

**BRUNSWICK COUNTY BOARD OF COMMISSIONERS
COMMISSIONER'S COUNTY WIDE GOALS WORKSHOP AGENDA**

February 21, 2022

12:00 PM

- 1. Call to Order**
- 2. Order Of Business: The Board of Commissioners will make every effort to remain on schedule, however changes may occur without notice.**

12:00PM - 1:45PM

Invocation/Pledge of Allegiance

Adjustments/Approval of Agenda

Welcome and Opening Remarks (Steve Stone, County Manager)

Operations Services Goals and Objectives FY 22/23(Stephanie Lewis, Director)

Engineering - FY 22/23 Goals and Objectives (Wm. Pinnix, Director)

Planning Goals and Objectives FY 22/23 (Kirstie Dixon, Director)

Community Enforcement Goals and Objectives FY 22/23 (Kirstie Dixon, Director)

Code Administration Goals and Objectives FY 22/23 (Michael Slate, Director)

Soil and Water Goals and Objectives FY 22/23 (Elliot Swain, Director)

1:45PM Break

2:00PM-3:45PM

Human Resources Goals and Objectives FY 22/23 (Melanie Turrise, Director)

County Attorney Goals and Objectives FY 22/23 (Bob Shaver, County Attorney)

Tax Goals and Objectives FY 22/23 (Jeff Niebauer, Tax Administrator)

Parks and Recreation - FY 22/23 Goals & Objectives (Aaron Perkins, Director)

Cooperative Extension Goals and Objectives FY 22/23 (Matt Lenhardt, Director)

Information Technology Goals and Objectives FY 22/23 (Cindy Hewett, Director)

Communications Goals and Objectives FY 22/23 (Meagan Kascsak, Director)

Closing Remarks (Steve Stone, County Manager)

Board Comments/Discussion

- 3. Recess to Reconvene at 9:00AM February 22, 2022**



Brunswick County Board of Commissioners
ACTION AGENDA ITEM
February 21, 2022

From:

Action Item # 2. -
12:00PM - 1:45PM

Issue/Action Requested:

Background/Purpose of Request:

Fiscal Impact:

Approved By County Attorney:

Yes



Brunswick County Board of Commissioners
ACTION AGENDA ITEM
February 21, 2022

Action Item # 2. -
Invocation/Pledge of Allegiance

From:
Daralyn Spivey

Issue/Action Requested:

Background/Purpose of Request:

Fiscal Impact:

Approved By County Attorney:
Yes



Brunswick County Board of Commissioners
ACTION AGENDA ITEM
February 21, 2022

Action Item # 2. -
Adjustments/Approval of Agenda

From:
Daralyn Spivey

Issue/Action Requested:

Background/Purpose of Request:

Fiscal Impact:

Approved By County Attorney:
Yes



Brunswick County Board of Commissioners
ACTION AGENDA ITEM
February 21, 2022

Action Item # 2. -

Welcome and Opening Remarks (Steve Stone, County Manager)

From:

Daralyn Spivey

Issue/Action Requested:

Background/Purpose of Request:

Fiscal Impact:

Approved By County Attorney:

Yes



Brunswick County Board of Commissioners
ACTION AGENDA ITEM
February 21, 2022

From:
Daralyn Spivey

Action Item # 2. -
Operations Services Goals and Objectives FY 22/23(Stephanie
Lewis, Director)

Issue/Action Requested:

Background/Purpose of Request:

Fiscal Impact:

Approved By County Attorney:
Yes

ATTACHMENTS:

Description

▣ Operations

Operation Services

Stephanie Lewis, Director

Focus Area: Excellent Government

- Replace one water fountain in each building with a new more environmentally friendly option which includes a bottle filling station to improve customer service and sustainability at the BC Government Center. This will provide accessibility to safe drinking water while removing plastic bottles from our carbon footprint.
- Increase the starting hourly pay for the following positions: Custodial Assistant I, Custodial Assistant II, Equipment Operator II, Maintenance Assistant I, Maintenance Assistant II and Maintenance Assistant III. The starting pay for these positions is not competitive when being compared to similar positions in this area. The hourly pay is not attractive to potential experienced and skilled candidates that are needed to fulfill these types of positions. Increasing the starting salary for these positions will attract more qualified applicants, help retain employees in these positions and prevent them from seeking higher pay elsewhere.

Focus Area: Healthy and Safe Community

- Continue to develop and train employees about Integrated Mosquito Management techniques and associated data collection. Once the data is collected it is constantly evaluated for the best control strategy to implement for a given mosquito issue at a specific time of year. The IMM process provides the foundation for both a public health or post hurricane response.

Upcoming Opportunities and Challenges

- Continue daily sanitization and immediate emergency sanitization needs as they arise while maintaining normal facility cleaning. Ensure product kill requirements needed for COVID-19 are maintained through mutating virus strains.

Solid Waste & Recycling

Stephanie Lewis, Director

Focus Area: Excellent Government

- Increase the starting hourly pay for the Landfill Equipment Operator position. The starting pay is not competitive when being compared to heavy equipment operator positions in this area. The hourly pay is not attractive to potential experienced and skilled heavy equipment operators that are needed to fulfill the required job duties. Increasing this position's starting salary will attract more qualified applicants, help retain employees in that position and prevent them from seeking higher pay elsewhere.

Focus Area: Growth and Sustainability

- To decrease customer's time spent at the landfill from the time they weigh-in and weigh-out. Over the last two years there has been 16,579 customers that spent over nineteen minutes unloading their debris/material. Installing new color-coded and labeled signs providing clear direction to each disposal location along with the construction of the new transfer station will assist in meeting our goal.
- To maintain and continue development of the permanent household hazardous waste facility at the Brunswick County Landfill.

Focus Area: Healthy and Safe Community

- To maintain a safe environment for customers and employees at the county landfill. Construction, grinding and crushing projects are ongoing at this site.

Upcoming Opportunities and Challenges

- Maintain a safe working environment during construction of the new transfer station.

Fleet Services

Stephanie Lewis, Director

Focus Area: Excellent Government

- Implement a pilot program using advanced synthetic motor oils and filters that would extend preventative maintenance cycles. While the product would be slightly higher in cost, it will last twice as long as the current product used. This will save on customer's down time for preventative maintenance and reduce costs due to the reduction of the amount of products used and waste oil and filter disposal costs. This will also allow staff to be more efficient and service more vehicles as vehicles will not need as frequent preventative maintenance services.

