

MINUTES OF MECKLENBURG BOARD OF COUNTY COMMISSIONERS

OCTOBER 18, 2007

8:00 A.M.

NORTH CAROLINA MECKLENBURG COUNTY

The Board of Commissioners of Mecklenburg County, North Carolina, met in Special Session at the Mahlon Adams Pavilion in Freedom Park located at 2435 Cumberland Avenue, Charlotte, N.C. at 8:00 a.m. on Thursday, October 18, 2007.

ATTENDANCE

Present: Chairman Jennifer Roberts and Commissioners Karen Bentley, Dumont Clarke, H. Parks Helms Bill James and Valerie C. Woodard
County Manager Harry L. Jones, Sr.
Clerk to the Board Janice S. Paige

Absent: Commissioners J. Daniel Bishop, Norman A. Mitchell, Sr., and Dan Ramirez

Commissioner Woodard was absent when the meeting was called to order and until noted in the minutes.

The meeting, the Board's Annual Strategic Planning Conference, was called to order by Chairman Roberts.

County Manager Jones gave an overview of the one-day Strategic Planning Conference agenda, goals and expectations. It was noted that another Strategic Planning Conference would be held in February 2008.

Budget/Management Director Hyong Yi outlined the specific process to be followed for conducting the work session.

It was noted that the Board would discuss issues of importance to each Commissioner, receive an overview of the current strategic business plan, and review the progress made as an organization and a community in the results, initiatives, and resources that have been directed towards achieving the Board's desired results. Also, that the conference will culminate with the Board using these reports to affirm or update its strategic emphasis.

Chairman Roberts made opening remarks.

Next:

Board Members introduced and discussed their respective priorities/issues of interests as noted below.

Chairman Roberts noted **Commissioner Mitchell**'s item of interest in his absence, which was **ADDITIONAL REVENUE SOURCES**.

Background – As part of the Medicaid Relief proposal, counties lose the ½ cent sales tax over two years (¼ in 2008, ¼ in 2009). However, counties are authorized to levy a ¼ cent sales Tax or a land transfer tax up to .4 percent.

Goal and/or Request – Get a sense of the Board on the tax options and understand the process.

County Manager Comment and/or Recommendation – Detailed briefing on both tax options is scheduled for the November 13th Public Policy Workshop.

Comments:

Commissioner James made the following comments and/or requests:

- The Board has to decide if it wants a new tax and if so, what will it be.
- He would like to know the Board's priority if it had to select an option.
- His order of preference would be 1) no tax, 2) point of delivery sales tax, and 3) land transfer tax.
- He does not support putting both a sales tax and a land transfer tax on the ballot.
- He would like staff to poll Board members to see what their preference is.
- He feels a sales tax would be more palatable even though a land transfer tax would bring in more money.
- He wants to know if there was an analysis of how much the County is losing per the Medicaid relief proposal.

Finance Director Dena Diorio said staff would prepare an analysis of the impact of the loss, as well as, prepare estimates on what each option would generate.

Chairman Roberts said she feels the Board would need to receive an analysis before making a decision as to what option to choose.

Commissioner Clarke said he would like the analysis to also show the pros and cons of each option.

County Manager Jones said it needs to be a thorough analysis and that it could result in a stabilization of the tax rate. He said the Board would also need to decide how it would use the revenue.

County Manager Jones said there will be contention around the community for either

option.

County Manager Jones said he recently found out that the General Assembly has passed legislation allowing counties to get into the road business and that pressure will be placed on the Board by some in the community to spend this revenue on roads.

County Manager Jones said the Board may need to convene a community group to help educate the public on these options and to hear citizen input.

Commissioner Clarke said he concurred with the County Manager with respect to forming a community group.

Commissioner Clarke said the analysis should also address what the changes will do to the financial stability of county government when it comes to these sources of revenue because some sources of revenue are more volatile to changes in economic conditions than others. He said the analysis should be as broad as possible.

