey)
Accomplishments
- Continuing the "Thank A Vet" program
  - Since implementation in May 2018, issued 259 photo ID discount cards
  - 23 participating businesses
- Next phase of GT/GT project which encompasses indexes for real estate dating back to County's founding
- Completed year four of the five-year preservation project
  - Released 15 books for preservation; 27 books returned
  - Creates space issue in office
- Implemented legislative changes pursuant to SL 2019-117
  - Affected registration standards, filing false liens, forms for Assumed Business Names, and various other conforming changes
- Replaced current plat cabinets - offering a safer environment for all surveys and creating better use of storage
- Added online marriage applications to website
  - Previously could only complete in-office or on office kiosk

Trends
- Increased demand for electronic resources
- Continued improvement in revenues
  - Over 15-year period of tracking data, revenues have exceeded expenditures each year
  - Collected roughly $158,000 more in revenues than expenses at FY 18-19
- For first half of FY, collected 62.5% of budgeted revenues

Goals
- Continue phases of GT/GT scanning projects
  - Pre-1988 map index and import images
  - Pre-1960 real estate indexes and import images
- Continue the current preservation project
- Continue adding submitters for e-recording
- Continue efforts to grow "Thank-A-Vet" program by encouraging more businesses to participate by giving veterans a discount upon showing ID card
- Continue efforts to revamp website for needed updates
- Continue all customer service and training efforts to better serve citizens

Solid Waste (by Director Kenn Webb)

Current placement of waste Dec. 2019

Accomplishments
- Landfill lifespan has improved/increased primarily due to better compaction and reduced volumes

Date	Estimated Years	Estimated Lifespan
July 2019	8.7 years	February 2028
November 2018	8.7 years	August 2027
July 2018	9.3 years	October 2027
June 2017	10.3 years	September 2027

- Continue operations in Phases Four and Five
  - Placed over 25,770 tons in 2019
  - 1% increase in waste on liner over 2018
  - 2% increase is typical
- Erosion control continues to be major concern as several slopes remain bare of vegetation
  - Mulch now being applied after wood grinding completed to apply much needed nutrients
- Fungi project shows promise with mycelium demonstrated to survive in severe summer conditions (will present information in greater detail at a future meeting)
- Continued improvements of facility and site appearance
- Transfer of Solid Waste Coordinator to Maintenance Department led to re-hire of former County employee now serving as Operations Coordinator

Trends
- Waste at landfill has leveled out after increasing for several years
  - Options for landfill in the future include expansion of the landfill or creation of a transfer station
- Commodity prices for recyclables have recovered slightly; regional recycling markets are gaining strength
- Rainfall total for 2019 was 73.12 inches
  - 10-year average is 84 inches
- Leachate gallons for 2019 was 4,437,000
  - 10-year average is 3,254,000 gallons
- Sticker sales remain strong since changes at the Pisgah Forest Collection Center in July 2018

Goals
- Main goal is to create topsoil to provide soil nutrients for the grass to grow
  - Assess current convenience site locations (size and condition)

Soil and Water (by Director Jeff Parker)
Accomplishments
- Construction is set to start in April thru the "Good Neighbor Pilot Program" with the US Forest Service for a $229,000 project on Cove Creek that will move the ford on the access road up to the campground

- - Partners: Transylvania County, Division of Soil and Water Conservation, US Forest Service and Transylvania Soil and Water Conservation District
- Removed additional debris from French Broad River using $20,000 in State funds and $10,000 from TCTDA
- Recognized 36 local students with awards for their Soil and Water Conservation themed posters and essays on the topic of wetlands
- Jo Ann McCall received a master's degree in Public Administration from Arkansas State University

Trends
- Education programs remain steady; surpassed goal of 35 presentations (40)
- NC Ag Cost Share Program is down slightly from last year
  - Planning of additional acres is ongoing
  - Soil loss reduction of 95 tons
  - Intend to reach goal of 150 tons with upcoming contracts
- Planned BMPs on 45 acres of agriculture land
- $11,211 allocated to date of the $25,000 in county funds for debris removal
  - Met 50% of goal
  - Behind schedule due to rainfall
- Equipment rental trends should pick up with spring quickly approaching
  - 73% of goal met
  - Positive feedback from the public about this service
  - Equipment for rent: 3-ton lime spreader, manure spreader, fertilized spreader, two weed-wipers, and conservation seeder

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 SWCD for reducing sedimentation of streams
- Partner with the US Forest Service to administer the Good Neighbor Program
- Partner with Conserving Carolina to help preserve farmland in the County

Parks and Recreation (by Director Jared Mull)
Trends
- Youth Sports
  - 2016 – 252 participants
  - Volleyball, basketball, flag football
  - Fall 2019 and winter of 2020 – 370 participants
  - Volleyball, basketball, flag football, Start Smart sports for pre-K
- Community Special Events
  - 2016 Breakfast with Santa – 400 people
  - 2020 Christmas in the Park – 3,000 people
- Adult Basketball
  - 2016 Summer League – eight teams
    - Six local teams
    - Registration filled up in late May
  - 2020 Battle for The Belt – 12 teams

- ▪ Participants from Transylvania, Henderson, Buncombe, Haywood and Cherokee Counties
        - ▪ Registration filled up the day it opened
- Indoor Fun Play (derived from Early Childhood Initiative)
    - o 2016 – 451 participants
    - o 2019 Fall – 2020 Winter – 1,003 participants
        - ▪ High total of 41 kids in January 2020
- Silvermont
    - o 2016 WCCA operated
        - ▪ 22 programs/seminars
        - ▪ 277 unduplicated members
        - ▪ 2,252 check-ins
    - o 2020 County operated
        - ▪ 45 programs/seminars
        - ▪ 527 unduplicated members
        - ▪ 2019 had 10,852 check-ins
- Summer Camps
    - o 2016 Summer Camps
        - ▪ 120 participants
        - ▪ Location at Recreation Center
    - o 2020 Summer Camps
        - ▪ Estimated 354 participants
        - ▪ Locations at Recreation Center, Rosman Elementary School, and TC Henderson
        - ▪ 2019 waitlists

Goals
- Continue to offer great services and programs to the community

Q.   In reference to the limitations on the basketball program due to the gym situation, does Parks and Recreation no longer use school gyms for this program?

A.   Parks and Recreation is not currently using school gymnasiums because they do not have the staffing level.

Tax Administration (by Administrator Jessica McCall)
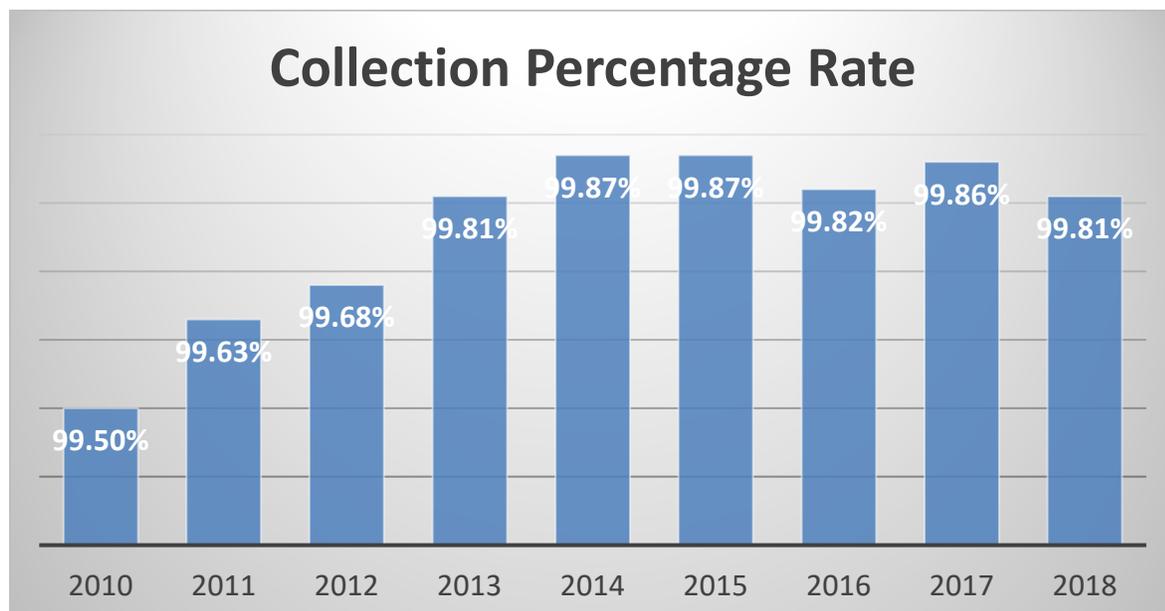*Accomplishments*
- One of the top collection rates in North Carolina
    - o 99.81% collected for 2018 tax bills
- Payment coupons and e-statement option implemented with 2019 tax bills
    - o 2nd year to implement the payment coupons and e-statement option
    - o Continues to be well received
- Heard and responded to real and personal property appeals in a timely manner
    - o Two new appeals to the Property Tax Commission for 2019
        - ▪ One appeal heard in early December was ruled in County's favor
        - ▪ One appeal pending
- Portion of the Present Use Value recipients were reviewed per NC General Statute § 105-296(j)
    - o 160 properties reviewed during this audit, $32,437 discovered as a result of annual PUV review
- GAP Billing for unregistered motor vehicles per NC General Statute § 105-330.3 (2) successful
    - o Continues to be processed on a monthly basis
- Beginning July 1, 2019, occupancy taxes collected and maintained daily by Tax Administration

