

MINUTES
TRANSYLVANIA COUNTY BOARD OF COMMISSIONERS
November 9, 2015 – REGULAR MEETING

The Board of Commissioners of Transylvania County met in regular session on Monday, November 9, 2015 at 7:00 p.m. in Commissioners Chambers at the County Administration Building.

Commissioners present were Vice-Chairman Larry Chapman, Jason Chappell, Chairman Mike Hawkins, Page Lemel and Kelvin Phillips. Also present were County Manager Jaime Laughter, County Attorney Tony Dalton and Clerk to the Board Trisha Hogan.

Media: *The Transylvania Times* – Derek McKissock

There were approximately 30 people in the audience.

CALL TO ORDER

Chairman Mike Hawkins presiding declared a quorum was present and called the meeting to order at 7:04 p.m.

WELCOME

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

PUBLIC COMMENT

There were no comments from the public.

AGENDA MODIFICATIONS

The Manager reported on the agenda modifications. She requested to remove Item – C Community Development Block Grant Formulas under Presentations/Recognitions and add Comprehensive Economic Development Strategy Session in its place which will be presented by representatives from Land-of-Sky Regional Council.

Commissioner Lemel moved to approve the agenda as amended, seconded by Commissioner Chapman and unanimously approved.

CONSENT AGENDA

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

The following items were approved:

MINUTES

The Board of Commissioners met in regular session on Monday, October 12, 2015. Commissioners approved the minutes as submitted.

PROCLAMATION-THE SALVATION ARMY RED KETTLE DAY IN TRANSYLVANIA COUNTY

The Transylvania County unit of the Salvation Army will hold its annual Red Kettle Kickoff on November 20 at the Salvation Army Office on Caldwell Street. On this day, the Salvation Army will begin its mission to collect donations to aid needy families, seniors, and the homeless in Transylvania County. Salvation Army Board members and officers will be there to accept donations. Commissioners approved Proclamation 34-2015 The Salvation Army Red Kettle Day in Transylvania County. Chairman Hawkins read aloud the proclamation for the benefit of the public and presented it to representatives from The Salvation Army.

(Proclamation 34-2015 The Salvation Army Red Kettle Day in Transylvania County is hereby incorporated by reference and made a part of these minutes.)

BYLAWS OF THE TRANSYLVANIA NATURAL RESOURCES COUNCIL

The Transylvania Natural Resources Council met on October 9 and approved changes to its bylaws. The bylaws state that changes must be approved by the Board of Commissioners. The amended bylaws and previous set of bylaws were included in the Board's agenda packet for comparison purposes. There are no substantive changes to the bylaws. The new bylaws were amended to reflect changes in County policies and procedures and some paragraphs were rewritten for better flow of language and clarification purposes. Commissioners approved the amended bylaws of the Transylvania Natural Resources Council as submitted.

CLOSING OF COUNTY OFFICES FOR EMPLOYEE CHRISTMAS LUNCHEON

The County Employee Christmas Luncheon is scheduled for Friday, December 11, 2015. Staff requests permission to close County offices at noon on this day. Offices will be closed for the remainder of the day. Commissioners approved closing County Offices at noon on Friday, December 11, 2015 in order for County employees to attend their annual Christmas Luncheon. Staff will properly advertise and post notice of the offices closing.

PRESENTATIONS/RECOGNITIONS

TRANSYLVANIA NATURAL RESOURCES COUNCIL ANNUAL REPORT

Lee McMinn is the Chair of the Transylvania Natural Resources Council. He provided a brief report on the Council's activities over the last 12 months and acknowledged the support the Council has received during the same period. He also thanked the Board for allowing him to serve on the Council as a member and its chair. This is a summary of his presentation:

Annual Report

- November-Whose Water Is It Anyway? Conference
 - Several sponsors, including Board of Commissioners
 - Attended by more than 200 people
 - A number of guest speakers from Raleigh, Asheville and local
 - Discussions about water continue
- Next meeting is Friday, November 13
 - Topic is hemlock mortality and its impact on rivers
 - Impacts all those who use the river in various ways
 - Invited Commissioners to attend
- February-meeting to discuss how to continue task to provide education to the public
 - Invite presenters to monthly meetings who use or rely on the County's natural resources
 - Presenters give presentations and participate in a Q&A session afterwards
 - Very good exchange of ideas and discussions