Commissioner Helms asked would this sales tax be point of sale or per capita. *The response was point of sale.*

Commissioner James said he thought the law would not allow the Board to dedicate the tax. *The response was that staff would confirm this.*

Commissioner Helms asked about revaluation and would it impact the 2010 budget. *The response was that revaluation is in January 2009, but it'll affect the FY10 budget.*

Commissioner Helms said the Board shouldn't do it in a revaluation year but rather prior to or after revaluation.

Commissioner Woodard entered the meeting.

ITEM OF INTEREST - JOINT BOCC AND BOARD OF EDUCATION MEETINGS – CHAIRMAN ROBERTS

Background – The Board does not currently have regularly scheduled meetings with the Board of Education. Both boards may benefit from regular discussion on issues.

Goal and/or Request – Gauge the interest of the Board in having joint meetings with the Board of Education on topics of mutual interest.

County Manager Comment and/or Recommendation – Staff is working with CMS staff to arrange a joint meeting to discuss items of mutual interest, including: enrollment projections, baseline standards, and public/private partnerships.

Comments:

Commissioner Helms said he's not opposed to having joint meetings, but they should be facilitated by a third party, for example, someone from the Lee Institute, in order to keep matters focused.

Commissioner Bentley asked about the history of past joint meetings with the Board of Education.

Commissioner Helms said in his opinion the meetings were not productive.

Commissioner Bentley said the joint meetings should be for a specific purpose rather than "meeting just to be meeting."

Commissioner Clarke said it's challenging trying to get both bodies together. He recommends meeting once a year or once every two years in a non-election year. He also suggested the meeting be in the form of a retreat with a facilitator because it's difficult trying to compress matters within an hour, "especially anything meaningful."

Commissioner Woodard said the joint county/city/school board meetings held in the past were not well attended. She also referenced a past liaison group with representatives from the BOCC and Board of Education who would meet and occasionally report back to the Board. Commissioner Woodard said she also supports having a facilitator to avoid problems of power and control.

Commissioner James said he concurred with remarks made by Commissioner Woodard.

Commissioner Bentley said the purpose of the meetings should be well defined.

Commissioner Clarke expressed concern for the number of topics that would be placed on the agenda of a joint meeting. He said even with the tentative topics mentioned by staff it could take 2-3 hours.

Budget/Management Director Yi said staff is tentatively looking at the Board's December Budget/Public Policy meeting with the topics being Enrollment Projections, Baseline Standards, and Public/Private Partnerships.

County Manager Jones said he has also questioned the productivity of past joint meetings. He said he would discuss the matter with Superintendent Gorman, including the use of a facilitator.

Commissioner Clarke said perhaps the meetings should consist of the two chairs, the County Manager and Superintendent, and one other member of each board or three people from each board. Those representatives could then report back. Also, others could attend those meetings if they desire to.

Commissioner Bentley said the Board also needs to determine what it is the Board wants to see come out of the discussion of baseline standards.

It was the consensus of the Board to try and hold a joint meeting with the Board of Education and to use a facilitator, but there was no decision regarding when. In the interim, the Board will wait to hear back from staff regarding conversations with CMS staff about meeting jointly.

ITEM OF INTEREST - CMS BASELINE STANDARDS AND FINANCING OPTIONS – (COMMISSIONER BENTLEY)

Background – CMS has engaged in activity to improve the efficiency and effectiveness of its capital program.

Goal and/or Request – Get an update on the status of the baseline construction standards and alternative financing options to build schools.

County Manager Comment and/or Recommendation – A briefing can be prepared for a future Board Public Policy Workshop.

Comments:

Commissioner Bentley said she wants to know how Mecklenburg County’s baseline standards compare to other counties in the state of similar size, as well as in the southeastern part of the U.S.

Commissioner Bentley said the Board needs to understand what the baseline standards are and how the County has fared.

It was noted that staff would be addressing this at a future Budget/Public Policy meeting. Board members with questions should send them to Director Yi.

ITEM OF INTEREST - ACCURACY OF CMS FUNDING EVALUATION GUIDELINES - COMMISSIONER JAMES

Background – The CMS Funding Guidelines are based on projections. For FY2008, it over projected the amount necessary to fund CMS based on actual enrollment.

Goal and/or Request – Direct the County Manager to refine the guidelines to more accurately reflect actual enrollment so that no more over payments occur.