- o As of January 31, 2020, $740,000 collected
- o Information provided to Transylvania County Tourism Development Authority monthly
- o Transition has been positive and well received by taxpayers
- Began implementation of the BiTek ITS Mobile Module
    - o Allows Tax Administration to move to a paperless property review in the field
- Resolution to change minimal bill amount from $1.50 to $5.00
    - o Reduced printing costs, postage and staffing time
- 2021 Reappraisal
    - o Reappraisal plan submitted to North Carolina Department of Revenue
    - o Reappraisal brochures available in Tax Administration, on the website, and by distribution at meetings
- Appraisal staff continues to review neighborhoods throughout the county to verify data is accurate.
    - o Approximately 3,000 field visits in 2019 for new construction and reappraisal review
    - o Approximately 10,000 parcels have been reviewed in house for reappraisal
- North Carolina Department of Revenue conducted a statewide survey in June 2019 indicating Transylvania County's appraisal data is above 90% accuracy in all measured statistics
- Appraised previously exempt real property purchased by HCA (Transylvania Regional Hospital)
    - o Value established at informal appeal level
    - o Real property value added approximately $39,000,000 in tax value
- Cross-training of Tax Administration staff continues to expand
- Several Tax Administration staff members obtained and/or maintained certification in assessing, collecting and mapping
- Tax Administration staff received training on all topics per the County safety matrix
    - o Safety training continues monthly
- Assisted City of Brevard with transitioning to their tax collections

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

Collection Percentage Rate

Year	Rate
2010	99.50%
2011	99.63%
2012	99.68%
2013	99.81%
2014	99.87%
2015	99.87%
2016	99.82%
2017	99.86%
2018	99.81%

Goals
- 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
- Proficient review, process and maintain all tax records
- Land records updated, edited and maintained accurately
- Hear and respond to appeals in a timely manner
- Continue annual review of Present Use Value recipients and exempt properties per statute
- Finalize implementation of BiTek ITS Mobile module
- Continue to expand knowledge about occupancy tax
    - Advance with technology in streamlining the occupancy tax payment process
- 2021 Reappraisal
    - Efficiently and effectively appraise all real property in Transylvania County at 100% of market value as of January 1, 2021
    - All Tax Administration staff involved with reappraisal
        - Assessing, collecting, mapping
    - Processes and Procedures tested and implemented
    - Continue reappraisal informative meetings throughout the County
    - Schedule of Values to be submitted to Commissioners for approval
- Continue to expand cross-training and certification of staff to promote longevity and commitment to Transylvania County Tax Administration
- Continue staff safety training based on the County safety matrix

Q.   Does the $39 million additional tax base include the sale of the hospital and all the physician offices associated with the hospital?

A.   It includes all real property – hospital and associated physician offices.

Social Services (by DSS Administrative Officer Cindy Anders, on behalf of Director Darrell Renfroe)

Accomplishments
- Economic Services has consistently processed applications and recertifications in a timely manner and met the State MOU requirements
- All new Medicaid cases, CIP (Crisis Intervention Program) and LIEAP (Low Income Energy Assistance Program) records scanned into Northwoods Compass and NCFAST; these programs are now paperless
- Opted for CPS intake and assessments to remain in NCFAST when given the option to depart
- Two-thirds of all Food and Nutrition cases are now paperless
- All Social Work vacant positions have been filled and caseloads are near State standard requirements
- Successfully worked with several interns the last two years from colleges both in-state and out-of-state
- Staff turnover rate has decreased; quality and volume of employee applicants has strengthened – due to compensation study
- Increased the number of licensed foster homes from five to ten
- Finalized five adoptions; expecting number of adoptions to be even higher this fiscal year

Goals
- To scan all child subsidy records into Northwoods Compass and for NCFAST to become paperless

- To be fully staffed and trained in Economic Services
- To transfer the most difficult adult guardianship cases to "Hope for the Future" contract services
- To recruit reputable respite foster care providers for both foster homes and kinship providers
- To increase staff training opportunities for professional growth
- To have the management team grow professionally with likeminded values

Trends
- Increases in adult guardianship cases over the last three years
  - Cases becoming much more complex, costly and time-consuming
- Finding placements for difficult guardianship cases involve numerous hours of paperwork and phone calls and are often not successful
- In the past two months, DSS has taken custody of five babies all due to drug use in the home
- 11-month Medicaid State audit will continue until November 2020 with 20 cases being uploaded and audited each month
- Children's Services recently had a Program Development Plan review by the State DHHS; continue to make progress in the right direction

New Adventure Learning Center (by DSS Administrative Officer Cindy Anders, on behalf of Director Darrell Renfroe)
Accomplishments
- Continue to maintain a five-star license
- Former Director retired; new Director hired with the necessary credentials to maintain the five-star license
- Daycare is at full capacity and has an extensive waiting list
  - Approximately 100, which is typical
  - Allow pregnant mothers to get on waiting list, so some of the children have not been born yet
- The Center is open more often than other daycares

Goals
- Open to the possibility of creating a new NC pre-K classroom by remodeling the current gross motor skills room
- To develop creative ways to increase family involvement with parents
- To improve the daycare playground by adding flowers, trees and landscaping

Q.   If the County is providing such quality service that there is a waiting of list of approximately 100, is the County doing enough and should we be doing more?
A.   Part of the GetSet Initiative is to look at elevating the quality of all the centers in the County. New Adventure Learning Center is a County operation. The ideal solution is market driven. There is, however, the opportunity to serve more children through NC pre-K. Staff is evaluating current facility to determine if it is feasible.

EMS (by Interim Director Kim Bailey)
Accomplishments
- Worked with Mission Health on strategies and protocols to reduce out-of-county transports
- Continued to work with Blue Ridge Community College and Sheriff's Office on response procedures, equipment, and response training and additional exercises involving mass violence; continued to work with County Administration on a policy to finalize the purchase of equipment

- Continued to assist Communications with updates, reviews, and the training needs of the Emergency Dispatch (EMD) program
- Continued to offer continuing education courses that comply with national standards adopted by NCOEMS
- Instructed local educational sessions to address need for stress management/PTSD and suicide prevention education and awareness and assisted with CISM debriefings out of county
  - Currently serving on the NCOEMS Education Committee for First Responder Mental Health

Trends
- Difficult to maintain average response time under nine minutes
- Out-of-county transports decreased due to assistance from Mission
  - With the I-26 construction, it is vital that the County continues to collaborate with Mission
- EMS agencies across the country continue to see an increase in violent events and have been purchasing ballistic protection (helmets and vests) for staff
- Emergency Services continues to see 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
- Healthcare reform continues to impact EMS agencies
  - Includes special reporting to Medicare in FY 2021
- Total calls in 2019 was 5,020
  - Overall call volume decreased 6.75% from 2018
- 356 out-of-county transports in 2019
  - 26% of these transports occurred between the hour of 9pm and 9am when EMS is limited to two fully staffed on-duty ambulances
  - If a helicopter is unable to transport, ground transport is used
- As primary back-up ambulance, Transylvania County Rescue Squad responded by ambulance 39 times in 2019 with 10 transports
- Average response time is 9.9 minutes which is two minutes greater than national averages
- Average transport time is 4.3 minutes greater than the national average
- EMS ranks 8th out of 12 reporting peer counties in response times
- Average response by response district range from 6.9 minutes to 24.2 minutes
- Need to focus on improving response times in outlying areas where call volume is increasing, and current response times are much longer

Goals
- Consider future base replacement/relocation
- Replace an ambulance
- Replace vital equipment
- Continue to work with Mission to reduce out-of-county transports
- Continue mass violence training and response procedures
- Work with Finance to ensure reporting requirements for Medicare during FY 21 are met successfully; otherwise, inaccurate reporting impacts reimbursement
- Reduce average response time with guidance from County Commissioners, with focus on outlying areas
- 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 for EMS staff and first responders throughout the County
- Continue to address the need for Stress Management/PTSD and Suicide Prevention education and awareness among Emergency Services personnel; progress in the development of a County Peer Support Team

Q.   Does the County not have a Peer Support Team in place?
A.   The County does not have an organized team, but there is access to resources such as the WNC Peer Support Team. Other counties are moving toward county-specific teams.