Upcoming Opportunities and Challenges

- Parts manufacturers have been hit hard with the pandemic causing a delay in receiving parts to repair vehicles and equipment in a timely manner.
- Parts for our older vehicles are becoming discontinued, leaving us searching for used or refurbished parts.
- To build a relationship with Coast Auto Training which is part of the Brunswick County School System. This would offer us the opportunity for continued education to stay on top of the ever-changing industry. There may also be an interest in an apprentice program with the students enrolled in this training.



Brunswick County Board of Commissioners
ACTION AGENDA ITEM
February 21, 2022

From:

Action Item # 2. -
Engineering - FY 22/23 Goals and Objectives (Wm. Pinnix,
Director)

Issue/Action Requested:

Background/Purpose of Request:

Fiscal Impact:

Approved By County Attorney:

Yes

ATTACHMENTS:

Description

- ▣ Engineering Goals and Objectives FY 22/23

County Engineering

William L. Pinnix, P.E.
Director of Engineering

Focus Area: Economic Development

Support policies and developments that strengthen and diversify the county tax base and recruit jobs that pay a living wage

- Assist Brunswick BID with water and sewer availability inquiries
- Assist Brunswick BID with water and sewer capital recovery fees estimates
- Assist developers with water, sewer, and stormwater plan review, construction observation, certification, and plat recordation processes

Focus Area: Excellent Government

Maintain the county government's positive financial position, low tax rate, and credit strength

- Prepare all non-residential capital recovery and transmission capital recovery fee sheets for the applicant and Utilities Customer Service
- Work with developers and their attorneys to obtain legal ownership of installed water, sewer, and pump stations permitted in the county's name and installed by developers

Attract and maintain an experienced, skilled, and diverse county government workforce

- Support staff with obtaining and maintaining professional licenses and certifications
- Support online and in person professional continuing education opportunities

Focus Area: Growth and Sustainability

Continue efforts to offer utility customers with robust, reliable, and high-quality water and wastewater service

- Maintain and update the *Engineering Design Manual, Technical Specifications, and Standard Details for Water and Sewer Systems*
- Prepare all non-residential capital recovery and transmission capital recovery fee sheets for applicants and provide to Utilities Customer Service
- Work with developers to obtain legal ownership of installed water mains, sewer mains, and sewer pump stations permitted in the county's name and installed by developers
- Perform field inspections of water, sewer, and pump station construction

Encourage forward-thinking development and construction practices that balance respect for natural resources and private property

- Participate with other departments on the Brunswick County Flood Resiliency Roundtable to determine short-term and long-term solutions to minimize flooding events
- Review and update the Brunswick County Stormwater Manual to align with surrounding jurisdictions by incorporating current storm data control measures for larger storm events
- Encourage Low Impact Development (LID) design techniques for new development and redevelopment to minimize stormwater runoff impacts
- Continued participation as a board member on the Lower Cape Fear Stewardship Development Coalition to encourage the use of sustainable practices to protect, conserve and improve our local natural resources

Key Performance Measures

Key Performance Measures

	FY 2020 Actual	FY 2021 Actual	FY 2022 Estimated	FY 2023 Target
BCMS residential stormwater plans reviews	3,000	3,100	3,300	3,400
Nonresidential stormwater plan reviews	54	50	60	65
BCMS stormwater permits issued	104	147	200	210
Annual SCM inspections completed	+382 (221*)	+353 (235*)	+375 (250*)	+400 (260*)
Stormwater permits revenue	\$66,119	\$70,025	\$65,340	\$68,600
Annual SCM revenue	\$16,700	\$19,500	\$16,600	\$17,500
Water & Sewer Dedications Accepted	13	25	15	18
Increase in utility system from dedications	\$3,365,511	\$6,946,125	\$2,750,000	\$4,750,000

SCM = Stormwater Control Measure

Annual SCM inspections line: (*) = number of individual site visits; (+) = total number of SCMs inspected;
Some sites have multiple permitted SCMs onsite

Upcoming Opportunities and Challenges

- Implementation of the approved county complex site and buildings master plan study



Brunswick County Board of Commissioners
ACTION AGENDA ITEM
February 21, 2022

Action Item # 2. -

From: Planning Goals and Objectives FY 22/23 (Kirstie Dixon, Director)

Issue/Action Requested:

Background/Purpose of Request:

Fiscal Impact:

Approved By County Attorney:

Yes

ATTACHMENTS:

Description

- ▣ Planning Goals and Objectives FY 22/23

Planning

Kirstie Dixon, Planning Director

Focus Area: Economic Development

- Foster partnerships to collectively develop strategies and inspire a positive business environment.
 - Continue integrating Planning Department processes and services to online platforms to enhance transparency and efficiency.
 - Number of Residential Units Approved.
 - Planning Department Call Volume.
 - Administrative Reviews & Approvals.
 - Number of items facilitated to the Zoning Board of Adjustment.
 - Number of items facilitated to the Planning Board.
 - Number of items facilitated to the Board of Commissioners.
 - Municipal Planning Services data.

Focus Area: Excellent Government

- Create an environment where residents feel respected and engaged in county government decisions.
 - Work collaboratively with municipalities on planning issues by coordinating a county-wide planner meeting for educational purposes.
 - Number of Educational Programming/Opportunities Offered.

Focus Area: Growth and Sustainability

- Encourage forward-thinking development and construction practices that balance respect for natural resources and private property.
 - Promote high-quality, sustainable, and walkable communities through a responsive, efficient, and timely development review process for development projects, subdivisions, rezonings, permits, and other planning applications.
 - Number of Residential Units Approved.
 - Planning Department Call Volume.
 - Administrative Reviews & Approvals.
 - Number of items facilitated to the Zoning Board of Adjustment.
 - Number of items facilitated to the Planning Board.
 - Number of items facilitated to the Board of Commissioners.
 - Municipal Planning Services data.
 - Enhance collaborative efforts with businesses, developers, design professionals, residents, and other County departments to improve the project design, review, and approval procedures through educational opportunities.
 - Number of Educational Programming/Opportunities Offered.
 - Number of Residential Units Approved.
 - Planning Department Call Volume.
 - Number of items facilitated to the Zoning Board of Adjustment.
 - Number of items facilitated to the Planning Board.
 - Municipal Planning Services data.
 - Continue to provide municipal planning services to the City of Northwest.
 - Municipal Planning Services data.

