

# 2023 Board of Commissioners Retreat Recap

***In 30 years, what aspect of Chatham County will you be glad you protected or encouraged today?***

- Diversity in all forms (since we focus our attention on making diversity flourish).
- Equitable investments (to make sure all are getting services).
- Balance between rural character and development (rurality defines us and is important to residents AND we need development, too).
- Welcoming, open, and accessible/affordable to all. We don't want to build exclusion in any way.
- Protect natural resources and develop in ways that balance with built environment.

## GUIDELINES FOR EFFECTIVE MEETINGS

The following guidelines have helped make meetings more effective:

**Participate fully.** It's alright to disagree. Everyone should have the opportunity to state his or her own views, regardless of rank or other differences.

**Work on the problem.** Put other issues aside, including personalities, offices, or other differences. Show respect for each other.

**Focus on interests, not positions.** Explain why you favor a particular course of action. Invite questions so you can explain your reasons fully. Balance advocacy and inquiry.

**Share all relevant information.** Be specific. Agree on what important words mean. Discuss “undiscussable” issues.

**Stay focused.** Discuss a topic long enough for everybody to be clear about it.

**Decide how the group will make decisions.** Use a decision-making rule that generates the level of commitment needed.

Adapted from *The Skilled Facilitator: Practical Wisdom for Developing Effective Groups* by Roger Schwarz.

Published by Jossey-Bass, Inc., 1994 and 2005.

## Levels of Support

Rate your individual level of support for this idea/topic/issue

We are using a spectrum to gauge support, not a vote of YES or NO

A	B	C	D
Full support or agreement with the proposal.	Agreement with most aspects of the proposal, and, despite continued concerns with some elements, <i>willingness to go along</i> with the proposal.	<i>Significant concerns</i> or outright disagreement with some or all elements of the proposal <i>but will not oppose</i> the action or decision (“standing aside”).	Continued <i>strong disagreement</i> with the proposal
✓ <i>If all members of the group are at levels A-C, then there is some degree of consensus</i>			

# Expectations

- See Handouts

## ***What struck you about the achievements Current Year Achievements?***

- Good reminder of the work that happens after the Board makes its decisions.
- Get to hear behind the scenes improvements that improve efficiencies to move things forward better. We don't often get a chance to recognize these accomplishments.
- Proud of all the achievements. They indicate transformation and demonstrate anticipation of projections and trends.
- Also Proud of:
  - County's responsiveness to residents and staff's response to them (evidence through the customer survey)
  - CPR certification for community
  - Translation services

## Commissioner Goals

Beginning In 2017 and continuing in the coming fiscal year the Board of Commissioners adopted Plan Chatham goals and added three additional goals. The complete set of goals were adopted are as follows:

### *Plan Chatham Goals:*

Preserve the **rural character** and lifestyle of Chatham County.

Preserve, protect, and enable **agriculture and forestry**.

Promote a **compact growth pattern** by developing in and near existing towns, communities and in designated, well-planned, walkable mixed-use centers.

**Diversify the tax base** and generate more quality, in-county jobs to reduce dependence on residential property taxes, create economic opportunity and reduce out-commuting.

Conserve **natural resources**.

Provide **recreational opportunities** and access to open space.

Provide **infrastructure** to support desired development and support economic and environmental objectives.

Become more **resilient** by mitigating, responding and adapting to emerging threats.

Provide **equitable access** to high-quality education, housing, and community options for all.

Foster a **healthy community**.

### *Additional Commissioner Goals:*

Demonstrate **sound fiscal stewardship** to ensure we can meet the important service needs of our residents.

Provide **effective, efficient government** that is responsive to the different needs of residents and varying circumstances across the county.

**Mitigate the impacts of poverty** among individuals and households in the county through programs and services that promote stabilization and resiliency.

**Ensure public safety** through adequate resources, plans, and partnerships to keep people and property safe.

**Strengthen relationships** with other boards, municipalities, and regional entities to address common challenges and opportunities.

# Key Issue Areas (4 dots)

## **Local Economic Development Initiatives**

- Implement strategies to support minority business development. Make it community specific. Include tourism and arts.
- Plan for county government and partners to pursue goals related to entrepreneurship and resiliency.
- Pursue changes to procurement that encourage, support, and incentivize minority business development.
- How does county influence support for the mega-sites?
  - Promote job and contract opportunities locally, e.g., job board.



# Key Issue Areas (4 dots)

## **Partnerships**

- Consider the best way/partnership to accomplish support for minority business development. e.g., Local Economic Development Corporation, Central Carolina Community College, Non-profit organizations.
- Continue close planning with Chatham County Schools.

# Key Issue Areas (3 dots)

## **Diversity, Equity, and Inclusion**

- Utilize outside expertise and county staff to develop cohesive, countywide Diversity, Equity and Inclusion plan with an internal and external focus
- Encourage and embody inclusive leadership as one of county's largest employers
- Provide DEI opportunities for all County community partners and local entities

# Key Issue Areas (3 dots)

**Affordable Housing** Make it feasible to build. Add more units. Learn what's been done.

- Have One on One to focus on the history of County's work in affordable housing to bring all commissioners up to speed
- Review rules to promote private development of affordable housing units.
  - Incentivize developers
  - Consider density changes
- Seek opportunities to find new solutions to near-term housing shortages
- Affordable housing strategies – need to adopt multiple strategies with a significant focus on affordable rentals

# Key Issue Areas (2 dots)

## **UDO**

- Complete our work on UDO and area plans
- Pass UDO that asks more of development in preparing for climate change and protecting rural character of Chatham
- Update to incentivize building affordable housing.

**Health Initiatives** Being addressed through ARPA funding and continuing to be integrated into work.

- Keep raising issue in discussions to elevate and create attention.
- Collaborate with CCPHD on health-related initiatives (spread of information)
- Ensure that as our population grows so do our health resources.
- Prevent losing existing resources.

# Key Issue Areas (2 dots)

## **Broadband**

- Extend access and use.
- Consider other funding needs after ARPA funds expire.

## **Organizational Excellence**

- Governmental Excellence (Public Pride, Excellence, etc.)
- Recognize costs of keeping and attracting high-quality public employees

# Key Issue Areas (1 dot)

## **Transportation.**

- Develop a transportation plan that is robust and forward-looking.

## **Natural Resources.**

- Stream buffers in UDO.
- Preserve/Plan for trails and greenways.
- Be a model for the state and nationally for our trail system and use of outdoor recreation areas.
- Natural Resources/Environment/Conservation: Be Best.

# Discussion

- Is there concurrence on the goals and Key Issues?
- Laminated sheets and handouts for Commissioners?
- Reporting on progress of Key Issues?