Q.   Does the Sheriff have a Peer Support Team?
A.   The County has peer support assets, but staff was unsure if there was an imbedded team locally, or whether it was part of a larger network. Nonetheless, the Sheriff's Office has access to resources.

Fire Marshal (by Fire Marshal Gerald Grose)
Accomplishments
- Deputy Fire Marshal earned his bachelor's degree in Emergency Management from Waldorf University
- Currently at 100% of mandated fire and safety inspections for 2019, 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
- Continued development of Fire Investigation Task Force with investigators from Brevard Police, Sheriff's Office, and the Fire Marshal's Office
- Will be sponsoring and participating in an Expert Witness & Courtroom Testimony Class for fire investigators with NC IAAI in April 2020
- Continue to stay on top of new trends through continuing education requirements for NC Fire Code Enforcement, Fire Investigations and Emergency Management
- Performed 38 new commercial plan reviews in 2019, along with several remodels, site visits, including request for changes in occupancy

Trends
- Inspections continue to grow; each new commercial project adds to the amount of required inspections; current data base of 1310 occupancies
- Performed 413 fire prevention inspections
- Performed 24 fire investigations in 2019, with no civilian deaths or burn injuries
- Responded and assisted with 85 emergency management calls which included storm events, hazmat spills, lost/missing persons, waterfall accidents, high level rescue, water rescues, and medical emergencies
- Steady requests each week for information regarding insurance protection class ratings on properties for insurance companies
- Continued support to County safety programs, downtown festivals, Brevard's Technical Review Committee, special events, firework permits and community programs

Goals
- Maintain 100% of the mandated fire and safety inspections.
- Continue open working relationships with fire departments, local LEOs and State Law Enforcement on fire investigations to determine origin and cause
- Continue to provide fire safety education to citizens

- Continue education in training classes, gaining knowledge in the new trends of fire investigations, code inspections and emergency management activities
- Reduce and prevent deaths, injuries and property destruction

Chairman Hawkins called for a 10-minute break at 5:40 pm. The meeting reconvened at 5:50 pm

Information Technology (by Network Administrator Tom Wehrle on behalf of Director Dean Landreth)
Accomplishments
- Child Support scanning project
- Environmental Health software and scanning project
- New copier contract
- Hearing loops for the hearing impaired installed in conference rooms at the Board of Elections and Community Services Building
- Employee security training on a monthly basis
- Email archiving upgrade
- Board of Elections laptop rollout
- Commissioners Chambers A/V upgrade
- New website for CARE Coalition

Trends
- Cloud-based solutions – software industry continues to move more applications to the cloud
  - Implemented Munis
  - Environmental Health in the process of implementing HealthSpace
- Backup data – backups, storage requirements continue to grow
  - Current storage is sufficient
  - Anticipate current solution will last for two more years
- Security threats – malware, crypto/ransomware, spear phishing
  - In the last 10 months, 140 local governments, police stations and hospitals have been held hostage by ransomware attacks
  - Many organizations choose not to report these incidents, hoping to avoid news coverage of the attack and resulting payout
  - Email system filters a lot of spam; 57% of spam received is malicious
- Received 465 work order requests in IT Department

Goals
- Existing
  - New email retention policy/solution
  - Increase backup capacity
  - Continue educating end users on security/cyber risks
- New Goals
  - Cyber security assessments to be conducted by the NC National Guard Cyber Unit and Homeland Security
    - Scan external IP addresses and provide report on findings
  - Onboarding and offboarding implementation through Munis
  - Staff training/certifications on network/internet security to keep up with everchanging technology

Cooperative Extension (By Director Bart Renner)

Accomplishments

- Collaboration with the County to provide large diversity of education programs to the public thanks to excellent staff and funding from the County
    - o 4-H & Youth Development
    - o Natural resources programming with AmeriCorps
    - o Family & Consumer Sciences Program
    - o Livestock and crops
    - o Local Foods
    - o Commercial Horticulture programming
    - o Expanded Food & Nutrition Education Program
    - o Administrative Assistant provides excellent assistance to the office

Goals

- Continue to provide a high level of service to all clients
- Keep volunteer force educated, motivated and engaged
- Assist farmers with compliance to changing state regulations
- Provide high level of support to County advisory boards
- Summer internship
- Support SHIIP program
- Continue AmeriCorps program

Trends

- Office deals with greater variety of crops and issues
    - o Hemp – staff must understand production research in order to provide clients with best information
- Wider variety of pests affecting crops – staying abreast of the various issues can be difficult
- Low farm revenue because generally more profitable to sell land than a product produced by the land
    - o Less than 2% of the nation consists of farmland
    - o Many people have lost touch with what it takes to live off the land
    - o Farmers experiencing public scrutiny for practices that are commonplace and essential for efficiency
        - ▪ Cooperative Extension must increase awareness and the understanding of the reality of what it takes to keep a farm viable
- Feedback from 4-H families indicate a strong desire for STEM education opportunities
    - o Cooperative Extension supporting through a wide variety of 4-H clubs
    - o 4-H collaborates with Brevard High School to create T.I.M.E. program which exposes youth to the scientific process in a professional manner
    - o 4-H goals are to build life skills that empower youths to reach goals, experience leadership roles and make a positive difference
        - ▪ Learn by doing and make the best better
- Citizens remain confused about Medicare
    - o Trained volunteers with SHIIP save the citizens of Transylvania County over $200,000
- AmeriCorps Project Conserve
    - o Cooperative Extension would like to continue partnership
    - o Program is excellent and cost-effective way to increase natural resources programs and support other organizations working to protect water and natural resources
    - o Connect County to a network of other members across the State

- o Requesting $6,000 annually over the next two years to continue program to leverage another $18,000 for a full-time staff person
- o Many success stories that Cooperative Extension hopes to continue with this program
  - Upper French Broad Riverfest
  - 4-H
  - Rise & Shine Neighbors in Ministry
  - Transylvania Farmers Market

Transylvania Public Health (by Director Elaine Russell)
Accomplishments
- Collaborated with Transylvania County Jail Health program to administer Hepatitis A vaccine to 156 clients
- Responded to Mountain State Fair Legionella Outbreak with 10 suspect and three confirmed cases in Transylvania County
- Collaborated with community members to complete Community Health Assessment and Community Health Improvement Plan
- Received new five-year federal DFC grant for C.A.R.E. Coalition's work on drug abuse and underage drinking abuse prevention
- Awarded RFP for custom environmental health software to HealthSpace

Trends
- School nurses served growing number of students with individualized health plans in County schools
  - o Transylvania County School Nurses served 3,427 students in the 2018-2019 school year, with nurse-to-student ratios at almost twice the National Association of School Nurses recommendation
  - o The number of students in Transylvania County Schools with Individualized Health Plans (IHPs) increased 53% since the last school year
  - o In the 2018-2019 school year, school nurses returned 650 students to class, resulting in less missed classroom time; they also identified 49 students who needed to be sent home for recovery and to prevent the spread of illness
- Personal health staff saw continued increase in STD exams, testing, positive cases (mainly chlamydia and gonorrhea), and treatment
  - o Throughout the County, reported STD cases increased 35% from 2018
  - o STD tests increased 29% in the past year; positive tests up 48%
  - o Complete STD exams by enhanced role STD nurses increased 16% since 2018 and more than doubled compared to 2017
  - o Data consistent with natural trends
- Personal health staff maintained high rate of LARC placements (long acting removable contraception) due to policies that allow same-day placement where medically indicated
  - o Long-Acting Reversible Contraception (LARC) methods include:
    - Nexplanon implants
    - Mirena and Liletta hormonal IUDs
    - ParaGuard copper IUDs
  - o LARC placements went up 60% in 2018, due to policies that allow same-day placements where medically indicated; provides consistent method of birth control for three to five years
- Environmental health staff continued to improve compliance rate in food/lodging/institution inspections

- o Completed FLI inspections decreased 20% from 2018, but the compliance rate increased from 50% in 2017 to 54% in 2018
- o The number of on-site wastewater (septic) permits and well permits issued in 2019 very similar to 2018

Q.   Commissioners received an email recently expressing concern about the lack of coverage with school nurses and indicated a petition would be presented to the Board. Is the Health Department's interpretation different?