Focus Area: Growth and Sustainability (continued)

- Support accessible and multimodal transportation options that connect residents to services and employment opportunities.
 - Coordinate a county-wide transportation planning educational meeting.
 - Number of Educational Programming/Opportunities Offered.
 - Actively participate in Plans and Studies that benefit and address transportation issues throughout Brunswick County.
 - Number of Residential Units Approved.

Upcoming Opportunities and Challenges

- Identifying additional means to successfully supervise and manage the Planning Team and facilitate the growing amount of development activity and permits through the following:
 - Designate the transportation planning role with a new position within the Planning Department.
- Addressing various challenges facing Brunswick County as:
 - Rapid Growth and other growth-related impacts such as flood resiliency, new development patterns, population increases, higher densities, and quality of life issues.
 - Bolster economic development growth and job creation by designating a new planning role within the Planning Department that advocates for affordable living and housing choices that are safe, affordable, and consistent with lifestyles and preferences.
 - Work collaboratively on transportation-related issues, plans, and projects with NCDOT, transportation organizations, municipalities, Brunswick Transit System, and property owners by implementing the following:
 - Hire a consultant firm to assist with transportation issues.
 - Monitor and engage in NCDOT's Transportation Improvement Program prioritization process with all three transportation planning organizations and NCDOT staff.
 - Provide ongoing participation, staff representation, and support to the Brunswick Transit System and all three transportation planning organizations [Cape Fear Rural Planning Organization (CFRPO), the Wilmington Metropolitan Planning Organization (WMPO), and the Grand Strand Area Transportation Study (GSATS MPO)].
 - Adoption and implementation of the Brunswick County Comprehensive Transportation Plan.
 - Development of a new Transportation Connectivity Plan.
 - Severe weather events; and
 - COVID-19 Pandemic.

Upcoming Opportunities and Challenges

- Important projects will need to be implemented to ensure balanced growth and mitigate impacts including the following:
 - **Plan & Study Implementation** – The following plans are essential to addressing growth impacts and will provide for higher quality communities.
 - Adoption and Implementation of the Blueprint Brunswick 2040 Plans and the Brunswick County Comprehensive Transportation Plan.
 - Finalization and the adoption of the NC 211 East Coast Greenway Feasibility Study.
 - Implementation of the Southeastern NC Regional Hazard Mitigation Plan, the Brunswick County Agricultural Development Plan, and the Brunswick County Community Connectivity Plan for Brunswick Transit System.
 - Participate with NCDOT and provide vital information as needed for upcoming transportation projects.
 - Development of a new Transportation Roadway Connectivity Plan and the Holden Beach Causeway Corridor.
 - **New Technology & Program Enhancements** – Utilization of new technologies that provide more efficient workflows. Implementation of the enhancements to the BCMS approval/permitting system including the integration of technology advancements and the policy and procedures manual. Future projects include:
 - Continued implementation of Planning Dashboard and transitioning to online digital applications.
 - Develop workflow charts, policies, and procedures for Planning Department processes.
 - Implementing vital BCMS Enhancements.
 - **Ordinance Refinements** – Refine ordinances to promote economic development, address the community's needs, implementation of adopted plans, and address growth impacts.
 - **Education & Outreach** – Provide education and outreach to residents on planning initiatives, impacts related to growth & development (flood resiliency, need for affordable housing, transportation), land use policies, and development processes.

Upcoming Opportunities and Challenges

- Continuously evaluate activity levels to ensure timely reviews and exceptional customer service that include reviewing workflows, amount of development activity, staffing resources, the fee schedule, technology needs/options/advancements, and the overall permitting/approval system.
- Long-term needs may include facility improvements, technology enhancements, and the replacement of a vehicle.



Brunswick County Board of Commissioners
ACTION AGENDA ITEM
February 21, 2022

From:

Action Item # 2. -
Community Enforcement Goals and Objectives FY 22/23 (Kirstie
Dixon, Director)

Issue/Action Requested:

Background/Purpose of Request:

Fiscal Impact:

Approved By County Attorney:

Yes

ATTACHMENTS:

Description

- ▣ Community Enforcement Goals and Objectives FY 22/23

Community Enforcement

Kirstie Dixon, Planning Director

Focus Area: Healthy and Safe Community

Support policies and initiatives that deter criminal activity and reduce risks for residents and visitors while incorporating mitigation strategies learned from previous reviews and experiences.

- Continue the facilitation of the Community Improvement & Solutions (CIS) Program.
 - Number of structures removed through the CIS Program.
- Improve community conditions through proactive enforcement & targeting specific community problems.
 - Provide enforcement coverage on 12 Saturdays during warmer months.
 - Number of cases worked and closed.
 - Number of cases per officer.
 - Number of employees.

Focus Area: Growth and Sustainability

- Encourage forward-thinking development and construction practices that balance respect for natural resources and private property:
 - Coordinate updating the Solid Waste Ordinance and Unified Development Ordinance.
 - Proposing a set of amendments to the Solid Waste Ordinance.
 - Proposing a set of amendments to the Unified Development Ordinance.

Upcoming Opportunities and Challenges

- Identifying additional means to successfully supervise and manage the Community Enforcement Team and investigate the growing number of complaints and violations by the creation of a new position to supervise Community Enforcement.
- Researching and integrating new technologies that provide better and more efficient workflows.
- Addressing challenges created by rapid growth, the COVID-19 Pandemic, and extreme weather events. These challenges include housing evictions, land squatting, unsafe housing, solid waste, illegal dumping, campers, and dilapidated structures.
- Balancing residents' complaints with protecting owners' rights while fulfilling Brunswick County's responsibilities of ensuring that Brunswick County is safe, healthy, and an appealing place to live, work and play.