County Manager Comment and/or Recommendation – None

Comments:

Commissioner James made the following comments:

- With respect to the funding framework, the process has improved, but he thinks the way CMS and the Board interact around the budget is creating problems. Also, problematic is the current process, including CMS not receiving information until September regarding actual enrollment and the state funding to be received.
- The County does not a process to increase or decrease funding to CMS as a result of receiving information from the State. He said if the estimate was right then there wouldn't be a problem, but this never happens.
- The process between the County Manager and the Superintendent needs to be refined; so that CMS doesn't present information to the County that is extraneous and that they incorporate the framework into their budget proposal so that they're buying into it.
- When the County funds CMS rather than just using "a number" the average should be used.
- Funds would also need to be put in restricted contingency and released based on the final funding from the State.
- The County Manager and the Superintendent should incorporate the funding framework into their initial budget proposals.
- The budget should be adopted in June with respect to CMS at 75% and that 25% be placed in a reserve until the final numbers are received from the State.

Commissioner Helms said he doesn't have a problem with approving CMS' budget based on student enrollment. Also, he wouldn't object to putting a certain amount in contingency based upon the 20 or 30 day rule, but there needs to be a part of that budget that ask for a per student amount based upon the framework and there needs to be a supplemental amount.

Commissioner Helms said the standard number may vary depending on the 20 or 30 day number.

Commissioner Clarke said there needs to be finality to the process, especially for planning purposes. Commissioner Clarke said having finality to the process benefits the County, CMS, and students, because you'll have a specific number that won't change. Also, finality of the points of contention of the Board and the Board of Education.

Commissioner Clarke said the County should ask CMS to do a sensitivity analysis in their request to the County that would say here's what the request would be if their student projection is 20% incorrect on either side; so that the Board can look at that in a more realistic way.

Commissioner James said he was not opposed to a sensitivity analysis. He said he thinks CMS has not "really" bought into the funding framework as an entity, that it's being tolerated, because it's not a part of their process.

County Manager Jones said this was the first year it was really used. He said when he posed the question to the Board, it was after the County had received CMS' budget.

County Manager Jones said he can now go to the Superintendent and let him know that he's going to use the funding framework and get a projection on enrollment for planning purposes. Further, that the Superintendent would know that CMS will need to be able to justify why they need more than what the funding framework calls for.

ITEM OF INTEREST - CMS FUNDING AS A PERCENTAGE OF COUNTY FUNDS – COMMISSIONER RAMIREZ

Chairman Roberts noted Commissioner Ramirez's issue(s) of interest in his absence.

Background – The County has explored several methods of determining funding for CMS.

Goal and/or Request – Have the Board adopt as policy a set percentage of County revenues for CMS based on historical averages.

County Manager Comment and/or Recommendation – It is up to the Board to decide how to fund CMS. It can adopt the per pupil based funding evaluation guidelines, what is proposed here, another method, or use an ad hoc method.

Comments:

Chairman Roberts said she was not supportive of this idea, especially in light of all the work that was done in developing the funding framework. Chairman Roberts said nor does it take into consideration the needs of CMS.

Commissioner Helms said that number would be an artificial number because it would not address the needs and growth of CMS.

Commissioner James noted the history of the CMS funding framework. Commissioner James said originally Commissioner Ramirez's percentage concept was a part of the original framework, but it was removed after a revision of the framework.

Commissioner James said he understands Commissioner Ramirez's concept and that it's predicated on the precept that you shouldn't have to raise taxes.

Commissioner Clarke addressed the history of the funding framework from his perspective. He referenced the committee that studied this issue and the problem with the original framework. He said it was refined and the "arbitrary cap" was removed.

Chairman Roberts said it was her sense that the Board wants to keep the funding framework and that perhaps it may need tweaking.

The Board recessed at 10:18 a.m. for a break and reconvened at 10:30 a.m.

ITEM OF INTEREST - REDISTRICTING - CHAIRMAN ROBERTS

Background – Redistricting occurs when the Board finds substantial inequality of population among districts.