A.   The data provided creates the picture of what we can cover in school nursing with the current two school nurses who serve the regular population and one school nurse who covers exceptional children population. The Health Department requested school nurses in their budget last year, but it was necessary to invest first in the compensation plan. There will be a request for school nurses in the upcoming budget request. The community has expressed a desire for additional school nurses. The background information provided shows the trends and accomplishments based on current staffing, yet there remain unmet needs.

There is no quick fix to this issue simply based on the data. The County was shorted on State (SNFI) funding. There is also a discussion on whether the County would be better served with a school nurse or a school-based health clinic. This issue is more complex and there is much discussion around this topic. The County must be mindful of the School System's priorities and the best opportunity to serve the children.

Planning & Community Development (by Director Jason Stewart)
Accomplishments
- Advised, supported and coordinated activities related to:
    - o Planning Board - updating Noise Ordinance and Floodplain Damage Prevention Ordinance
    - o Joint Historic Preservation Commission – CLG Grant – "Survey of African American Heritage Related Resources in Transylvania County" completed
    - o Transportation - prioritized roads for SPOT 6.0 funding and worked with RPO to prioritize road projects to be selected for NCDOT STIP
    - o Affordable housing – continued to administer/closeout/coordinate HOME Funds rehabilitation project
    - o Community engagement - supported community centers through the Community Center Grant award program
- Administered and ensured compliance for ordinances including those related to floodplain, subdivisions and signs
- Researched, pursued, administered and successfully closed-out grants
- Created a Policy and Procedure Training Manual
- Worked towards merging Planning and Community Development and Transportation to improve efficiency and consistency of planning operations

Trends
- Increase in subdivision applications
- Projected increase in subdivision exemption
- Grant workload likely to increase with permanent full-time staffing

Goals

- Advise, support and coordinate activities related to the different boards and commissions including: Planning Board, Joint Historic Preservation Commission, Transportation Advisory Committee, and Cedar Mountain Small Area Plan
- Manage, enforce, and update ordinances, including 160D updates and floodplain review
  - Cedar Mountain Small Area Plan recommendations to the Board in the fall; any recommendations have the potential to increase staff workload
- Research new grant funds, prepare applications and administer existing grants
- Track 2025 Comprehensive Plan implementation
- Collaborate on 2020 Census success across departments
- Review and update Floodplain Ordinance
- Initiate small area planning for two additional communities; staff has ability to manage one community at a time, otherwise would require assistance from outside consultant (estimated to cost $35,000)
  - Toxaway Foundation request
  - Dunn's Rock request
- Develop personnel through training and professional memberships
- Transportation - Continue to integrate into Planning and Community Development functions with cross training, program support, and transportation planning initiatives
- Workforce and affordable housing- collaborate on potential projects to facilitate availability
- Broadband - collaborate with Land of Sky and communications to identify broadband grants opportunities

Transportation (by Coordinator April Alm)

Trends

- Cost per trip and trips per hour, compared to other counties, favors strongly in those areas

Goals

- Fixed Route – Initiated process with input from Transportation Advisory Board (TAB); next step is to update stop locations with times, budget analysis and timeline, then present to TAB and Board of Commissioners
  - Transit services where vehicles run on regular, scheduled routes with fixed stops and no deviation
  - Typically, fixed-route service is characterized by printed schedules or timetables and designated bus stops where passengers board and descend
- Expand van service in underserved areas of the County
  - To go further into rural areas where van transportation is current unavailable
  - To create grocery store and shopping trips on designated days during the week
- Connect van service with Buncombe and Henderson Counties
- Begin Saturday service with eventual expansion hours of service to cover evenings and weekends

Human Resources (by Director Sheila Cozart)

- Completed and implemented Compensation Study
  - Implemented September 4, 2019 and COLA February 3, 2020
  - Since implementation - successfully recruited qualified applicants in DSS, Child Development and Sheriff's Office which previously were areas of difficult recruitment
  - Thanks to the Board of Commissioners for their support in moving County forward with competitive salaries
- Implemented NeoGov – Applicant Tracking Software

- o Effective December 1, 2019 – transitions to Neo-Gov online application and applicant tracking software, which helps attract and screen applicants and ensure compliance
  - o Career portal for all position vacancies on the County website
  - o No more paper applications to maintain or shuffle; if paper application is received it is entered manually into the NeoGov system
  - o Worked with NCWorks to assist potential employees who did not have technology skills or access to a computer
  - o Able to provide communications with candidates through NeoGov for information such as current application status, follow up questions, obtaining electronic references, setting up interview times, electronic offer letters and more
  - o Generates reports for EEO purposes and maintains all data within the system
  - o Positive results
    - ▪ Potential candidates can create a profile and interest card in NeoGov; when a position within their interest is available, they are notified of the vacancy and can easily apply
    - ▪ Increase in the number of applicants for positions
- Connect Transylvania
  - o Pilot Program in 2019/20 – Employee program designed to lead, empower and grow; similar to Vision/ Employees Academy
  - o 12-month program aimed at helping employees learn about County government, break down silos, create relationships with other employees, gain professional connections outside their department and create a more connected County community
  - o Meets monthly and participates in various departmental presentations, demonstrations and hand's on activities
  - o 15 employees participating, representing 13 departments
  - o Developed from ideas brought forward through Elevate
- Coordination and promotion of employee activities
  - o Employee Appreciation Day - May
  - o Biggest Loser
  - o Wellness Committee – EWE has continued to provide Wellness Activities

Goals
- Complete the final phase of the Compensation Study
  - o Work with the Personnel Board to recommend ongoing compensation practices to the Board of Commissioners by the end of 2020
  - o Develop a compensation structure which provides opportunity for movement of salaries through the salary ranges by creating a fair and equitable process
  - o Maintain a competitive structure for recruitment and retention
  - o Including updating or developing a performance evaluation system with necessary tools (forms, technology) and staff training
- Implement the Payroll and Human Resources module of Munis which will automate processes such as time sheets and provide employee self-service for many processes such as onboarding, making personal information changes and benefit changes

Emergency Management (by Director Kevin Shook)
Accomplishments
- Staff participated in a wide variety of training and received multiple certifications over the last year
- Coordination with Emergency Services stakeholders (i.e. Red Cross, Volunteer Departments, Public Health)

- Continue working with Transylvania County Rescue Squad to increase rescue capabilities
- Participated in Halloweenfest in downtown Brevard
- Participated in search for suspect in Rosman area
- Mutual aid response to Hurricane Dorian
- Responded to multiple earthen dam safety inspections during the April 2019 flooding
- Sponsored multiple classes for county staff and emergency services
- Awarded Homeland Security Grant for Prime Mover to assist moving large trailers or loads locally and regionally if called upon

Trends
- Continued utilization of technical emergency services capabilities both locally and regionally
- Continued coordination of response disciplines
- Continued integration of non-traditional agencies into emergency services response
- Continued need for technical response needs (high angle rescue, water rescue, wilderness rescue, haz-mat)
- Continue requests from local and regional agencies for support from staff for specialized services
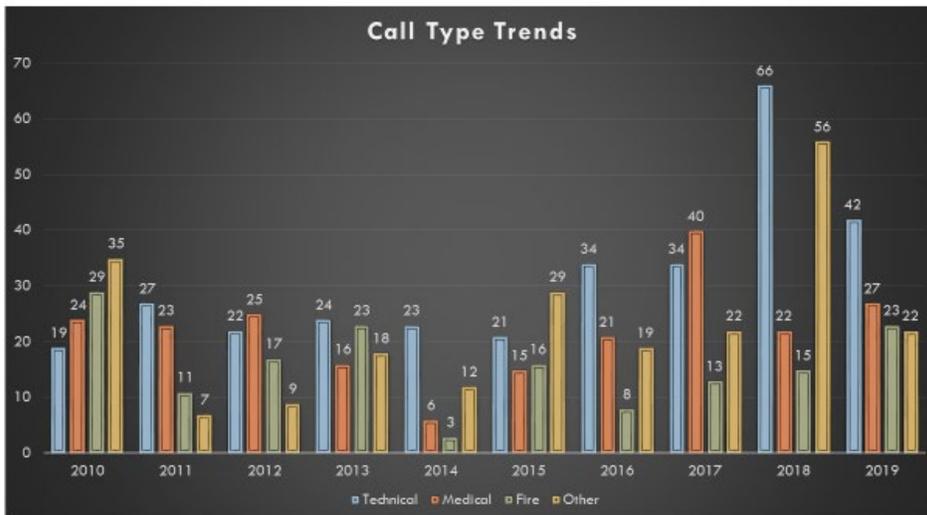
Goals
- Continued coordination with local agencies (volunteer fire/rescue, Red Cross, nontraditional emergency services agencies)
- Continue Strategic Operational Planning of Emergency Services
- Revision of current fire/rescue contracts
- Update of current Emergency Operations Plan
- Revise County Ordinances to reflect state and federal updates
- Continue with implementation of the Emergency Response Team to assist with technical calls
- Complete the regional all-hazards update as required by FEMA
- Establish companion animal capabilities at our primary shelter facility