- Not a lot of public participation in the meetings, but *The Transylvania Times* provides extensive coverage which helps to reach a wider viewing audience
- March-presented to County staff a recommendation to create a position for a Natural Resources Specialist with a description of job responsibilities
 - Plans to refine job description and resubmit to County staff
 - Intends to present for the Board's next budget cycle
- Several changes in membership
 - Eric Caldwell promoted out-of-County
 - Converted County Extension Agent to ex-officio to serve as facilitator
 - Lee McMinn appointed as chair
 - David Whitmire appointed to represent Town of Rosman
 - Bart Renner appointed Director, Extension Service
 - One "at-large" opening for interested citizen and applications are being accepted; recommendation at next meeting

Commissioner Lemel stated that annual reports from the County's citizen advisory councils are an area Commissioners are working on. She thanked Mr. McMinn and the Council for being ahead of the game. She also expressed appreciation for the time and energy the Council goes through to learn more about the impact of the environment on our economic viability in the County.

NC 280 CORRIDOR BIKE STUDY

The Manager invited Land –of-Sky Economic and Community Development Director Erica Anderson and RPO Coordinator Vicki Eastland to make a presentation on the NC 280 Corridor Bike Study.

NC 280 Corridor Bikeway Study: Town of Mills River and Transylvania County

- Background
 - Study completed by Alta Planning
 - Study began in fall of 2013
 - Study area extended to include NC 280 in Mills River to Pisgah Forest in Transylvania County the following January
- Overall process
 - Data collection
 - Created a base map
 - Held kick-off meetings, site visits and stakeholder interviews
 - Completed existing conditions report, looking at constraints, rights-of-way, congestion issues, etc., which helps to determine what kind of pathway can be developed for bike users
 - Design charrette/public workshop
 - Developed draft plan and map
 - Made presentation to Town of Mills River
- Study Area
 - Westfeldt Park across from Asheville Regional Airport to Pisgah Forest for a total 15 miles
 - Approximately 5 miles of the study existed within Transylvania County
- Plan based on NCDOT's *Complete Streets Planning and Design Guidelines*
 - Primary recommended bikeway alternative is a multi-use side path along one side of the roadway from the north end of the corridor at Westfeldt Park to the NC 280/US 64 intersection and existing greenway in Brevard
- Blue Ridge Bike Plan

- NC 280 was of the original priorities that came out of developing the Blue Ridge Bike Plan which was completed in February 2014
- Transylvania County
 - Begins near Turkey Pen Road and follows NC 280
 - Over Little Mountain and diverges onto Old NC 280 because constrained right-of-way and congestion potential
 - Comes back into NC 280 and crosses over land
 - Southern termini at the intersection of US 276/NC 280/US 64
 - Artistic rendering shows what highway would look like with pedestrian facilities, crosswalks, etc., all of which is subject to design constraints, safety, allowable for rights-of-way
- Next steps for the overall NC 280 Corridor Study
 - SPOT 4 is the latest round of NCDOT prioritization for regional and local projects
 - RPO Coordinator would work with County and City to prioritize projects for consideration
 - Current projects are improvements to US 276/ NC 280/US 64 intersection, US 64 pedestrian bridge across French Broad River in Pisgah Forest, and NC 280 safety improvements from Deavor Road to Hudlin Gap Road

Chairman Hawkins stated that the presentation up to this point is just a plan. He asked if this project had been approved. Ms. Eastland pointed out that this project has not yet been scored by the NC Department of Transportation, but it has been approved by the Rural Planning Organization's Technical Coordinating Committee (staff level) and the Transportation Advisory Committee (elected officials level). The RPO is now in the process of submitting this project to NCDOT for approval.

Ms. Anderson added the NC 280 Corridor Study is a good start to the conversation with NCDOT. For Transylvania County it is an opportunity to learn the results of the consultant's findings and make needed improvements to this area in Pisgah Forest which is viewed as a gateway. Although the major intersection falls within the City of Brevard's jurisdiction, both entities can work together to make safety improvements and tie in the NC 280 and US 64 corridors.