Goal and/or Request – Get a sense of the Board as to whether we should explore redistricting. Have the Manager provide a briefing on the process.

County Manager Comment and/or Recommendation – At the Board’s direction, a briefing on the redistricting process and what’s legally required can be scheduled.

Comments:

Commissioner Helms asked how much out of balance were the districts. *The response was that staff is working on this.*

Commissioner Helms said he’d like to know between now and November, so a decision can be made.

Commissioner James said he can’t see changing it for 2008 because it would be rushing. He suggested doing it in 2010, but the “hitch” is that you’d be using the Planning Commission numbers rather than the census, thus you may want to do it again.

Chairman Roberts said perhaps it should be done in 2011 because by that time census data would be available.

ITEM OF INTEREST - CLEAN AIR WORKS - COMMISSIONER CLARKE

Background – Clean Air Works is a pilot program to promote regional activity to reduce air pollution.

Goal and/or Request – Understand whether this is the best way to reduce air pollution.

County Manager Comment and/or Recommendation – Staff can provide an update on the status of the program at a future board meeting.

Comments:

Commissioner Clarke said he wants to make sure the Board ask itself, when going into the budget process, what is being accomplished.

General Manager Bobbie Shields addressed Clean Air Works briefly and said staff would be providing the Board with quarterly updates.

Commissioner James asked for clarification regarding mandatory restrictions, which was addressed.

It was noted that the County probably will not meet the three year ozone standard. Further, that no decision has been made to date for a mandatory program. Staff will give the Board a status report at the November 20, 2007 meeting.

ITEM OF INTEREST - CONSOLIDATION OF PARKS AND RECREATION WITH THE SIX TOWNS - COMMISSIONER HELMS

Background – All six towns operate their own parks and provide recreation programming.

Goal and/or Request – Direct the County Manager to consider the feasibility of consolidating park operations under the County.

County Manager Comment and/or Recommendation – The towns have already been approached with this idea. The next step is to examine the various areas of consolidation from facilities to programming. The results of the study will be provided once complete.

Comments:

Commissioner Helms said the situation with the Town of Cornelius (Westmoreland Athletic Complex) is what initiated this idea for him. Commissioner Helms said he feels consolidation of all parks under the County would result in better efficiency.

Commissioner James said he'd like to know the numbers. Commissioner James said town residents are paying double. He wants to know what park land is in the towns and how many towns have outstanding debt as it relates to park land. He also wants to know about operating budgets for the towns with respect to their park programs.

Chairman Roberts posed the question of what happens if only four of the six towns want to participate. Would it make sense to carve the other two out? *County Manager Jones said staff would have to do an evaluation to see.*

County Manager Jones said he's received "mixed" reactions to this idea, per meetings with Town Managers where he has brought this issue up. He said the northern town managers were favorable. He said the Town Manager for Pineville has already said he doubts if his Board would be interested.

County Manager Jones said he would continue to pursue this idea, unless directed otherwise.

Commissioner Bentley said per recent conversations with the Mayors of Matthews and Pineville, there maybe some opposition to this.

Commissioner Helms said he it would be a better park system, fiscally speaking.

ITEM OF INTEREST - CREATION OF A SEPARATE JAIL FACILITY WITH MENTAL HEALTH STAFF FOR INMATES WITH MENTAL HEALTH/SUBSTANCE ABUSE ISSUES - COMMISSIONER HELMS

Background –There is a group of inmates that have mental health problems, but are not good candidates for alternative programs.

Goal and/or Request –Explore additional program/service options to serve this population.

County Manager Comment and/or Recommendation – Staff will research this issue and bring back the results of its analysis in January 2008.

Comments:

Commissioner Helms said he wants to make sure that in consultation with Area Mental Health and Kimme and Associates that the best practices be determined with respect to confinement of those persons that have been deemed to have mental health and substance abuse problems.

Commissioner James said he was concerned about two people having committed the same offense and treating them differently.

Commissioner Helms said people are already sentenced differently in the justice system because of mitigating factors.

County Manager Jones said he has asked Grayce Crockett, director of Area Mental Health to look at the 81 chronic offenders to determine if any of them might have been released from mental health facilities in the past. County Manager Jones said he thinks this would be good data to have.