Communications (by Director Kevin Shook)
Accomplishments
- Continued training, certification, and re-certification for all telecommunicators through PowerPhone and the North Carolina Office of EMS

- Continued working with the 911 Board for update to 911 phone system to include the new installation of a fiber ring from AT&T to provide connection to the NC 911 hosted system
- Nearing turn up of new five-site, four-channel VHF simulcast radio system that will also include the updating of the radio positions in the Primary PSAP and Backup PSAP
- Attended multiple State board meetings and forums
- Participated in Halloweenfest in downtown Brevard
- Participated in search for suspect in Rosman area
- Updated all CAD (computer aided dispatch) workstations in the Primary PSAP
- Assisted with the design, procurement, upfit, and maintenance of numerous emergency services vehicles and their equipment for the Sheriff's Office, EMS, and Fire Marshal's office

Trends
- Call processing time has continued to decrease since the implementation of PowerPhone in 2016; average call processing time since implementation of less than 60 seconds which is well below the national average of 90 seconds
- Steady increase of calls for service over the last five years

Goals
- Continue training, certification, and re-certification for all telecommunicators through PowerPhone and the North Carolina Office of EMS
- Complete the implementation of the update to 911 phone system utilizing the new NC State hosted 911 system
- Complete the implementation of the VHF simulcast radio system
- Attend required trainings, board meetings, and forums
- Continue work on Broadband initiatives for public access
- Continue implementation of GIS web-based platform to increase public transparency and responder capability

Animal Services (by Director Kevin Shook)
Accomplishments
- Part time Kennel Attendant added
- Increased Animal Control Officer training
- Maintained shelter live release rate of over 90% for second consecutive year
- Increased citizen awareness, resulting in 239 animals returned to owner after impounding; 40% increase from 2018
- Coordinated with rescues resulting in 367 animals pulled from the shelter by approved rescue organizations
- Coordinated with two rescue organizations (Brother Wolf Animal Rescue-BWAR and Transylvania Animal Alliance Group-TAAG) to offer citizens several options for local low-cost spay/neuter programs, including new voucher program
- Upgraded one Animal Control Transport Unit to accommodate larger animals and ability to transport multiple animals at one time eliminating the need to return to the shelter after each response call

Trends

Key Operational Metrics	2016	2017	2018	2019	+/- PREVIOUS YEAR
Service Requests	823	1594	1398	1644	+17.6%
Total Animals facilitated Dogs – Cats only	1054	1360	1320	1274	-3.6%
Total Live Animal Release Rate	56%	85%	93%	91%	-2%
Animal Bites-Exposures	145	61	89	118	+32.5%

Trends
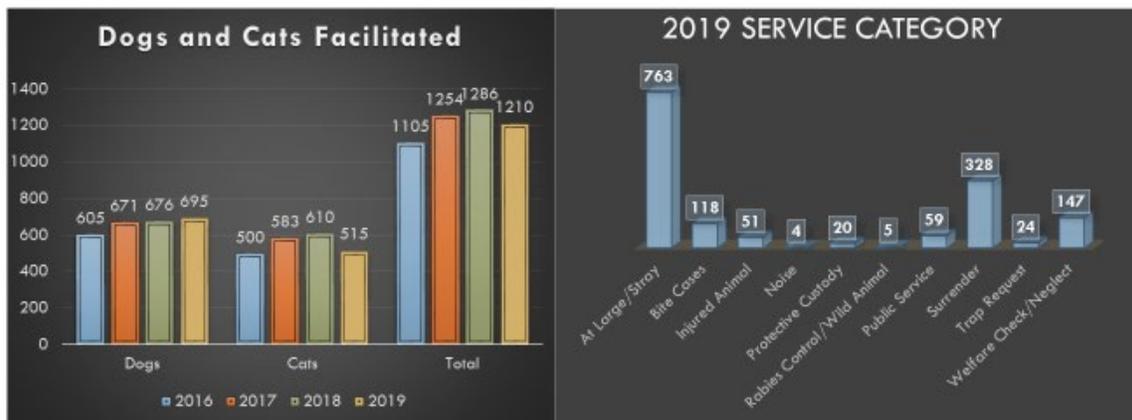
Goals
- Continue high live animal release rate (90% +)
- Provide quarterly reports for public on operations
- Continue Animal Control Officer Training to National Standards
- Provide training to National Standards for Shelter staff
- Continue to increase public awareness, focus on spay/neuter education and leash/containment laws
- Maintain high level of effective, efficient service and response
- Quantify the need for a full-time receptionist
- Upgrade an additional Animal Control 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

Q. Commissioners received a presentation on February 24 on the Nantahala/Pisgah National Forest Plan revisions. There was discussion at that time about engaging Emergency Management because a great deal of local resources is used to manage a wide range of incidents in the Forest. Has Emergency Management been asked to participate? Commissioners are concerned about the challenges ahead and would like staff to help them identify issues they need to discuss further.

A. Emergency Management is in frequent contact with the Park Service and they have been asked to coordinate and gain approval through the County when they are planning events, such as a cycling event that attracts lots of people. At this point, EM has participated to the extent that they have been asked to participate. Staff will assist the Board with identifying areas of common interest.

Building Permitting (by Director Mike Owen)

Accomplishments
- Implemented additions and changes to our 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 workload, 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 expedites process and can identify and respond to issues more quickly
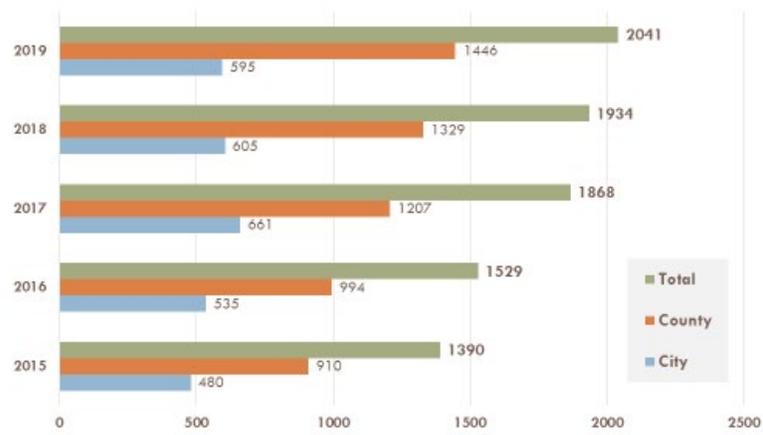
Goals
- Enforce minimum code requirements to safeguard the safety, health and general welfare of our citizens
- Allocate time for training to remain up to date on State Building Codes, alternative methods and technologies
- Educate contractors on code requirements
- Keep adequate qualified staff and prepare for approaching staff retirements
- Collaboration with other departments to improve workflow to expedite permit submission and approval processes
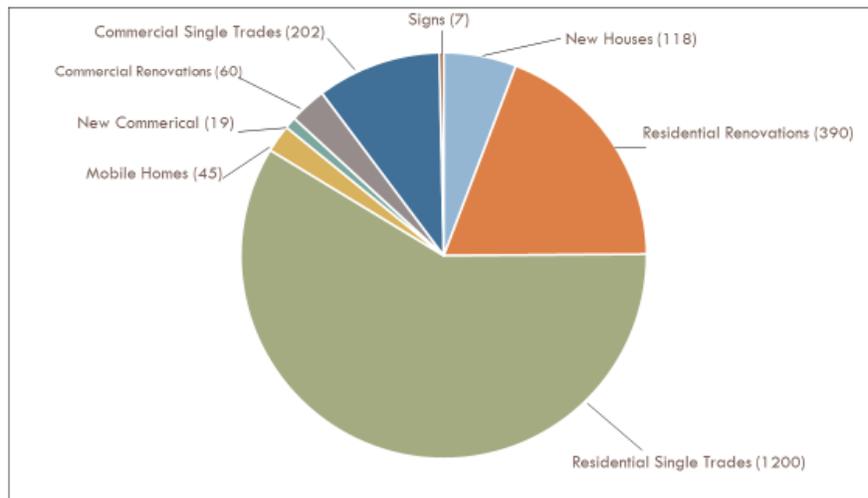
Trends
- Due to higher material costs and uncertain economic conditions, analysts are predicting a deceleration in the rate of growth in the construction industry; however, staff continues to expect slight increases in permits, revenues and inspections
- Newer more stringent codes will better protect consumers; implementation of these new codes has increased phone calls and office visits
- Contractors have increasingly expanded their arsenal of work tools to include the latest in advancing technologies and mobile devices; having vital information readily available will expand website usage
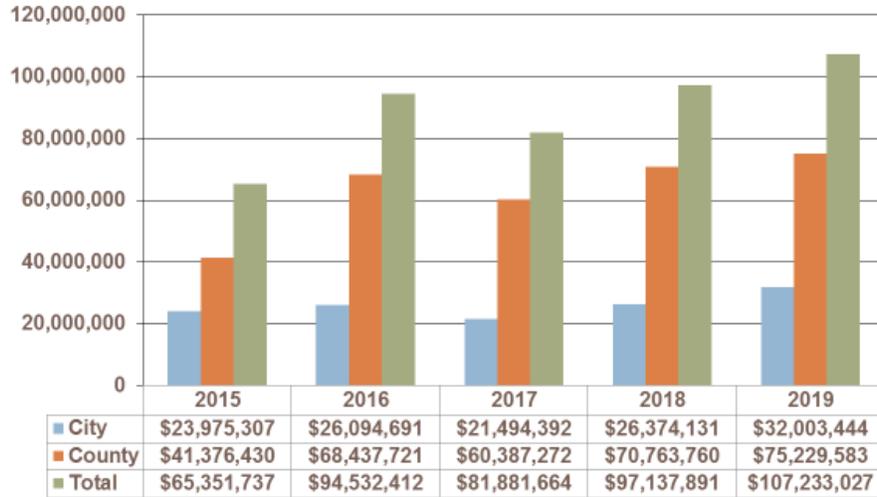
Total Permits Issued
2015 - 2019