Chairman Hawkins emphasized that this is the first time Commissioners are seeing this plan. The Board of Commissioners may want to examine it further. For clarification purposes, he stated that the majority of the project consists of a separate bike/multi-use path that is located within NCDOT right-of-way. Ms. Eastland stated the area from Turkey Creek includes 150 ft. of right-of-way although it varies along the slope, but the right-of-way narrows greatly over Little Mountain. The right-of-way is reduced to 70 ft. in Pisgah Forest, which is why the bike path diverges off-road. Most of it could probably remain within the right-of-way. These issues will come to light during the engineering phase.

Ms. Anderson asked Commissioners how they would like the Land-of-Sky to proceed. If the Board needs time to reflect upon the plan, that is doable. Mills River adopted the plan in August. Land-of-Sky staff can assist Commissioners with adopting or amending the plan. As the SPOT 4 priorities are determined it might be a good time to see where there might be some overlapping with this plan.

Commissioner Chapman asked if the project is contingent upon the County's participation or could Mills River move forward without the County's approval. Ms. Anderson responded Mills River could move forward regardless of the County's participation and vice-versa.

Commissioner Phillips noted that the Mills River's town limits almost reach Turkey Pen. He said the plan appears to have a new signal light installed at Brickyard Road. Ms. Eastland said this intersection involves a potential TIP (Transportation Improvement Project) which would widen Brickyard Road and

add a signal. There are three other intersections on NC 280 that would require pedestrian crossing signals in areas with right-of-way constraints. Commissioner Phillips stated that additional traffic lights greatly impact Transylvania County residents that are traveling to and from the County.

Commissioner Lemel asked how realistic this project is. She is excited about improving the configuration of Pisgah Forest and adding pedestrian access, but this is not a project she expects to come to fruition. Ms. Eastland said this will be a long term endeavor. The estimated cost is approximately \$500,000 per mile which does not include intersections/interchanges. The cost of the Pisgah Forest intersection is estimated at \$500,000 as well. Bike and pedestrian projects require a 20% match from the requesting jurisdiction which is a limiting factor for many jurisdictions.

Chairman Hawkins inquired about grant opportunities at the local level. Ms. Eastland said there are different funding programs available for various transportation projects and many are applied for and awarded on based on cycles, the next being in 2018. The Pisgah Forest intersection needs safety improvements. The project does not have to coincide with the bike/multi-use path, but it is good to start the conversation considering both. The Manager noted that having an adopted plan in place makes a stronger case when making application for funding. NCDOT will require this as well.

The Manager noted that the plan anticipates that NCDOT's strategic plan of having a median in place in Mills River is factored into the design plans for a bike/multi-use path. There is currently a lot of traffic activity in the center lane. NCDOT's strategic plan replaces the center lane with medians and results in more controlled intersections. She noted however that the plan is controversial. Chairman Hawkins stated that a corridor study that involves additional traffic impediments (traffic signals, for example) is a negative for Transylvania County. The County should have input on those decisions, because we rely on speedy access to the airport and interstate. The Manager noted that puts the County at a different policy perspective than Mills River and vice-versa, making it even more important that we keep a voice at the table on transportation issues.

After a few more comments, Chairman Hawkins said the next steps for this Board is to discuss the plan further and communicate the County's interests to the RPO. Ms. Anderson pointed out there is no timeline for adoption, but NCDOT begins looking at SPOT 4 improvements in the spring.

COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGY SESSION

Economic and Community Development Director Erica Anderson with Land-of-Sky presented an overview of the 2015-2019 Comprehensive Economic Development Strategy (CEDS) via Power Point Presentation.

Land-of-Sky serves as the economic development district for the region. They have support from the Economic Development Administration to carry out such planning. The plan is updated every five years. Ms. Anderson noted there have been many changes in the region since the last update. The CEDS Committee consisted of representation from Transylvania County, including Chairman Hawkins, Manager Laughter and Planning and Community Development Director Mark Burrows. The committee was made of members of the private and public sector and across jurisdictions. Ms. Anderson hit some of the highlights and this is a summary:

Vision

- A prosperous, business-friendly region with resilient economic development strategies, quality jobs, smart infrastructure investments, healthy communities and critical resource protection.