Brunswick County Board of Commissioners
ACTION AGENDA ITEM
February 21, 2022

From:
Daralyn Spivey

Action Item # 2. -
Code Administration Goals and Objectives FY 22/23 (Michael
Slate, Director)

Issue/Action Requested:

Background/Purpose of Request:

Fiscal Impact:

Approved By County Attorney:
Yes

ATTACHMENTS:

Description

- ▣ Code Administration Goals and Objectives FY 22/23

Code Administration

Michael Slate, Director of Code Administration

Focus Area: Education

- Fire – 2 Deputy Fire Marshal's to obtain their Fire Investigation Technician certificate.
 - Two staff members registered for NC FIT class offering in spring.
- Fire – 1 Deputy Fire Marshal to obtain Fire Investigator Certification.
 - Staff member to complete remaining classes to meet application criteria.
 - Staff member to apply for certification and complete testing at State quarterly testing site.
- Building Inspectors – Promote greater involvement in trade organizations.
 - Attend Mechanical, Plumbing, Electrical, Building, and Permitting Association workshops

Focus Area: Excellent Government

- Faster permit approval times from application submission to issuance
 - Develop report with IT to track permit approval times
 - Continue working with IT to improve functionality of the Brunswick County Permit Portal
- More time for inspectors to work one-on-one with contractors to improve relations and educate contractors on regulations and departmental procedures.
 - Appropriately certified and trained staffing

Focus Area: Growth and Sustainability

- Continue to expand functionality of the building and trade portal to include all aspects of permitting and inspections.
 - Utilize customer feedback on ways to improve the portal experience
 - Coordinate with the IT programmers to make improvements and expand functionality of the permit portal based on customer needs
- Implement 3rd party Fire Inspection software
 - Obtain vendor contract.
 - Obtain software funding.
 - Obtain software approval.
 - Train staff on software program.
- Obtain an accelerant K9 and Implement an accelerant K9 program to serve Brunswick and surrounding Counties.
 - Application meets program eligibility through State Farm K9 program.
 - Be accepted into State Farm K9 training class.
 - Obtain approval for vehicle hardware for K9 transportation.
 - Obtain approval for Deputy Fire Marshal K9 handler position classification.
- Obtain optimal staffing in Central Permitting, Fire and Building Inspections, Plan Review and Floodplain to meet current demand and future growth based on the current population growth rate.
 - Utilize data from reports to petition for staffing needs
- Achieve favorable balance between inspector staffing and demand to recognize next day inspections.
 - Assess monthly Full-time Inspector Calculation report
 - Achieve and maintain 100% next-day inspection capability

Focus Area: Healthy and Safe Community

- Clean up the non-compliant unsafe structures currently on list to be reviewed.
 - Run monthly report to identify non-compliant structures
 - Assign to inspector(s) or appropriate state board to investigate
- Expand fire / life safety community risk reduction programs.
 - Expand Red Cross Smoke Detector Installations.
 - Implement fire extinguisher training for staff of local governments agencies, businesses and industry.
 - Continue fire safety training for day care center staff and providers through NC Department of Health and Human Services approved training program.

Upcoming Opportunities and Challenges

- Lobby for IT to acquire approval for additional programmers to assign exclusively to Code Administration to meet current and future demands related to our system needs.



Brunswick County Board of Commissioners
ACTION AGENDA ITEM
February 21, 2022

From:

Action Item # 2. -
Soil and Water Goals and Objectives FY 22/23 (Elliot Swain,
Director)

Issue/Action Requested:

Background/Purpose of Request:

Fiscal Impact:

Approved By County Attorney:

Yes

ATTACHMENTS:

Description

- ▣ Soil and Water Goals and Objectives FY 22/23

Soil and Water

Elliot Swain, Director

Focus Area: Economic Development

- NC Division of Soil and Water Cost Share Programs
 - Recent revisions to the Agriculture Cost Share Program (ACSP) opens the door to increased involvement. With higher demand the district will plan to request additional cost sharing funds for Brunswick County.
 - Residue & Tillage Management (CPS 345)
 - Cover Crops (CPS 340)
 - Funding for Community Conservation Assistance Program (CCAP) has increased for FY22-23 and additional funding expected for FY23
 - The district had several potential applicants just in FY22 and one applicant for the FY22 period. Unfortunately, due to adjacent property complications the project was not awarded.
- Tactics:
 - ACSP: The district will utilize field days, virtual lesson and currently employed public outreach methods to inform the agricultural community of these revisions
 - CCAP: The district will continue to work with County communities and increase public awareness of this program.
- Performance Measures: State cost share dollars brought into the county and conservation acres affected.

Focus Area: Education

- The district has been successful in providing virtual conservation education material to the counties schools. We will continue to strive to increase assist the counties teachers with lessons, increase the number of students assisted and widen our outreach to the counties private schools.
 - Tactics: District has been able to revise/update the conservation contests and competitions and increase funding toward student and teacher awards. Looking forward, the District will plan to pursue grants to offer additional funding and awards to students and teachers who are participate.

Key performance Measures: Conservation education participation and funding dollars.

Focus Area: Growth and Sustainability

- Grow as a District by increasing acres affected
 - The District will provide field days and educational material to the Counties producers to increase involvement. Additionally with recent revisions to the ACSP the District believes that additional State Funding will be needed. It is our plan to request additional funding for the 2023 FY.
- Become autonomous as a District by acquiring job approval authority (JAA).
 - District Staff will continue to train in their respective fields as well as acquire JAA for prevalent BMPs for the county such as the newly revised Residue & Tillage Management and Cover crops practices available for cost share for agricultural producers in the County.
- Educate citizens about conservation easements and offer conservation easement services
 - The district has increased inquiries about conservation easement. The District plans to offer conservation easement educational material virtually. We plan to provide services to all citizens, continue to offer to hold conservation easements and provide high priority to areas declared open space – conservation within the BluePrint Brunswick Comprehensive Land Use Plan and Parks & Recreation Master Plan.
- Key performance measures: Acres affected, JAA acquired and technical specialist designations acquired.

Focus Area: Healthy and Safe Community

- A total of \$38 million is now available for a new program in North Carolina that aims to reduce flooding across the state's waterways. The NC General Assembly approved the money in the budget appropriations bill for the 2021-2022 and 2022-2023 fiscal years, creating the Streamflow Rehabilitation Assistance Program (StRAP). It allocates money for projects that protect and restore the integrity of drainage infrastructure.
- Projects could include:
 - clearing debris or sediment that has blocked streams and drainage ways,
 - stabilizing and restoring streams and streambanks and
 - rehabilitating or improving certain small watershed structural projects that were previously constructed pursuant to the Watershed Protection and Flood Prevention Act of 1954, as amended.