Commissioner James said he was not opposed to helping people that “need help,” but he does not support having a “revolving” door.

It was noted that Director Crockett and Kimme and Associates will be reporting back on this issue. Board members with questions regarding this were asked to send them to Deborah Goldberg in the County Manager’s Office.

ITEM OF INTEREST - CONVERT JAILS INTO DISTRICT CONFINEMENT FACILITIES – COMMISSIONER HELMS

Background - State law allows the creation of District Confinement Facilities. The County has several hundred million invested in jail facilities and annual operating expenses that require professional administration.

Goal and/or Request - Convert existing jail and arrest processing facilities into District Confinement Facilities run by the County as a department with an appointed administrator.

County Manager Comment and/or Recommendation - At the Board's direction, staff can further assess the feasibility of this proposal and what the process would be for implementation.

Comments:

Commissioner Helms said this proposed change is authorized by statute. Commissioner Helms said, per statute, two or more units of local government can create through an interlocal agreement District Confinement Facilities.

Commissioner James asked about the units of local government that would be involved.

Commissioner Helms said it could be any unit of local government, the City of Charlotte, the Town of Matthews, Gaston County, etc.

Commissioner Helms said when he first put the item about a separate jail facility for inmates with mental health and substance abuse problems on the Strategic Planning Conference agenda, in light of the discussion of this at a previous meeting and follow up conversations with the County Manager on this issue, then the announcement of the Sheriff's resignation; that to him, all of this seemed to indicate that this would really be a good time to look at how the County is dealing with its responsibility with respect to incarceration in terms of mental health and the whole range of things that the County does.

Commissioner Helms said he thinks the County is spending \$50 million dollars a year on the operation of the jail.

Commissioner Helms said he would like to have the County Manager move forward with some formal contacts to take a look at the possibilities. Commissioner Helms said he can see this as being something that could be a great improvement not only from the process perspective but in the orderly administration and balance of things.

Commissioner Helms said the District Confinement concept could free up the Sheriff's Office to do more law enforcement. Commissioner Helms said the Sheriff's personnel could get involved in a wider range of law enforcement activities. Thus, the jail administrator would handle the administration of the jail facilities.

County Manager Jones said his view on this is that it would give the County

Commissioners greater control over the jail operation. He said the Board would then be directly responsible, or through the County Manager, for the appointment of the jail administrator.

County Manager Jones said this would mean taking the jail away from the authority of the Sheriff and giving it to a manager that's responsible for the daily administration of jail operations.

County Manager Jones said it would reduce the Sheriff's responsibilities to two categories, 1) to continue to provide security in the courts and 2) to continue to serve civil papers. County Manager Jones said under the law, work release and restitution would have to remain with the Sheriff. This concept reduces the scope and authority of the Sheriff's operation and but does not necessarily move them into doing more law enforcement, such as traffic citations and those types of things.

Commissioner Helms said he doesn't disagree with the County Manager, but what he was saying is that there are a lot of possibilities that can come out of this. Commissioner Helms said the County could also possibility realize a savings if this was done.

Commissioner Helms said the administrator would report to the County Manager.

Commissioner Woodard said she was concerned about the inmates in need of mental health services and the possibility of them being housed with seniors. She noted that she's heard this may occur at CharlotteTown Terrace.

Commissioner Helms said he doesn't disagree with Commissioner Woodard's concern and that her concern relates to his other item on the agenda regarding a facility for inmates with mental health and substance abuse problems.

Commissioner James said if you take away the jail operation you're pretty much removing what the Sheriff does. Commissioner James said Mecklenburg County has been lucky to have a professional sheriff like Sheriff Pendergraph.

Commissioner James asked if this was done would the Board appoint the sheriff to be administrator or would the Board competitively select someone.

Commissioner Helms said he feels it should not be the sheriff but a professional administrator selected by the County Manager like he would for any other administrator position in the County.