Our Region

- Buncombe, Haywood*, Henderson, Madison and Transylvania Counties

- *Haywood included due to the Asheville Metro Statistical Area

2015 CEDS Components

- Action Plan
 - Economic resilience
 - Guidelines give flexibility to adopt a plan that meets the needs of our region

Population Statistics

- By the year 2040, expect to see population growth of nearly 180,000, which is a fairly significant growth in population
 - Where are they going to live?
 - Where are they going to work?

SWOT Analysis

- Strengths
 - Good schools
 - Workforce
 - Tourism
 - Natural beauty
 - Recreation
 - Quality of Life
- Weaknesses
- Opportunities
- Threats
 - Housing options
 - Youth flight
 - Single economy

Fact Sheet: Transylvania County

- Largest private sector employees
 - Transylvania Regional Hospital
 - Ingles
 - Brevard College
- Largest Industries
 - Healthcare and Social Assistance

Population Statistics

- 26% of population over 65 years old, expected to grow in the future

Strategic Target Sectors (based on SWOT analysis)

- Tourism
- Advanced Manufacturing
- Educational Services
- Healthcare and Social Assistance
- Professional, Scientific and Technical Services
- Agricultural Technologies

NC Tomorrow

- Developed by councils of government statewide
- Four goals adapted to our region

- One example: Goal 3-Health and Vibrant Communities
 - Elderly population growing at a fast pace; challenging to ensure needs are met
- Attached to each goal is a list of future milestones and metrics and a case study based on the particular goal
- Evaluation framework for each goal lists performance measures, responsible entity and a timeframe for reaching each goal
- Create local wealth to have economic resilience within the communities
 - Stronger communities create a stronger region
 - Building on natural assets

This concluded the presentation.

Chairman Hawkins inquired about next steps. Do the next steps include the counties and municipalities within the region reviewing the recommendations and implementing locally as they see fit? Ms. Anderson confirmed. She said there will be follow up work in February to help counties and communities keep track of their progress. The Land-of-Sky wants this to be a living document and as an organization they want to be responsive to the community and offer assistance where needed. With this plan in process, communities become eligible for infrastructure and planning grant funding through the Economic Development Administration.

Commissioner Lemel inquired about how to obtain more specific information on the data. Ms. Anderson asked Commissioners to contact her or Planning and Community Development Mark Burrows for more information. Specifically, Commissioner Lemel is interested in the figure that indicates a 20% increase in manufacturing jobs over four year.

The next step for Commissioners is to review this information with staff looking at areas where we might take advantage of some of these recommendations.

APPOINTMENTS

JUVENILE CRIME PREVENTION COUNCIL

There are several terms that expired in June and there are a few vacancies as well. There was a delay in the Clerk getting a recommendation from this Council because the Council transitioned to a new facilitator. There are a few vacancies left to fill and the Council is working to recruit new members.

Commissioner Lemel moved to:

- 1. Appoint Ricky Lambert to fill a vacant Commissioner Appointee position**
- 2. Reappoint Marilyn Kaylor (Mental Health)**
- 3. Appoint Tracy Jones (Social Services Director)**
- 4. Appoint Kelsey Farmer to fill a vacant Student position**
- 5. Reappoint Alan Justice (Schools)**
- 6. Reappoint Greg Stroup (Sheriff's Office)**
- 7. Reappoint Ricky James (Commissioner Appointee)**
- 8. Reappoint James Felty (Faith Community)**
- 9. Reappoint Larry Chapman (County Commissioner)**
- 10. Reappoint Steve Pulliam (Nonprofit)**
- 11. Reappoint Rodney Wesson (Juvenile Justice)**
- 12. Appoint Kelly Burton to fill a vacant Commissioner Appointee position**
- 13. Reappoint Gay Poor (County Manager Designee)**
- 14. Reappoint Kathleen Mallet (SA Professional)**

The motion was seconded by Commissioner Chappell and unanimously approved.

NEW BUSINESS

CHAMPION POOL AND PARKS AND RECREATION STRATEGIC PLAN UPDATE

Parks and Recreation Director Carleen Dixon presented this item. First she introduced Jared Mull as the new Recreation Manager. He is a native Transylvanian and is moving back home from working in the Mecklenburg County Parks and Recreation.