Focus Area: Healthy and Safe Community

- Assist with the counties flood resiliency efforts
 - District staff will participate in county meetings and/or programs to address the counties needs for future flood resiliency. We will continue to provide technical assistance to county citizens to improve local drainage and/or flood mitigation planning. We will work as a team with county departments to utilize newly funded programs such as StRAP to make the county a healthier, safer and flood resilient place to live.
- Provide community wide conservation cost sharing
 - The Community Conservation Assistance Program has been awarded an increase in funding through the 2021 State Budget. As such, the District will continue to provide technical assistance and application assistance for community projects.
- Key performance measures: State Funding brought to the county

Upcoming Opportunities and Challenges

- The Division of Soil and Water Conservations StRAP and The North Carolina Soil and Water Foundations Floodwise flood resiliency program could present possible opportunities to assist in Brunswick Counties flood resiliency efforts.
- Though getting applications funded through the Division of Soil and Water Conservation CCAP program has been challenging, recent increases in funding will provide opportunities to assist the citizens of Brunswick County.



Brunswick County Board of Commissioners
ACTION AGENDA ITEM
February 21, 2022

Action Item # 2. -
1:45PM Break

From:
Daralyn Spivey

Issue/Action Requested:

Background/Purpose of Request:

Fiscal Impact:

Approved By County Attorney:



Brunswick County Board of Commissioners
ACTION AGENDA ITEM
February 21, 2022

From:

Action Item # 2. -
2:00PM-3:45PM

Issue/Action Requested:

Background/Purpose of Request:

Fiscal Impact:

Approved By County Attorney:

Yes



Brunswick County Board of Commissioners
ACTION AGENDA ITEM
February 21, 2022

From:

Action Item # 2. -
Human Resources Goals and Objectives FY 22/23 (Melanie
Turrise, Director)

Issue/Action Requested:

Background/Purpose of Request:

Fiscal Impact:

Approved By County Attorney:

Yes

ATTACHMENTS:

Description

- ▣ Human Resources Goals and Objectives FY 22/23

Human Resources

Melanie Turrise, Director of Human
Resources

Focus Area: Excellent Government

Attract and retain an experienced, skilled, and diverse county government workforce.

- Continue to support County departments with staffing needs.
 - Recruitment support and assistance
- Provide training opportunities.
- Work with Pay Study consultant to implement strategies to address recruitment and retention challenges.
- Continue to administer policies and procedures with relation to:
 - The performance evaluation system
 - Employee relations
 - Leave and benefits administration

Risk Management

Andy Yoos, Risk Manager

Focus Area: Excellent Government

Attract and retain an experienced, skilled, and diverse county government workforce.

- Tailor Risk Management training programs to mitigate more hazardous behaviors or habits identified during safety audits and claims activity findings.
- Develop a Risk Management Employee Recognition Program to recognize employees' safe behavior practices employees.

Health Plan Update

Melanie Turrise, Director of Human
Resources

Health Plan Highlights

Brunswick County participates in the North Carolina Health Insurance Pool (NCHIP) for our group medical plan.

Medical Plan - Preliminary renewal discussions indicate that there is an estimated 5% increase based on current plan design.

Dental Plan - Preliminary renewal discussions indicate a possible increase in fully insured plan with Delta Dental. Gallagher, our current broker, will continue to negotiate and provide a renewal once its complete.

Budget based on enrollment and coverage level.

FY 2023 Budget Projections (no plan design changes)

	FY 22 Budget	FY 23 Projected Budget
Employees Medical <i>Includes coverage on Spouse and Children</i>	\$10,845,456 <i>(1,049 current enrollment)</i>	\$11,464,515 <i>(1,049 enrollment)</i>
(Pre-65) Retirees Medical	\$3,183,759	\$3,348,845
Employees Dental <i>Includes coverage on Spouse and Children</i>	\$476,436	\$572,947
(Pre-65) Retiree Dental	\$58,338	\$79,661
Total Budget	\$14,563,989	\$15,465,968

Cost does not increase per FTE for Medical. Budget based on enrollment and coverage level. This table illustrates a comparison, assuming the same enrollment and an 18% increase in dental premiums.

Next Steps

1. Board to provide direction on plan renewal and to authorize the County Manager to execute plan documents as appropriate
2. Human Resources to conduct Annual Open Enrollment in May

The Pay Study Consultant is analyzing Brunswick County Total Compensation levels and will present to the Board later during the budget process. There will likely be a recommendation for a market adjustment, but unsure at this time what the recommendation will be.



Brunswick County Board of Commissioners
ACTION AGENDA ITEM
February 21, 2022

From:
Daralyn Spivey

Action Item # 2. -
County Attorney Goals and Objectives FY 22/23 (Bob Shaver,
County Attorney)

Issue/Action Requested:

Background/Purpose of Request:

Fiscal Impact:

Approved By County Attorney:
Yes

ATTACHMENTS:

Description

- ▣ County Attorney Goals and Objectives FY 22/23

Legal Department FY 22-23

Bob Shaver, County Attorney

Focus Area: Economic Development

Foster partnerships to collectively develop strategies and inspire a positive business environment.

*** Attend Brunswick BID meetings and consult with staff regarding legal issues relating to county economic development.**

Support policies and developments that strengthen and diversify the county tax base and recruit jobs that pay a living wage.

*** Draft, review, or advise on public hearing notices, grant agreements, and other legal documents related to economic development.**

Focus Area: Education

Continue to collaborate with county educational partners to support their efforts to teach and retain students, faculty, and staff.

*** Provide legal review and revision of construction contracts for facilities built with school bond proceeds.**

Focus Area: **Excellent Government**

Maintain the county government's positive financial position, low tax rate, and credit strength.

- * Increase delinquent property taxes collected by legal department efforts.**
- * Recover attorneys' fees and costs for delinquent tax collection efforts.**

Focus Area: Excellent Government (continued)

Attract and retain an experienced, skilled, and diverse county government workforce.

- * Improve professional workplace processes by developing and enhancing standard contracts and terms adaptable to different department needs.**
- * Improve professional workplace environment by enhancing the use of electronic processes for submission, routing, and review of contracts.**
- * Improve professional workplace processes by developing or improving policies, guidelines, releases, disclaimers, templates, and other assistance tools.**

Focus Area: Excellent Government (continued)

Create an environment where residents feel respected and engaged in county government decisions.

