

MINUTES

STATE OF NORTH CAROLINA
COUNTY OF HENDERSON

BOARD OF COMMISSIONERS
DECEMBER 15, 1998

The Henderson County Board of Commissioners met for a special called meeting at 12:30 p.m. in the Commissioners' Conference Room of the Henderson County Office Building.

Those present were: Chairman Grady Hawkins, Vice-Chair Bill Moyer, Commissioner Renee Kumor, Commissioner Don Ward, Commissioner Marilyn Gordon, County Manager David E. Nicholson, Assistant County Manager Angela S. Beeker, and Clerk to the Board Elizabeth W. Corn.

CALL TO ORDER/WELCOME

Chairman Hawkins called the meeting to order and welcomed all in attendance. He explained that the purpose of this meeting was a work session on 1999 goals for the Board of Commissioners. Chairman Hawkins had solicited ideas from the individual Commissioners prior to the meeting.

OFFICE SPACE/SERVICES

Chairman Hawkins explained that we are in the process of relocating the Board of Elections employees to the rental building on Grove Street. Hopefully this will occur early in 1999. The Chairman and Vice-Chairman will move into space vacated by the Board of Elections as will the Clerk to the Board. Mona will vacate her current office and one Commissioner will occupy her office. Two Commissioners will occupy the space downstairs that is currently occupied by two Commissioners. There will be several other moves of employees during this process.

Commissioner Kumor disagreed with the plan as proposed. She felt that what was needed was five cubicles in the largest room vacated by the Board of Elections and a private space in the Director's current office space for meeting with citizens, etc. She felt that Commissioners need access to a phone, space to keep information at the office and some space to meet with citizens and others.

Commissioner Kumor asked what kind of services will be available in these offices. She suggested that the Commissioners have voice mail.

Commissioner Gordon stated that it was very difficult for her to work from too many offices. Invariably what you need is located at your other office. She stated that a cubicle would serve her needs with a space to open mail, reply if needed, make phone calls and she liked the idea of voice mail.

Chairman Hawkins stated that the current Board of Elections will be transformed as well as the above mentioned spaces and would be available if the Commissioners choose to use them. If not, something will eventually gravitate into them.

Commissioner Kumor stated that she would like to see a design option that would show cubicles and a meeting room, stating that this would be less expensive.

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Vice-Chairman Moyer stated that he intends to leave his Commission work here at the office and would need office space and filing cabinets. He stated he has no space at home to accommodate all this stuff.

Commissioner Ward agreed that he doesn't have space at home for all his Commission correspondence and information.

Chairman Hawkins stated that it was the consensus of the Board that office space with filing cabinets, etc. is a need here in this building.

BOARDS/COMMITTEES

Staff has done some researching of our Boards/Committees to see if a commissioner appointee is mandated, suggested, or not necessary at all.

Chairman Hawkins asked the Commissioners to think about what Boards and Committees they would like to serve on. It was the consensus of the Board to go ahead and discuss these Commissioner appointees to Boards and Committees. Some changes were made.

Chairman Hawkins asked staff to research whether the Library Board and the Recreation Board suggested a Commissioner on their Board (by By-laws) or required one. The Clerk will up-date the list and distribute to all the Commissioners. The Board will review again at a later meeting.

There was some discussion regarding the ABHWA Board and whether to keep former Commissioner Vollie Good on that Board. Our other appointee is Jack Tate. There was some discussion of replacing one of the current members with a current Commissioner.

There was discussion of Land of Sky Regional Council. David Nicholson explained that the Chairman serves as the primary member and then we have a secondary member.

The Commissioners showed some interest in having a calendar of Board/Committee meetings. David Nicholson stated that we could ask the Boards/Committees to forward us a list of their meeting dates and times.

OPENING REMARKS by CHAIRMAN

re: 1999 GOALS

Chairman Hawkins stated that there are a lot of similar goals expressed among the Commissioners. He listed the following:

- Revenue source for infrastructure growth needs (such as back taxes)
- Creation of water/sewer organization (full time)
- Set some County Manager work goals (increase our reserves, personnel reductions)
- Develop a county suggestion program to enhance efficiency

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- Research whether a county building would be cost effective
- Complete work in progress at Planning Board level
- Streamline the application process for citizens initiating zoning (encourage citizens to be responsible)
- Work on developing a revenue neutral budget

REMARKS by each Commissioner

Vice-Chairman Bill Moyer:

- Implement the previously adopted budget resolution including zero based budgeting and revenue neutral
- Adopt a Manufactured Home Park Ordinance and a new Subdivision Ordinance by February 28 (suspect that will have to be March)
- Develop in conjunction with the School Board a specific 10-15 year construction program to cover all existing and required schools
- Develop a specific 10-15 year plan to handle solid waste for the county
- Develop and approve a 10-15 year capital budget that identifies all capital budgets for the county including schools but excluding projects under \$50,000.
- Develop and approve a 10-15 year financing plan that provides financing for the approved capital budget
- Work with county management to reduce unnecessary regulations, inspections, and improve efficiency and effectiveness of county departments
- Adopt a zoning ordinance covering all the county by December 31, 1999.

Commissioner Marilyn Gordon:

- Build cohesive working relationship between Commission and staff
- School facilities plan, both short and long term
- Budget procedure implementation and review following ? the resolution that is already in place and making sure it is fiscally implemented
- Comprehensive capital improvements strategy expanded upon, short and long term in plan and financing
- Land use issues, short and long term
- Combined effort for water and sewer

Commissioner Renee Kumor:

- Approve and finance the building of one school and one jail this year
- Assessment of long range needs
- Develop a county facility maintenance plan
- Develop a time table for Planning Department - quality of life issues
- Create a purchasing department for county government
- Commit to meetings for budget development - view the budget as a 2 yrs. process

Commissioner Don Ward:

- Implement a communication policy
- Communication policy for department heads
- Investigate economic development of existing industry/plants
- Downsize county government (reorganization/consolidation)
- Zero base budgeting, revenue neutral
- Develop a county facilities plan on buildings and maintenance of same
- Implement a suggestion program
- Visit "quality of life" issues

Chairman Hawkins stated that there are a lot of common areas of interest.
Chairman Hawkins called a five minute recess.

DIRECTIONS TO STAFF for next meeting

Chairman Hawkins called the meeting back to order at 1:45 p.m.

How Commissioners interact with staff? Relationship with county manager, department heads. Commissioner Moyer stated that he would like to feel free to call department heads to get answers to questions (not to set policy). It was the consensus of the Board that this was appropriate action for a Commissioner to take. The Board of Commissioners set policy through the County Manager.

There was much discussion regarding communication, with staff, with media, etc.

There was a question of how to handle direct complaints from citizens. It was the consensus that it should be reported to David immediately. David Nicholson will research the issue and respond to both the Commissioner and the citizen. The Commissioner may wish to respond back to the citizen directly also.

County Manager form of government

The Board of Commissioners hires the County Manager and he takes direction from the Commissioners. The Board sets the agenda and the Manager carries it out. One of the facets of being County Manager is the role in personnel. There was some disagreement between Commissioners regarding the authority given to the County Manager in hiring and firing personnel, department heads in particular. The Board agreed to discuss personnel/reorganization during the up-coming retreat.

RETREAT AGENDA**Government Administration**

Reorganization

Consolidation

Privatization

Contracting

Public Input Options:

Purchasing

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Board Public Relations
Board Invitations
Handling Public Input

Personnel

Review procedure

Record keeping

Video Tapes

Training

Technology

Website

Budget

Budget Development Resolution

Revenue Sources

For new programs/ CIP

Back taxes

Impact of growth

Land transfer tax

Sales tax

Zero Based Budget

Program

Capital

Personnel

Other

Suggestion program

Staff

Infrastructure

Landfill

Water/Sewer

Facilities

Purchasing-Schools, Jail

Trust Building

Old Courthouse

Government Office

Maintenance

Vehicle

Building

Parks

Schools

Joint Commission
Long/Short range plans with time table
Policy development to approach School Board

Economic Development Coordination

Industry
Agriculture
Commercial

County Manager Work Goals

Agenda

Planning Issues

Timeliness
Communication - Board of Commission (BOC) Liason
BOC priorities
"Quality of Life" issues

Land & Short Range Planning**Fun**

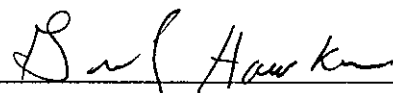
Set a Date
Format
Time - ½ to 3 days intermittent
Location -
Food

It was the consensus of the Board to look at setting a Retreat at "Important Dates" on tomorrow's agenda.

There being no further business to come before the Board, the meeting was adjourned at 3:00 p.m.

ATTEST:


Elizabeth W. Corn, Clerk


Grady Hawkins, Chairman