Ms. Dixon reported that Champion Pool conditions have continued to diminish even after closing the pool in August. The large pump that controls circulation in the large pool is no longer working so cannot be circulated to maintain clarity with pool chemicals. Staff has been manually feeding the chemicals into the pool which is a very ineffective method. The age of this circulation pump dates back to the 1970's and is not repairable because parts are no longer available.

Ms. Dixon reminded Commissioners of the recent pool audit that was completed in January 2015. The audit concluded that a "band-aid" approach to the pool facility is not appropriate due to its age and especially if it is the desire of the County to continue offering aquatic amenities for citizens for many years into the future. The auditor's recommendation was to plan for the long term and construct a modern family aquatic facility. With that said, Ms. Dixon reported that the Parks and Strategic Plan process is underway. The month of October was spent developing the survey instrument with the consultant. Public outreach and surveys will be done throughout the month of November. Survey results will be compiled in December. There will remain a number of steps to undertake with a final report expected in late April. Ms. Dixon recommended another update in early January to Commissioners after the survey results are compiled. This will not be a final report, but it will provide some raw data to assist Commissioners with future planning efforts and discussion.

Commissioner Chapman asked if it was possible to open the pool this coming summer. Ms. Dixon responded that based on the current conditions the pool should not be open this summer. The necessary renovations could not be done within a reasonable timeframe to open on time, especially with winter weather coming. She noted that she and the Manager have been discussing how to serve the Rosman community. Visitation this past summer averaged 39 people daily and they come from all over the County to utilize the pool.

Chairman Hawkins inquired about measures staff intends to take to keep the area safe. Ms. Dixon said as far as the pool is concerned, the water level will be maintained. In terms of safety, the pool is protected by a fence.

Chairman Hawkins thanked Ms. Dixon and her staff for the work. Commissioners understand her recommendation and will hold off on making a decision until the results of the strategic plan are complete.

ALTERATIONS TO REGISTER OF DEEDS & TAX ADMINISTRATION BUILDING

The Tax and Register of Deeds Building was constructed in 1938 and has a chimney that was used at that time as part of a boiler system. At this time, the chimney is no longer functional and is starting to lean and show signs of serious deterioration. It extends 20 ft. above the roof parapet. A structural failure could threaten the structure and those working or visiting within. Architect Richard Worley is recommending that the chimney be removed to under the parapet cap so that it can be capped and flashed to create a water tight covering.

Appalachian construction will be renting a crane for construction at Silvermont under the existing contract with the county for work there. If we utilize them to conduct the work, we can save the expense of a costly second rental. Staff estimates the cost to remove the chimney will run in the range of \$15,000-\$17,000 if work is approved to coincide with the crane rental at Silvermont.

Commissioner Lemel moved to approve the allocation of \$17,000 from fund balance to remove the chimney and utilize Appalachian Construction to complete the work while the crane is under rental for Silvermont. The motion was seconded by Commissioner Chappell. The motion was approved unanimously.

MANAGER'S REPORT

The Manager reported the following:

- Submitted Animal Control Operating Procedures and Euthanasia Protocol for State review; waiting for feedback
- Participated in Vision Government Day
- Transylvania Economic Alliance Product Development Study has begun; important component into developing long term strategy
- Restoration Wild (show on Animal Planet) featured Lake Toxaway; behind the scenes two County departments played role in project
- Invited Commissioners to the Employee Christmas Luncheon on December 11 at noon

Commissioner Chappell stated that he received a lot of feedback from others who participated in Vision Government Day and everyone had wonderful things to say about the Manager and County staff.

Commissioner Lemel said she watched the episode of Restoration Wild and it was a nice feature of the area and to see local folks on national television.

Chairman Hawkins called for a 5 minute recess. The meeting reconvened at 8:35 p.m.