*** Revise and update county ordinances as hosted by Municode as the primary resource for resident information on local laws.**

Focus Area: Growth and Sustainability

Continue efforts to offer utility customers with robust, reliable, and high-quality water and wastewater services.

- * Draft, review, or process deeds of dedication for additions to the water and wastewater system.**

Form and sustain partnerships to provide a strong regional utility system for the benefit of all customers countywide.

- * Draft, review, or advise on utilities contracts and matters related to regional utilities.**

Focus Area: Healthy and Safe Community

Continue to prepare and respond timely and effectively to emergency situations when they arise through coordinated efforts among county departments and community partners.

*** Draft, review, or advise on contracts and matters from or related to the Health Department, Social Services, and Emergency Medical Services.**

Support policies and initiatives that deter criminal activity and reduce risks for residents and visitors while incorporating mitigation strategies learned from previous reviews and experiences.

*** Draft, review, or advise on contracts and matters from or related to Sheriff's Office activities.**

Focus Area: Healthy and Safe Community (continued)

Develop proactive and responsible programs focused on reducing negative outcomes related to preventable health issues, diseases, mental health challenges, and substance abuse.

*** Draft, review, or advise on contracts and matters from or related to the Health Department, Social Services, and Emergency Medical Services.**

Upcoming Opportunities and Challenges

- As one of the fastest growing counties in the nation, the demand on county services continues to increase the workload among county departments, which in turn increases the need for legal assistance. The County Attorney's Office continues to monitor and identify areas where increased representation is needed and seeks to balance use of in-house staff and outside counsel in the most efficient and economical means for the county.
- The tax foreclosure workload is essentially maxed out at the current staffing level, and the Office will monitor and adjust the workload to balance productive results against negative impacts on staff in the future. Also, increased collection percentages over recent years leave more difficult delinquent collection cases in terms of title issues and lesser amounts owed.



Brunswick County Board of Commissioners
ACTION AGENDA ITEM
February 21, 2022

From:
Daralyn Spivey

Action Item # 2. -
Tax Goals and Objectives FY 22/23 (Jeff Niebauer, Tax Administrator)

Issue/Action Requested:

Background/Purpose of Request:

Fiscal Impact:

Approved By County Attorney:
Yes

ATTACHMENTS:

Description

- ▣ Tax Goals and Objectives FY 22/23

Tax Administration / GIS

Jeffery Niebauer, Tax Administrator

Focus Area: Excellent Government

- Maintain and/or increase the current year collection rate through diligent collection of current year taxes.
- Continue to pursue the prior year taxes while maintaining a strong enforcement process for the collection of delinquent taxes.
- Collect municipal taxes, fire fees, sewer assessments, and beer/wine license fees.
- Complete annual listing of new construction and/or changes to property characteristics.
- Complete the 2023 county wide revaluation to accurately reflect the changes in real estate market values.

Focus Area: Excellent Government

- Provide opportunities for staff to attend educational training and to become certified in specific areas of expertise. Key certifications include; certified appraisers (real and personal property) NCDOR and IAAO, certified tax collectors (deputy and assistants) NCTCA, and certified mapping professionals NCPMA.
- Develop and provide interactive, easy to use GIS applications for county services to improve resident engagement. Examples of these types of applications include the Mosquito Control Management Portal and Septic site Plan Generator.

Upcoming Opportunities and Challenges

- 2023 Revaluation. Continue to work this complex and massive 2023 revaluation during the current market expansion. Revaluation of nearly 155,000 parcels in a rapidly changing market, is expected to be a challenging process. Currently tax appraisal staff are maximizing their efforts and work routines to meet goals and objectives.
- Work with taxpayers for payment collection and payment arrangements to increase both the current year and prior year tax collections within the current market conditions.
- The GIS division will continue to explore ways to provide online information that is beneficial to the residents and businesses of Brunswick County. We will continue to work with County departments to develop applications, provide training assistance, and review opportunities to expand the current GIS capabilities. We plan to create new online GIS maps directed to meet residents' needs.



Brunswick County Board of Commissioners
ACTION AGENDA ITEM
February 21, 2022

From:
Daralyn Spivey

Action Item # 2. -
Parks and Recreation - FY 22/23 Goals & Objectives (Aaron Perkins, Director)

Issue/Action Requested:

Background/Purpose of Request:

Fiscal Impact:

Approved By County Attorney:
Yes

ATTACHMENTS:

Description

- ▣ Parks & Recreation - FY 22/23 Goals & Objectives

Parks & Recreation

Aaron Perkins, Director

Focus Area: Excellent Government

- Create an environment where residents feel respected and engaged in county government decisions.
 - o Work with Cooperative Extension to test playing surface soils and develop a plan for each park / area to implement a prescribed maintenance plan for upkeep of all playing surfaces. (Maintenance)
 - o Work to identify needs and upgrades for selected parks, then with funds from the American Rescue Plan Act of 2021, carry out and complete improvements. (Maintenance)
 - o Offer new Candyland Ball to youth for a more appropriate inclusive event. Continue active involvement in local chambers to provide recreational opportunities to residents and promote our brand. (Community Events)

Focus Area: Healthy and Safe Community

- Develop proactive and responsible programs focused on reducing negative outcomes related to preventable health issues, mental health challenges, and substance abuse.
 - o Expansion of Special Populations skill development programs for youth and adults with Intellectual Developmental Disabilities. (Special Populations)
 - o Expansion of sports offered through Special Olympics Brunswick County at various days, times, and locations to increase year-round involvement. (Special Populations)
 - o In adding to the quality of life through the offering of additional programming for adults, we look to offer an Adult Wiffleball League (Athletics Spring Programming, origination 2022)
 - o In adding to the quality of life for children and young adults, we will be focusing on increasing participation in activities and sports by enhanced Media presence, whether it be social media, Email, or print. We want to focus on getting more kids active again after long layoffs. (Athletics)
 - o Offer county-wide opportunities to residents age 50+ that encourage healthy aging, physical activity, mental wellness, and social interaction. (Senior 50+ Programs)

Upcoming Opportunities and Challenges

- Redevelopment of Lockwood Folly Park and Northwest District Park CIP
- Smithville Park Phase 3 CIP
- Hwy 211 Coastal Event Center Property
- Use American Relief Plan funds in Parks within Qualified Census Tract Areas
- Work on adding Surveillance Camaras at entrances of all County Parks
- Continue addressing aging items in County Parks



Brunswick County Board of Commissioners
ACTION AGENDA ITEM
February 21, 2022

Action Item # 2. -

From: Cooperative Extension Goals and Objectives FY 22/23 (Matt Lenhardt, Director)

Issue/Action Requested:

Background/Purpose of Request:

Fiscal Impact:

Approved By County Attorney:

Yes

ATTACHMENTS:

Description

- ▣ Cooperative Extension Goals and Objectives FY 22/23

NC Cooperative Extension Services

Matt Lenhardt
County Extension Director

Focus Area: Economic Development

Support policies and developments that strengthen and diversify the county tax base and create jobs that pay a living wage.