Commissioner Helms said this matter will probably become political because you're taking away power and authority, but since the current Sheriff is leaving, now is the time to do what makes sense from a fiscal, safety and security perspective, and a whole range of things. Commissioner Helms said the County will never have this opportunity again because it's not likely that you'll have another sheriff retiring in the middle of his term. Commissioner Helms said he feels it's a good time to pursue this and in light of what's

down the road in the future with respect to jail needs and cost.

Commissioner James said he could see Commissioner Helms' point and that he doesn't have a philosophical disagreement but the part he thinks that'll need to be "spelled out" is that it is a "kind of phasing out" of the sheriff's role. He said it's a "downsizing" of the sheriff.

Commissioner Clarke said it was a good idea and asked would it require any changes in state law.

Commissioner Helms said it would not require any changes in state law.

Commissioner Clarke said this idea would need to move forward quickly.

Chairman Roberts asked if the immigration jail would fall under this facility.

County Manager Jones said it would depend on the structure of the agreement with the federal government. County Manager Jones said there were a lot of details to be worked out, if the Board wants him to pursue this.

Chairman Roberts said it seems like a good idea.

Commissioner James asked was it possible to get an opinion from the current Sheriff and deputy chief whom the current Sheriff would like to be his successor. Commissioner James said he wants to make sure that the current Sheriff is involved or his designee, even though he's leaving.

Commissioner Helms said it was noted in the information provided that there is a concern about the management of the jail in light of Sheriff Pendergraph retiring. He noted that in the information it states "Jail management continuity and consistency is absolutely essential to prioritizing, planning, and delivering effective and efficient jail and arrest processing facilities. As the looming vacancy in the office of Sheriff so clearly demonstrates, the political process can and does, at least occasionally, result in considerable uncertainty about the leadership of the Sheriff's Office. In less than 45 days, the Office of Sheriff will be vacant, and a new Sheriff appointed. There will also be a Sheriff elected in November 2010. The need to assure the management continuity so critical to prioritizing and planning is now, and that continuity is also critical to effective service delivery, especially in the next two to five years."

Commissioner Helms said he would not have a problem discussing this with the Sheriff or anyone else.

County Manager Jones said he wanted to make it clear that the current Sheriff has a professional operation.

County Manager Jones said in three years the County would have a new Sheriff and that

if the County changes now, you're keeping what you have. He said when a new sheriff is elected it's possible that he could appoint someone without the proper experience to manage the jail.

County Manager Jones said Felicia Macado is the current jail administrator and that she does an "excellent" job. He would recommend Ms. Macado continue in this position.

County Manager Jones said under this concept he feels it gives the Board the potential for some long term stability in the operation of the jail. He said there could also be possible cost savings even to other law enforcement agencies within the County.

County Manager Jones said it would just be a matter of moving the Sheriff's Office under the County Manager's box on the organizational chart.

There was no objection to staff further assessing the possibility of pursuing this idea.

Commissioner Woodard left the meeting and was absent until noted in the minutes.

ITEM OF INTEREST - HOMELESSNESS – COMMISSIONER HELMS

Background - None

Goal and/or Request - Would like an update on the status of the County's homeless initiatives.

County Manager Comment and/or Recommendation - Brief update on homelessness attached.

Comments:

Commissioner Helms said the Board needs an update on the homeless in Mecklenburg County.

It was noted that there was a briefing in the Strategic Planning Conference notebook.

Commissioner Helms asked about the status of Chris Wolfe's report. General Manager Janice Jackson said she would have Mr. Wolfe make a formal report and to work toward proceeding with an oversight group.

The Board recessed at 11:50 a.m. for lunch and reconvened at 12:15 p.m.

Brian Cox, Director of eGov/Customer Service gave an overview of the Strategic Business Plan.

General Manager John McGillicuddy addressed Public Awareness of County services

and the *Mecklenburgers*.

It was noted that TV Broadcast Viewership would be moved from the corporate scorecard because it's not a "corporate" measure but rather it's a service measure.

Commissioner Bentley asked what impact does this have on program review. *The response was that it would still be part of Program Review for Public Service and Information. Further, that from the Board's perspective this movement would better align the measures with what the Board is trying to do, which is "awareness."*

Commissioner Helms said increased awareness of services and results is a delicate issue. He said the way information is delivered to the public is key.