WORKSHOP

TRANSYLVANIA COUNTY STRATEGIC PLAN

The Board of Commissioners met in December 2014 to develop six goal statements for the strategic plan. The goal statements have since been rewritten into positive phraseology as if they exist already. Focus groups met in April 2015 to brainstorm which netted in ideas of how we might incorporate action plans in order to move the different goals forward. Department heads worked to tie budget requests with last year's budget and work plans to draft goal statements in the spring of 2015. Staff worked to connect strategies to work plan items and brainstorming during the summer of 2015. In working with the focus groups and staff we found that we do not always capture the mandated services when brainstorming with citizen focus groups. Sometimes the mandated services are not as desired by citizens as they are by the State. Mandated services are included in the plan and comprise roughly 75% of the budget. Non-mandated are included in the strategic plan as well. Department heads reviewed the draft and brainstormed measures in October of this year. Focus groups met again in October to review the draft and comment as well. The draft being presented to Commissioners tonight has been modified after passing through both groups. Only one modification did not make the final draft (singling out mental health as a standalone strategy). In the spring of 2016, staff would like for the strategic plan set the stage for the FY 2016-17 budget and work plans. The strategic plan is a tool to allow us to drive toward a bigger goal that crosses multiple budget years and move the County forward in a comprehensive way.

The strategic plan differs from a comprehensive plan. A comprehensive plan sets the overall vision for the community and the built environment. It focuses on the systems and structures in place that create our community. The strategic plan incorporates many of those elements, but it sets how County government as an organization achieves community vision and delivers services. The strategic plan also provides an overall framework for decision-making, priority-setting and for developing action plans that move the organization forward. It has the potential to tie into a comprehensive capital plan. Furthermore, it facilitates accountability by providing feedback points for annual action plans. Effectiveness matters in this type of structure. The strategic plan feeds action planning that goes along with the budget process each and provides accountability. In January, staff will be providing accountability for last year's planning with the budget. It helps to measure if we are being effective with our strategies when we start of measure at the strategic plan level over multiple years. The Manager noted the strategic plan includes an appendix that lists the ideas of action plans that Commissioners may want to consider. These ideas came from the focus groups.

The Manager gave an example of what an annual work plan might look like:

Goal #1: The local economy has a more diversified tax base, an increase in living wage jobs and more stability. The community has capitalized on the unique quality of life and environment unique to the area.

- **Strategy A: Provide coordinate customer service across the development process from planning, building and environmental health to make personal and business investment a positive experience.**

Activities	Dept.	Expected Date Complete	Activity Measure	2015-16 Financing Required	2015-16 Financing Secured	6 Month Progress	End of Year Progress
1. Implement ongoing training and professional development for inspectors; maintain manageable caseload to be able to respond to inspection requests within 48 hours	Building Permitting and Enforcement						
2. Assure surge capacity of environmental health should demand spike	Environmental Health						

Next Manager reviewed the draft strategic plan. Afterwards Commissioners will participate in a discussion to identify measures and the discussion will be facilitated by Steve Strauss with Developmental Associates.

DRAFT STRATEGIC PLAN 2016-2021

- **GOAL #1: The local economy has a more diversified tax base, an increase in living wage jobs and has more stability. The community has capitalized on the unique quality of life and environment unique to the area.**