2019 Permits by Type

Total Construction Value
2015 - 2019

	2015	2016	2017	2018	2019
City	$23,975,307	$26,094,691	$21,494,392	$26,374,131	$32,003,444
County	$41,376,430	$68,437,721	$60,387,272	$70,763,760	$75,229,583
Total	$65,351,737	$94,532,412	$81,881,664	$97,137,891	$107,233,027

Total Fees Collected
2015 - 2019

	2015	2016	2017	2018	2019
City	$193,197	$179,196	$146,233	$184,755	$224,645
County	$217,505	$345,419	$331,912	$340,406	$345,623
Total	$410,702	$524,615	$478,145	$525,161	$570,268

**Number of Inspections
2015 - 2019**

2015: 5099
2016: 5961
2017: 6712
2018: 7694
2019: 8130
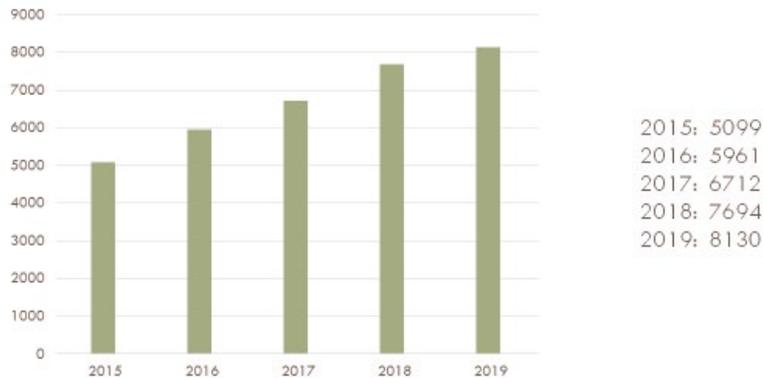
Maintenance (by Operations Director Chad Owenby)
Accomplishments
- Completed building maintenance in all County buildings with total square footage of 281,351
- New signage installed at Child Development and Parks and Recreation
- Completed Courthouse security wall and camera upgrade on fourth floor
- Completed installation of fire alarm systems at the Library and New Adventure Learning Center
- Started the DSS Building HVAC project (zone-by-zone)
- Continued R-22 HVAC unit replacement project; worked with Finance department to replace units damaged in hailstorm that were due to be replaced
- Completed Recreation shower renovation
- Continued corridor improvements and painting Community Services Building, Courthouse, and EMS

Trends
- Aging facilities and equipment have increased maintenance issues and related cost
- Continue with the zone-by-zone HVAC project at Community Services Building; contract has been awarded for the first zone
- Flat and aging roofs with increasing maintenance and repair needs (obtaining proposals and prioritizing roof replacement) (Community Service Building in 2020, Recreation Center in the future)
- Aging HVAC systems: need for HVAC qualified technician, R-22 unit replacement, aging chillers
- Moisture/humidity control issues in older buildings
- Parking lot deterioration, repair and replacement
- Paint and building beautification efforts; inmate workforce and contract service
- Public Safety Facility still in need of security upgrades especially for Pneumatic doors and security updates in the jail
- EMS Main Station replacement need; building report completed and submitted

- Recreation improvements - pickleball courts at Recreation Center still under construction, ballfield improvements, ADA improvements, drainage improvements

Goals

- Complete improvements to Community Services Building (roof and HVAC system)
- TCEMS Main Station replacement plan and approval
- Continue improvements to building and grounds appearance
- Continue HVAC replacement program, R-22 Unit management and maintain compliance with regulatory guidelines
- Complete building maintenance in timely and scheduled manner
- Complete maintenance work orders within timely manner (respond within three workdays)
- Evaluate current fire and security alarm agreements and recommend most economical and efficient strategy
- Complete pickleball courts at Recreation Center (paint and fencing)
- Public Safety Facility maintenance plan (will change based on acquired property and staffing)

Housekeeping

Accomplishments

- Housekeeping supervisor schedule and assignment change to accommodate staff coverage due to sick or vacation leave, order tracking and distribution of housekeeping supplies, assist with budget and cost savings, maintain county supply room, and work with outside contractors for Housekeeping needs
  - Supervisor has worked with all department heads to provide goods and services in a timely manner with the use of the TVS Staff
  - Also provided services to Child Development as needed
- Implemented a schedule to have all floors stripped and waxed twice a year and carpets cleaned twice a year or as needed, and plan to continue this on a yearly basis; also includes furniture in all facilities
- Purchased new equipment to improve efficiency-smaller carpet cleaners used on couches and chairs to provide staff and patrons a clean place to sit and work; also keeps floors in great shape in between stripping and wax periods
- Limited stock in supply room and limited orders to once a month to prevent surplus

Trends

- Use of contract services for specialized housekeeping services (i.e. floor strip and seal/carpet cleaning/external window cleaning/and 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; added smaller buffers and carpet cleaners to allow ability to clean furniture and other items besides carpet; allows staff to be more versatile and efficient
- Providing the Housekeeping staff with proper safety training, including vaccines to protect them from certain viruses, as well as safety training from our BRAME specialist; will include scheduling regular safety training to evaluate any deficiencies in policies and procedures

Goals

- Continued streamlining of Housekeeping supplies and reduce housekeeping supply storage; maintain the minimum number of supplies to keep cost down and have little to no waste

- Improved efficiency through implementation of revised housekeeping schedule, acquisition and utilization of proper equipment, privatization of specialized housekeeping services, and improved performance standards for staff
- Professionally maintain cleanliness of Transylvania County facilities making them inviting and safe to public
- Monitor and update staff training/using the new NEOGOV program that the NCACC has just transitioned to; will improve safety and awareness, including chemical safety, proper lifting techniques, pathogen exposure and many more items of concern

Safety (by Operations Director Chad Owenby)
Accomplishments
- Successfully transitioned from the County College Training and Safety program to the new NEOGOV program through the NCACC
- Successfully implemented the Velocity SDS online system for tracking our safety data sheets; program is online and has an app for phones and tablets
- Successfully worked with the Wellness Committee to purchase and deliver stainless steel, vacuum-sealed bottles to all County employees; allowed employees to take advantage of new water fountains with the bottle fillers and help the County do its part to remove numerous plastic bottles from the trash