Commissioner Helms posed the question of how does the Board deal with issues of criticism of the *Mecklenburgers* because it's a "good" program.

General Manager McGillicuddy said the County must find creative and innovative ways to get the awareness of County services to the public.

Public Service and Information Director Danny Diehl addressed the goals and strategies of Public Service and Information and the services they provide.

Commissioner Woodard returned to the meeting during Director Diehl's' presentation.

Commissioner Roberts asked for clarification on the rating period with respect to the *Mecklenburgers*, which was explained.

Commissioner Clarke asked what staff's plan for moving forward was. *The response was that eight shows are scheduled and that production will begin in January.*

General Manager McGillicuddy said the *Mecklenburgers* is evaluated every year.

Commissioner Clarke said he thinks the program has merit.

Commissioner Helms said he feels the creditability of the Board and of county government are "essential" and that it doesn't hurt to convey that message however the County can to create the kind of community support that's needed if you're going to succeed. Commissioner Helms said staff should not "shy from bragging on the creditability of Mecklenburg County government."

Commissioner Woodard asked if staff knew how many people were viewing meetings on-line, as a result of the media streaming that the County has gone to. *The response was that the specific number could not be given at this time, but that it's usually about 100 hits per meeting. It was noted that when you pull the site up it'll indicate on the page the number of hits thus far.*

Growth Management and Environment

General Manager Bobbie Shields addressed single stream recycling. It was noted that new recycling bins are forthcoming.

General Manager Shields also addressed the possible replacement or expansion of the Aquatic Center.

Commissioner Helms asked about the Sugar Creek Greenway and whether there was a final plan available. *The response was yes there is a Master Plan and staff will work on getting a copy to the Board.*

Chairman Roberts asked about the Environmental Summit and the Women's Summit which was addressed.

Leslie Johnson, Director of Planning and Evaluation reviewed the changes to the corporate scorecard, specifically, performance results and service resource levels.

Commissioner Woodard commented on Access to Public Facilities and said there's a correlation between access and public safety. Commissioner Woodard asked was a facility really accessible if there are safety issues at that facility. She noted that there have been incidences in parks and at the library. She asked whether this is taken into consideration when assessing where the County is on this.

The response was no it was not considered but is a good point. It was explained that the way the measure is currently tracked, it looks solely at the proximity of a facility to a transit site. It was noted that Commissioner Woodard's point could be taken into consideration perhaps from a safety measure point.

Director Yi addressed the 2008 Program Enhancement status.

County Manager Jones reminded the Board that during the budget process there were items presented for study for the next fiscal year that would impact the budget, such as, Indigent Care Funding, Law Enforcement Service District, Medic Funding, and Central Piedmont Community College Funding Formula.

The Board then broke into groups to determine if there are any changes they would like to see in the Three-Year Strategic Emphasis. Items were to be placed in the categories of 1) Requires Immediate Action, 2) Monitor Performance, or 3) Maintain Momentum.

Each group reported their changes and staff will likewise update the Three-Year Strategic Emphasis. The areas noted were Literacy & Workforce Development, Citizen Self-Sufficiency, Criminal Justice Services, Health Risks & Diseases, Safety & Security of Residents, Affordable & Competitive Tax Rate, Reduce/Avoid Costs, Ethnic & Cultural Diversity, Air, Water & Land Quality, and Parks, Greenways & Recreation.

Director Yi said staff will report back to the Board in February at another Strategic Planning Conference.

Chairman Roberts in her closing remarks complimented and thanked staff for the way in which the Strategic Planning Conference was structured and facilitated.

County Manager Jones in his closing remarks thanked the Board for its participation and staff for the fine job it did in putting the conference together. County Manager Jones said the group information would be compiled and communicated to the Board.

A copy of the Strategic Planning Conference agenda is on file with the Clerk to the Board.

The above is not inclusive of every comment and/or question, but is a summary.

ADJOURNMENT

There being no further business to come before the Board, Chairman Roberts declared the meeting adjourned at 2:55 p.m.

Janice S. Paige, Clerk

Jennifer Roberts, Chairman