- *Strategy 1A*: Provide coordinated customer service across the development process from planning, building and environmental health to make personal and business investment a positive experience.
- *Strategy 1B*: Plan, advocate and provide for infrastructure to support economic development and to make the community a desirable place to live and work.
- *Strategy 1C*: Protect the community sense of place by balancing growth and maintaining high levels of community social infrastructure like parks, quality education, tourism, etc.
- **GOAL #2: The educational environment facilitates learning and students are being prepared for a successful future. There are more available resources for enhancing education for all ages.**
 - *Strategy 2A*: Provide resources to support quality educational opportunities with a standard of excellence.
 - *Strategy 2B*: Provide support resources that eliminate barriers to receiving education.
- **GOAL #3: The community has vibrant nodes of economic and civic activity that create a draw for tourism as well as a platform for community engagement.**
 - *Strategy 3A*: Support infrastructure that facilitates the visitor's unique experience of our community and encourages them to visit again.
 - *Strategy 3B*: Support community involvement in civic activities across demographics and geographies.
 - *Strategy 3C*: Protect and preserve cultural heritage and promote arts in the community.
- **GOAL #4: The wealth of natural resources in Transylvania County have been well managed and maintained to support the local economy and quality of life with plans in place to assure sustainability.**
 - *Strategy 4A*: Protect and preserve natural resources with long term management plans including water, air and forest resources to insure long term sustainability.
 - *Strategy 4B*: Educate the public on environmental concerns and best practices.
- **GOAL #5: The community's quality of life includes resources that promote health, transportation connectivity, a sense of place, cultural heritage and public safety.**
 - *Strategy 5A*: Provide resources, infrastructure and services that improve public health, mental health, wellness and safety to insure a vibrant community.
 - *Strategy 5B*: Preserve and educate about cultural heritage of the community.
 - *Strategy 5C*: Partner with existing agencies on community needs.
- **GOAL #6: County government is service driven, transparent and performance based with more active and engaged citizens.**
 - *Strategy 6A*: Provide facilities that allow for efficient service delivery to the public while creating a secure, inviting and customer friendly environment for customers and citizens.
 - *Strategy 6B*: Assure compliance with state mandates for service provision along with state regulatory requirements.
 - *Strategy 6C*: Provide sufficient resources to recruit and retain qualified professional staff, keep training current and minimize the expense of turnover to insure efficient organizational infrastructure.
 - *Strategy 6D*: Enhance fiscal planning for public dollars while leveraging available revenues to the fullest.
 - *Strategy 6E*: Provide timely, accurate, transparent and informative communication to the public and across the organization with superior customer service delivery.

The next step is to take each of these goals and strategies and identify three to four different measures for each to show whether or not we have been effective in making improvements. The Manager presented several ideas from department heads and focus groups on what measures the Board should be taking into consideration. Mr. Strauss helped facilitate the discussion to pare down the ideas presented into a workable document. This is a summary of the measures Commissioners wanted to include in the strategic plan:

Strategic Plan Measures – Goal 1

- Amount of additional investment
- Additional jobs in community; diversity of workforce (break out jobs by sector)
- Reinvestment from existing businesses
- Occupancy rates (hotels, rentals)
- Living wage
- Unemployment rate/participation rate (an overall indicator)
- More diversified tax base

Strategic Plan Measures – Goal 2

- Reducing number of students on free and reduced lunch; number of kids utilizing free and reduced lunch versus those that qualify
- Graduation rate comparable to other counties
- Attract jobs to County to prevent youth flight
- Use Work Ready Communities measures
- Employment readiness/preparedness for employers
- Preschool daycare
- Where does level of funding actually make impact on education
- Maintain top quartile of local education funding in State
- Reduce number of children coming to school not ready for kindergarten

Strategic Plan Measures – Goal 3

- # of visitors/year (as long as the way the figure is arrived at is consistent year-to-year)
- “Heads in beds” each month; increase percentages in off season
- # of volunteers serving on citizen advisory councils (does not take into account other volunteers around the County)
- Vibrant nodes should include Rosman and the other communities
- # of year round programs (during off season)
- Increased # of beds
- Divert visitors from other communities to downtown Brevard or assist other communities develop amenities to keep visitors in those communities; develop strategy to identify where visitors are going and use that information to develop services and infrastructure to help those areas become more vibrant (measure: nonresidential tax base by community to help measure investment in those nodes)
- Appendix for action plan: project identifying community nodes for assessing where the County can be more supportive

Strategic Plan Measures – Goal 4

- Note: change “sustainability” in goal statement to “viability”
- Amount of land put in conservation which impacts tax base (does an increase in protected land correspond with economic growth or economic difficulties); may require staff research
- Increase recycling as a percentage of total waste (although much is out of the County’s control)

- Trail mileage in compliance national standards

Strategic Plan Measures – Goal 5

- Note: anticipated that the Emergency Services Strategic Plan, Parks and Recreation Strategic Plan, and Comprehensive Plan will feed into the action plan items moving forward and provide framework to identify which ones to tackle first
- Response time by County and district
- Positive impact on fire insurance/homeowners insurance ratings
- Monitoring and improving response by emergency services agencies
- Improvement to Community Health Assessment
- Increase # of people accessing recreation facilities
- Housing, medical services, transportation for older Americans (work plan item: identify areas of need)
- Increase inter-local agreements; partner with local municipalities that are mutually beneficial
- Increase participation with our historic assets