- o Provide pesticide license certification and continuing education to green industry professionals (Ornamental and Turf) and agricultural producers (Private Applicator). Licenses are required to legally apply pesticides commercially in landscapes and farms.
- o Help support the Voluntary Agricultural District and be an educational resource for farmers.
- o Provide Safe Plates training to Food Managers – prevention of loss for local businesses, or training and employment strategies for potential employees (workforce).

Focus Area: Education

Continue to collaborate with county education partners to support their efforts to retain students, faculty, and staff.

- Support Brunswick County Schools by providing professional development opportunities and integrating research-based curriculums that meet educational standards. Cooperative Extension staff will provide direct instruction to students while also supporting teachers with Train-the-Trainer opportunities.

Identify pathways to future success and skill development for students after high school and beyond.

- Provide opportunities to develop leadership and marketable skills through volunteer opportunities, educational programs, and experiential learning techniques.

Focus Area: Excellent Government

Maintain the county government's positive financial position, low tax rate, and credit strength.

- o Continue state matching funding for Brunswick County Cooperative Extension operating costs. Funding at the state level provides 100% of salary for one position and additional matching funds for eight positions.

Focus Area: Growth and Sustainability

Encourage forward-thinking development and construction practices that balance respect for natural resources and private property.

- o Conduct stormwater and horticulture related classroom and on-site trainings for residential clientele and green industry professionals, including HOA's/POA's, landscape maintenance companies, and cities/municipalities.

Focus Area: Healthy and Safe Community

Develop proactive and responsible programs focused on reducing negative outcomes related to preventable health issues, diseases, mental health challenges, and substance abuse.

- o Educate the public through classes, programs, and demonstrations about nutrition, physical activity, food safety, and cooking to prevent chronic health issues and diseases.
- o Provide resources and training to support policy, system, and environmental changes within churches, schools, and community centers to encourage healthier lifestyles that decrease the prevalence of negative outcomes and preventable health issues.
- o Model and advocate positive stress management strategies to the youth of Brunswick County to help increase positive coping mechanisms, self-efficacy, and resiliency, while supporting community efforts to decrease adverse childhood experiences.

Upcoming Opportunities and Challenges

- **Opportunity:** During the past year, the Family and Consumer Science (FCS) program has grown, adding an additional FCS agent in December 2021. This position is funded through NC A&T and the Brunswick Wellness Coalition (BWC). The second agent will work alongside Extension and the BWC to continue decreasing the risk of chronic disease in our community and making Brunswick County an overall healthier and better place to live. We are grateful for the county and community support to meet the needs of our residents.
- **Opportunity:** Enhance Family and Consumer Sciences program by upgrading educational kitchen. Countertop replacements ordered and getting installation date. Any remaining funds will be allotted towards replacing aging cabinet faces.
- **Challenge:** Filling three upcoming vacancies in our staff over the coming months – (4-H agent, Administrative Assistant, and Support Specialist) will temporarily reduce educational output as we will be short our 4-H agent, and the other educators will have to do even more communication and marketing tasks.



Brunswick County Board of Commissioners
ACTION AGENDA ITEM
February 21, 2022

From:

Action Item # 2. -
Information Technology Goals and Objectives FY 22/23 (Cindy Hewett, Director)

Issue/Action Requested:

Background/Purpose of Request:

Fiscal Impact:

Approved By County Attorney:

Yes

ATTACHMENTS:

Description

- ▣ Information Technology Goals and Objectives FY 22/23

Information Technology

Cindy Hewett, IT Director

Focus Area: Growth and Sustainability

- Continued focus on further development and enhancement of our in-house developed BCMS application with emphasis on the following:
 - (1) Migrate Fusion Auth to hosted Cloud solution. With 2600 registered users, we have scaled enough that for security and maintenance we need to migrate to the cloud.
 - (2) Full integration of Bluebeam Studio into BCMS.
 - (3) Integrate ACI Payment Inc. into BCMS for real-time posting of payments.
 - (4) Explore if Xpress pay has similar functionality as ACI Payment Inc. and
 - (5) Full implementation of Pre-Development module. (6) Additional functionality will be realized in the Inspection Application by adding the ability to upload photos.
- Enhance the BCMS Contractor Portal with the following:
 - (1) Add start application both from scratch or a template,
 - (2) Allow ability to upload documents,
 - (3) Build out more sophisticated contact management that will place responsibility of maintaining contacts for projects and applications on the Contractors thus removing it from the permitting staff.

Focus Area: Excellent Government

- Implement a “*Mobile First*” approach that will support the creation of a stronger mobile workforce by investing in additional laptops for our county fleet with the incorporation of other technologies that allow for flexible remote work.
- Establishment of industry best practices in the areas of Configuration Change Management and Project management.
- Strengthen the County’s Wide Area Network (WAN) and telephony by installing firewalls, increased bandwidth, and voice over IP (VOIP) phones in offsite locations including Public Utilities, Parks, Libraries, EMS bases, and WIC offices.

Upcoming Opportunities and Challenges

- Focus on Staffing with emphasis placed on (1) Staff Retention; (2) Reclassification of key positions to better meet needs of County, (3) Staff growth and development through Staff Training Plans; (4) Flexible work schedules and (5) Improved communication and collaboration department wide.
- Evaluate efficiencies and effectiveness gained, along with, cost-effectiveness of outsourcing level one/remote Technical Support.
- Conduct a formal assessment of existing IT related positions in county departments to determine how we gain efficiencies through a centralized IT Department.
- In partnership with County Administration, Communications and Information Technology, create a new, more user-friendly County website that will be scalable and can effectively be used on mobile devices. Evaluate use of third-party vendor to achieve this.
- Continued improvement of the County's IT security posture to include additional rollout of multi-factor authentication (MFA), end user security training, infrastructure and software updates and policy changes, vulnerability assessments, and departmental specific security needs.