Trends
- MSDS system of paper and notebook becoming outdated and not as accessible to all employees
  - Use of electronic MSDS programs becoming the industry standard
  - Allows employees to access the database of thousands of products, especially those the County is using in various departments
- Increase in accidents in emergency services and operational services areas this year that could have been prevented; tend to be higher due to the nature of their jobs; looking for ways to work with the NCACC to provide more training and prevention resources
- Safety training and risk management is moving to the electronic based form of learning and education; allows for a more narrowed approach in department-by-department training; NCACC rolled out the new training program through NEOGOV

Goals
- Continue to use the Velocity EHS Safety Data Sheet system to track and record any chemical/material that could pose a potential hazard to an employee or patron
- Provide all employees and departments access to the NEOGOV training site through the NCACC
- Ensure that every department is having their monthly safety meeting

Library (by Director Rishara Finsel)
Accomplishments
- Online resources
  - Expanded support for learners of all ages with new online resources
  - Tutor.com – on-demand academic tutoring, homework help, and test preparation
  - Universal Class – continuing education courses in a variety of topics, from personal finance to crafts to computers
  - Digitized 200 community scrapbooks from clubs and organizations; scrapbooks now available online through DigitalNC.org.; hosted "Preserving Our WNC Community Histories" summit to share project with libraries and community centers in region
- Programs

- o Supported local entrepreneurs through partnership with NC IDEA to provide programs to spark creativity and develop entrepreneurial skills
  - o Expanded hands-on intergenerational programs with ukulele and yoga classes
  - o Partnered with Brevard College to host the fourth annual Looking Glass Rock Writers' Conference; fifth conference will be May 14-17, 2020
  - o Continued highly successful community concert series and broke the record for highest attendance ever for a program at the Library (691 attendees)
  - o Partnered with disbanding United Way to support future of TRAIN program; will begin hosting TRAIN nonprofit network meetings in April
- Youth success
  - o Expanded early literacy outreach programs to 12 outreach story times a month at nine schools/preschools; provided Out & About Hullabaloo programs for the public at locations throughout County
  - o Enhanced literacy and family support through the GetSet program; helped prepare and distribute family toolkits; 253 families designated Library as toolkit pickup site
  - o Provided Library access to students through the Student Access program
  - o Over 410,000 minutes read by 669 Summer Reading Program participants
- Staff and infrastructure
  - o In preparation for joining the NC Cardinal consortium, reviewed checkout rules and database; implemented updates to ensure consortium compliance, improve efficiency, and enhance customer experience
  - o Reviewed and streamlined data and statistics collection processes to improve efficiency
  - o To ensure continued Library excellence, staff participated in professional development throughout the year, including in-house trainings, webinars, workshops and conferences

Trends

FY18/19	Legal Service Population	Visits Per Capita	Program Attendance Per Capita	Total Collection Use Per Capita	Children's Checkouts Per Capita	E-Circ Per Capita
Transylvania	**35,034**	**5.6**	**0.6**	**10.8**	**3.3**	**1.5**
Appalachian Regional (incl. Ashe)	155,104	2.6	0.3	4.4	1.5	0.3
Bladen	34,298	0.8	0.1	0.9	0.3	0.1
Buncombe	262,483	3.8	0.5	6.7	2.6	1.2
East Albemarle (incl. Dare)	114,758	2.7	0.2	4.0	1.4	0.2
Haywood	62,959	3.7	0.3	5.5	1.0	0.8
Henderson	117,312	4.3	0.3	8.6	2.5	1.2
Scotland	35,802	1.9	0.2	1.4	0.4	0.1
Fontana Region (incl. Jackson & Macon)	95,251	4.0	0.7	4.5	1.2	0.8
Sandhill Regional (incl. Montgomery)	238,427	1.5	0.3	1.4	0.6	0.1
Statewide Average	*128,834*	*3.0*	*0.3*	*4.7*	*1.6*	*0.7*
TCL Rank (among County systems)		**1**	**3**	**2**	**3**	**2**

Trends

FY18/19	Per Capita	Total	Change from Previous Year
Library Visits	5.6	195,126	-4%
Program Attendance	.6	21,011	**+11%**
Total Collection Use	10.8	379,033	**+4%**
Children's Checkouts	3.3	115,312	**+6%**
Electronic Circulation	1.5	51,093	**+17%**

- During the first half of FY19-20: (compared to same period of previous year)
  - 7% increase in total program attendance, at virtually the same number of programs
  - 8% increase in checkouts of children's physical materials
  - 8.5% increase in digital checkouts
  - 1.5% increase in total collection use
  - 1% decrease in visits to the library
  - 13% increase in volunteer hours

Goals
- Complete migration to NC Cardinal Consortium
- Expand Hullabaloo early literacy program: offer every week

Finance (by Director Jonathan Griffin)
Trends
- Data reporting will change in the future with the implementation of MUNIS
  - Data entered at department level instead of Finance, but Finance will continue to review

Performance Metrics for County Finance

	FY15	FY16	FY17	FY18	FY 19	Average ▲ %
General Ledger Entries	1,077	1,403	1,422	1,219	1,328	6.57%
AP Checks Written	7,635	7,824	7,658	7,426	7,129	-1.67%
Annual Payment Total	35,291,209	36,017,276	36,934,638	39,467,024	42,932,284	5.06%
Payroll Direct Deposits	10,580	10,696	11,208	11,057	11,568	2.29%
Purchase Orders Issued	1,058	1,366	1,833	1,000	1,208	9.66%
EMS Bills	3,741	3,498	3,528	3,498	3,534	-1.36%
EMS Bill Revenues	1,284,234	1,276,553	1,181,003	1,157,083	1,365,881	1.98%
Investment Returns	9,039	62,202	130,775	406,690	525,775	234.66%
FTE	6	6	6	6		

Accomplishments & Goals
- FY 20 and FY 21 have combined accomplishments and goals due to two key multi-year projects
  - Enterprise software transition
    - Financials (Payables, Receivables, Ledger, Project Accounting, Cash Management, Purchasing, Bidding)
    - Enterprise Asset Management (summer)
    - Payroll/Human Resources (later this year)

- o $68,000,000 bond issuance and accounting ($303,412.13 project-to-date)
- Work with NCACC Fellow on mapping fiscal processes and developing a Standard Operating Procedures Manual

Election Center (by Director Jeff Storey)

Accomplishments
- Certifications
  - o Deputy Director Owen completed CERA – Certified Elections Registration Administrator
  - o Director Storey completed recertification CERA – Certified Elections Registration Administrator
  - o Deputy Director Bailey will begin certification this year
- Conducted 2019 Municipal Election
  - o Successfully tested ExpressVote voting equipment in B1
  - o First election with paper ballots
- Conducted 2020 Primary Election
  - o Implemented new voting equipment county wide
  - o Processed over 9,200 voters with minimal wait times

Trends
- Current voter registration: 25,316
- Conduct runoff election in May 2020 will require additional funding
  - o US House District 11 (Republican)
  - o NC Lt. Governor (Democratic)
- Conduct 2020 General Election
  - o Recruit student assistants and precinct workers
  - o Staff and election official training
  - o Public education
  - o Add additional ballot marking devices in the precincts

Goals
- Voting equipment purchase
  - o Eliminate potential questions over voter intent
  - o 75 additional machines over next three fiscal years

Q. What percentage of voters voted in the primary?
A. For the primary, approximately 36% of voters voted. The average turnout for the General Election is about 70%.

Q. What is the projection for the second primary?
A. Generally, second primaries yield very low turnout – less than 10%.

Q. What is the projected cost of the second primary?
A. Approximately $26,000. All 15 precincts have to be open during the second primary, in addition to an early voting period of three weeks. Each precinct and early voting will have to be staffed. In 2010, Henderson County piloted an instant runoff election without the additional cost.

Administration (by County Manager Jaime Laughter)

Accomplishments
- Backbone support for the Board of Commissioners and the organization as a whole

- o Regular meetings and workshops
- o Agenda packets, minutes, advertising
- Citizen Advisory Committee support
  - o Advertising, application processing, notification letters, service acknowledgements
  - o Requires a lot of communication throughout the organization and externally
- GetSet Early Childhood Initiative
  - o Backbone support- monthly meetings, social media, website, mail lists
  - o Plan and support events and activities - Kindergarten Readiness Rally, lead on Halloweenfest, toolkit project
- Capital workshop
- Compensation study and implementation
- Public records requests processing
  - o Requests continue to rise and become increasingly complicated
- Attorney transition
- Fleet analysis ongoing
- NCACC Fellowship- Kate Hayes
  - o Connect Program development, Landfill study support, GIS, Opioids, Planning Department

Trends
- Collaboration
  - o MyFutureNC-statewide initiative
  - o Opioid Response Team and Opioid Litigation
  - o WestNGN Broadband with Land of Sky
  - o GetSet
  - o Workforce/Affordable Housing
  - o French Broad River Study
  - o Mental health – EAP available for employees and ongoing discussions about mental health in the community
  - o School-based health
- Grants also indicate the collaborative transition
  - o PARTF ($500,000) in conjunction with Conserving Carolina
  - o Department of Commerce ARC grant to serve Gaia Herbs and the Town of Rosman ($1.2 million)
  - o ARC Broadband ($100,000) with Land of Sky
  - o GetSet ($750,000) on projects including educating and recruiting Early Educators, toolkits, Family Connects program
- Data availability to use in service provision
  - o Understanding County services
  - o Evaluating how to reach citizens
  - o Using data to better inform decisions for Board of Commissioners
- Use mapping when possible
- Surveys
- Benchmarking (NCACC Map Book, State resources, Census)
  - o NC ACCESS reflects our unemployment rate at 3.3% (down from 3.8%) and in the middle one-third of all counties with average weekly wage which increased to $672 (from $664) – but remain 80th in the State (high-low)
  - o NCACC Map Book 2019
  - o Benchmarking helps determine where funds are needed to strengthen or confirm commitments

- For example, per student County funding for education 4th highest in the State

Budget Process
- Departmental month reviews today were rich with data; showcased breadth of service provided in the County and how complicated the organization is
- NC General Statute § 159-10 – requests from specific departments submitted to the budget officer (County Manager); completed
- In March and April 2020, County Administration will review departmental requests with department leadership
- For departments led by elected officials, these meetings will include two County Commissioners (Sheriff and Register of Deeds)
- NC General Statute § 159-11 - The Board of Commissioners may authorize or request the submission of a budget containing recommended appropriations in excess of estimated revenues.
- Applications for nonprofits to receive County appropriations released, due March 27; applications will be reviewed by a committee to include participation by two Commissioners; appropriations will be included in the Manager's recommended budget
- County Manager meets with Commissioners on budget requests and gathers additional information
- Fire Department budgets due April 1 – Administration recommends these be reviewed at budget workshops as there are no recommendations to be made by County staff
- NC General Statute§ 115C-429: The Board of Education submits its entire adopted budget for FY 2021 "not later than May 15, or such later date as may be fixed by the board of county commissioners."
- NC General Statute §159-11(b) County Administration plans to propose the recommended budget at the May 11, 2019 meeting of the Board, if possible; otherwise, will be presented on May 26 (Monday, May 25 is a holiday); statutory deadline is June 1
- Administration recommends budget workshops to facilitate the Board of County Commissioners' decision making on requests from fire departments and any remaining issues in late May/Early June
- NC General Statute § 159-12(b): 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
- Administration recommends that public hearings on the FY 2021 County budget occur at the June 8, 2020 meeting; the Board may elect to have a second public hearing on June 22, 2020
- NC General Statute § 159-13(a) "Not earlier than 10 days after the day the budget is presented to the board and not later than July 1, the governing board shall adopt a budget ordinance making appropriations and levying taxes for the budget year in such sums as the board may consider sufficient and proper, whether greater or less than the sums recommended in the budget."
  - To occur at the Board of County Commissioners' June 22, 2020 meeting

APPOINTMENTS

TRANSYLVANIA COUNTY COUNCIL ON AGING
The Affordable Housing position on the Transylvania County Council on Aging has been vacant for some time. The Clerk advertised for the vacancy and received an application from Don Rogers. Mr. Rogers has a background as the Housing Director for United Way for several years and as the Housing Advisor for WCCA. Council on Aging Chair Sylvia Petit and the Land of Sky Area Aging agree that Mr. Rogers would be a good fit for this position.

Commissioner Cathey moved to appoint Don Rogers to fill the Affordable Housing position on the Transylvania County Council on Aging, seconded by Commissioner Lemel and unanimously approved.

NEW BUSINESS

FUNDS FOR GAIA HERBS SEWER PROJECT

Transylvania County applied for a NC Department of Commerce Industrial Development Fund (IDF) grant to support a local manufacturer, Gaia Herbs, in need of public sewer service. The initial funding request was for $888,750. The Department of Commerce approved grant funds in the amount of $880,750 which left a funding deficit of $8,000. The IDF funds were to be used in conjunction with a $300,000 Appalachian Regional Commission (ARC) grant which has been approved but requires final contract work to be processed. The total project funding is currently at a deficit of $8,000. To release final contract documents for signature, ARC requires that the PER and ARC application be fully funded. ARC requests that Transylvania County approve an additional $8,000 in order to satisfy ARC funding requirements so final contracts can be released and funding be officially made available for the project. If approved, the County's allocation would increase from $396,250 to $404,250. Staff has put out for RFQ for engineering service. Staff recommends the Board of Commissioners approve the final grant applications and direct staff to submit the package with an additional $8,000 in funding to come from Economic Development reserves.

Commissioner Lemel moved to allocate the additional $8,000 to satisfy the ARC funding requirements by using line item reserve for Economic Development, seconded by Commissioner Cathey. Commissioner Lemel stated she was excited for this project to commence and the potential for others to tap into this infrastructure. **The motion was approved unanimously.**

MANAGER'S REPORT

The Manager reported the following:

- Announcement of $100,000 WestNGN grant from ARC in conjunction with Land of Sky to support community broadband
- WNC Community Foundation Gibbs Family Trust Fund Grant- closed out hearing loop grants for Election Center and Community Services conference rooms; thank you to the Gibbs family for providing those funds to support the hearing impaired
- Coronavirus weekly leadership meetings for countywide preplanning will continue
- March 25- Manager will be a panelist for MyFutureNC/Land of Sky meeting at the WNC Ag Center discussing early childhood efforts and the relationship to workforce development
- Planning Board will be finalizing recommendations for Noise Ordinance changes and beginning discussion about the floodplain at their March meeting

PUBLIC COMMENT

There were no comments from the public.

COMMISSIONERS' COMMENTS

Commissioner Cathey expressed appreciation of the dedication and hard work of the Clerk of Superior Court and her staff. Unfortunately, she was the subject of a personal attack that was unfounded in her role as Clerk. Commissioner Cathey wanted to voice his support of the Clerk and her staff.

Commissioner Lemel attended the School of Government's course on Leading the Way to Board Excellence – a four-part program – with Alice Wellborn of the Board of Education. It is a great program with very qualified instructors. She enjoyed the opportunity to meet other elected officials from across the State. She was grateful for the citizens allowing her the opportunity to participate.

Chairman Hawkins shared a personal story about a gentleman from California who was in town recently to settle his family's estate and how he raved about the excellent service provided to him by the Clerk of Superior Court and her office. He thanked staff for their presentations and to those citizens who remained for the entire meeting. The presentations showed the breadth and quality of services provided by Transylvania County and the quality of those providing those services. Transylvania County is very fortunate.

Chairman Hawkins moved to enter into closed session per NC General Statute 143-318.11 (a) (5) To establish, or to instruct the public body's staff or negotiating agents concerning the position to be taken by or on behalf of the public body in negotiating the price and other material terms of a contract or proposed contract for the acquisition of real property by purchase, option, exchange, or lease, following a five minute recess, seconded by Commissioner Cathey and unanimously carried.

CLOSED SESSION

Per NC General Statute 143-318.11 (a) (5) To establish, or to instruct the public body's staff or negotiating agents concerning the position to be taken by or on behalf of the public body in negotiating the price and other material terms of a contract or proposed contract for the acquisition of real property by purchase, option, exchange, or lease, closed session was entered into at 7:40 p.m. Present were Chairman Hawkins, Commissioners Cathey, Guice, and Lemel, County Manager Jaime Laughter, County Attorney Julie Hooten, and Clerk to the Board Trisha Hogan.

The Manager updated the Board of Commissioners on negotiating efforts for the potential purchase of real property. The Board of Commissioners directed staff on how to proceed.

Chairman Hawkins moved to leave closed session, seconded by Commissioner Cathey and unanimously carried.

OPEN SESSION

Chairman Hawkins moved to seal the minutes of the closed session until such time that unsealing the minutes does not frustrate the purpose of the closed session, seconded by Commissioner Cathey and unanimously approved.

ADJOURNMENT

There being no further business to come before the Board, **Chairman Hawkins moved to adjourn the meeting at 7:52 p.m., seconded by Commissioner Guice and unanimously approved.**

ATTEST: _____
                                                Mike Hawkins, Chair
                                                Transylvania County Board of Commissioners

_____
Trisha M. Hogan, Clerk to the Board