Strategic Plan Measures – Goal 6

- Track # of citizens and others using various social media and how engaging they are with local government information
- Employee satisfaction surveys
- Encourage opportunities for professional growth; training, conferences and engaging with peers is good for staff and County
- Maintenance; keep vehicles from being out of service; service contracts (copiers, for example)
- Track customer service rating per department over time
- Audits and State reports on compliance
- Increasing grant opportunities

Mr. Strauss commented about being pleased and impressed with the focus group feedback. He was impressed with the level and quality of involvement. He thanked the Manager for taking the lead on this process.

The Manager discussed next steps. She will take the measures identified by the Board and add them to the document so that it can be approved. Once adopted, it will be used during the budget process and staff will work on developing the other measures, such as employee satisfaction surveys, so the results can be reported on. Her intention is to use the work plan format and participate in concentrated discussions during the budget process about how to connect back to the strategic plan. The same process will occur when developing the capital improvement plan. Chairman Hawkins added that in the future each agenda item could be classified under goals and strategies of the strategic plan.

Commissioners thanked Mr. Strauss for being here tonight and for his assistance with the strategic plan process.

PUBLIC COMMENT

Peter Mockridge: Mr. Mockridge referred specifically to Goal #3 in the strategic plan. He said one thing Commissioners did not address that is concerning to him is the various community centers we have throughout this County which serve as platforms for community engagement. He thought it was important for Commissioners to consider a measurement that takes the use of those facilities into consideration. This speaks to who we are as a community.

Edwin Jones: Mr. Jones commented on several items. He first asked if there has been any coordination between the Land-of-Sky economic development and the Transylvania Economic Alliance. Mr. Jones believes the strategic plan seems ambitious. For Goal #1, he stated Commissioners should not discount the complaints relative to the Building Permitting Department. It appears to be an adversarial process. For Goal #2, he noted that one of the keys to Brevard College's success to student retention is student engagement. He reminded Commissioners of the Sheriff's summer camp program for at-risk children that helps draw out their leadership capabilities. He also indicated Brevard College offers tuition discounts to local students. For Goal #3, Mr. Jones asked Commissioners not to discount summer camps because the users are many times multi-generational. He noted there are bed and breakfasts in Cedar Mountain that they did not refer to. For Goal #4, he recommended Commissioners either omit the word sustainability or clearly define it. On Goal #5, as a member of the Historical Society, he learned that there was an increase of 20% in attendance over last year. Lastly for Goal #6, the increase in the interest of the Historical Society was tracked through social media. In reference to the decrease in lost patrons, he suggested clearly identifiable ambassadors in downtown.

COMMISSIONERS' COMMENTS

Commissioner Chapman reminded everyone of the Veterans Day ceremony at the Courthouse gazebo on November 11. Local marines are meeting tomorrow evening at the American Legion to celebrate the 240th birthday of the Marine Corps. He invited everyone to attend.

Commissioner Lemel reported on her County Commissioner duties and activities since the last meeting. She had lunch with representatives from Oskar Blues and they expressed how happy they are to be here in Transylvania County. She visited the Boys and Girls Club to understand more about their operation and opportunities that may arise in the future. Commissioner Lemel traveled with the Manager and the Executive Director of the Family Place to Henderson County for an early childhood meeting at the Children and family Resource Center to look at how they care for their 0-5 population. She was involved in a meeting with Mission Health learning how they participate as a community partner in promoting health across all avenues. She also spent two days at the Courthouse to observe court operations. On one of the days, there were 228 cases being heard in the small courtroom that holds 35 people. She also spoke to a visiting circuit court judge who commended the County on doing the best it can to maintain security in the current facility; however, he was well aware of the dire situation of the facility.

Chairman Hawkins responded to Mr. Jones. He agreed that we do not take lightly customer service in regulatory agencies. However, the examples Mr. Jones cited (Clerk note: not described in the minutes) were City issues, not County issues. In fact, the people involved were very complimentary of the County.

ADJOURNMENT

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

Mike Hawkins, Chair
Transylvania County Board of Commissioners

ATTEST:

Trisha M. Hogan, Clerk to the Board