Upcoming Opportunities and Challenges

- Develop and implement a “*Cloud First Approach*” for consideration to be given when introducing new technology solutions to the County’s existing portfolio or when hosted solutions become available for existing technology solutions supplied from third party vendors.
- Incorporate an air-gapped backup solution into our current backup routine. It is the recommendation of our state and federal partners to add an air-gapped solution that will automatically ‘disconnect’ when data is not being written to it. This type of solution is highly effective in ensuring sound backups in the event of a ransomware attack. A copy of our organization's data will be protected offline and will be inaccessible without an internet or other network connection. Thus, making it impossible for our backup device to be remotely hacked or corrupted.
- Phase 2 replacement of end-of-life network equipment with deployment of new hardware that features improved security, functionality, and manageability. This rollout includes wireless access points, edge network switches, and Data Closet (IDF) UPSs.
- Upgrade the Audio / Video system in the County Administration building Training Room. This effort will be considered a “*pilot*” with a solution that will include components that will provide remote meetings with digital signage outside of the room.

Upcoming Opportunities and Challenges

- Expand use of IT Service Desk software to include the entire IT staff providing more efficient and effective methods for incident ticketing, tracking, and reporting. Evaluate use of same application for implementation of Configuration Change Management process for reporting and tracking configuration changes made to County's network, systems, and applications.
- Laserfiche application: (1) Improve security posture and backup recovery process by migrating all documents from current storage location to new storage location. (2) Provide Towns and other external entities access to all related documents for a BCMS project within their jurisdiction. (3) Complete analysis of user accounts. Change license type from Full to Participant when lower priced license will accommodate end user need.
- SQL: Implement improved logging and monitoring solution. Continue consolidation of SQL Server implementations to reduce overall footprint.
- Upgrade the network wiring and infrastructure at the five County libraries. The federal eRate program will cover a significant portion of the cost for cabling, core networking devices, and wireless access points.



Brunswick County Board of Commissioners
ACTION AGENDA ITEM
February 21, 2022

From:
Daralyn Spivey

Action Item # 2. -
Communications Goals and Objectives FY 22/23 (Meagan Kascsak, Director)

Issue/Action Requested:

Background/Purpose of Request:

Fiscal Impact:

Approved By County Attorney:
Yes

ATTACHMENTS:

Description

- ▣ Communications Goals and Objectives FY 22/23

Communications Department FY 22-23

Meagan Kascsak, Communications Director

Focus Area: Excellent Government

Attract and retain an experienced, skilled, and diverse county government workforce.

- Work with Human Resources, Administration, and department leadership to identify recruitment strategies for key positions or career fields through traditional communication channels, networking, and paid advertising
- Coordinate with Administration, Human Resources, and other relevant departments to develop internal communications tools that communicate county operations and policy decisions to employees and recognize staff achievements and milestones

Focus Area: Excellent Government

Create an environment where residents feel respected and engaged in county government decisions.

- Provide recaps of Board of Commissioners and Planning Board meeting decisions, highlighting key actions and decisions and opportunities for public comment or education
- Maintain and regularly communicate relevant county information through county website, email list serves, social media accounts, and other relevant tools or platforms available to the county
- Develop/and or support public engagement/input campaigns in tandem with relevant county departments and regional/state agencies for identified initiatives (e.g., Blueprint Brunswick 2040, NCDOT Comprehensive Transportation Plan, etc.)

Focus Area: Growth and Sustainability

Continue efforts to offer utility customers with robust, reliable, and high-quality water and wastewater services.

- Work with Public Utilities to develop communications materials and campaigns for selected topics to better educate customers about basic water and sewer service information, water quality, and capital infrastructure projects

Encourage forward-thinking development and construction practices that balance respect for natural resources and private property

- Work with Planning to develop communications materials and campaigns for selected topics to better educate residents and businesses about planning/zoning processes and long-term plans for future growth and development

Support accessible and multimodal transportation options that connect residents to services and employment opportunities

- Work with Administration, Planning and NCDOT team members on messaging and other initiatives to support state transportation planning efforts that affect the county

Focus Area: Healthy and Safe Community

Continue to prepare and respond timely and effectively to emergency situations when they arise through coordinated efforts among county departments and community partners.

- Connect with area/state agencies, local governments, and other relevant partners to prepare communications materials that will support media and communications needs during potential emergencies and crisis situations
- Participate in regular trainings, partner meetings and mock exercises through NC Emergency Management related to the Brunswick Nuclear Task Force and other relevant emergency situations like hurricane preparedness

Develop proactive and responsible programs focused on reducing negative outcomes related to preventable health issues, diseases, mental health challenges, and substance abuse.

- Work with Health Services to develop messaging and communications campaigns on selected health topics (e.g., COVID-19, opioid epidemic, tobacco products, etc.)

Upcoming Opportunities and Challenges

- Launch new county branding and train and support county staff in appropriate use of new branding materials and identity
- Explore opportunities to introduce new communication channels and technology to county communications initiatives, including traditional and digital advertising tools or campaigns
- Evaluate effective and sustainable methods to further encourage resident participation in county government initiatives and decisions
- Research effective and sustainable methods to support and facilitate record requests among applicable county departments

Upcoming Opportunities and Challenges

- Establish a collaborative relationship with other local government communications professionals within the county and region
- Continue to provide the public and media partners timely and relevant information through relevant communications channels and list serves
- Partner with County Administration and Information Technology to investigate and select a third-party option to create a new, more user-friendly County website that will be scalable and can effectively be used on mobile devices
- Explore opportunities that support strategic planning training and education for staff and a sustainable method to track and report departments' key performance indicators/performance annually



Brunswick County Board of Commissioners
ACTION AGENDA ITEM
February 21, 2022

Action Item # 2. -

Closing Remarks (Steve Stone, County Manager)

From:

Daralyn Spivey

Issue/Action Requested:

Background/Purpose of Request:

Fiscal Impact:

Approved By County Attorney: