



# Chatham County, NC

## Meeting Minutes

### Board of Commissioners

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Friday, January 26, 2018

9:00 AM

Agriculture & Conference Center

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#### Board of Commissioner Retreat

#### CALL TO ORDER

**Present:** 5 - Commissioner Jim Crawford, Chair Diana Hales, Commissioner Walter Petty, Vice Chair Mike Dasher and Commissioner Karen Howard

#### BOARD PRIORITIES

##### [17-2434](#)

##### Commissioner Goals

**Attachments:** [Chatham BOC Retreat 2018 - Goals Discussion - v1](#)

*Meg Nealon led the Commissioners in a discussion about FY 2019 Goals.  
(Presentation attached)*

*County Manager Renee Paschal stated staff would like the Board to adopt the Comprehensive Plan goals and create commissioner goals to fill the gaps.*

*Ms. Nealon stated the Board's goals should not change much from year to year.*

*Commissioner Crawford stated the BOC goals are narrow and relate to the BOC specifically. Plan Chatham goals are more broad. After hearing the County Manager he felt it is important to adopt the Plan Chatham goals.*

*Vice Chair Dasher stated staff has bought into Plan Chatham.*

*Chair Hales had difficulty reconciling the Plan Chatham goals with the BOC goals. She understood the Plan Chatham goals to be more specific and determined in certain arenas.*

*Community Relations Director Debra Henzey stated that all of the commissioners recognized the need for the goals to correspond but also appreciated the difficulty of relating the two sets of goals.*

*Commissioner Howard expressed concern for ensuring that Plan Chatham is encapsulated in such a way that the main goals remain consistent, despite any changes in staff or BOC members. Ms. Paschal believes that the best way to achieve this is by making sure that staff continues to buy into the Plan goals.*

*Vice Chair Dasher questioned the idea of merging the two sets of goals. He believes that the Plan Chatham goals should remain static but the BOC goals should be more fluid. Ms. Nealon proposed that the Board plan for goals that can be dynamic for years to come.*

*Commissioner Petty wanted know whether the staff ever felt that the two sets of goals were conflicting or at odds with one another. Ms. Paschal said that the possibility exists but that awareness of both goals would help staff to find a balance.*

*Commissioner Petty would like to explore the possibility of establishing a minimum of goals met before implementing any sort of action. He would like to know specifically what staff is looking for. Ms. Paschal responded by saying that the Comprehensive Plan goals do not necessarily meet all the needs of the community. She would like to see the BOC goals fill in some of these gaps.*

*Commissioner Crawford would like to see public safety added as a BOC goal.*

*Vice Chair Dasher posed the question as to whether or not the BOC Goal 3 was necessary considering its presence in the Comprehensive Plan.*

*Commissioner Crawford proposed eliminating BOC Goal 3 except "while recognizing the differing needs and factors across the county" because several parts of that goal are in Plan Chatham. He suggested moving the rest of the goal to annual working goals.*

*Vice Chair Dasher asked to park the saved part of Goal 3 and come back to it later. He suggested adding it to Goal 2.*

*Vice Chair Dasher suggested tweaking Goal 4 to be more inclusive of other human services beyond education.*

*Commissioner Howard said she didn't know that she wanted to bring anything additional to Goal 4.*

*Ms. Nealon asked if it is necessary to have this specific goal of education in both the Comprehensive Plan and the BOC goals or if it was redundant? Vice Chair Dasher stated Goal 4 is similar to Goal 9 of Plan Chatham and asked do we want it in two places?*

*Ms. Paschal stated the Board of Education and the CCCC Board of Trustees make the policies and the county has to fund them.*

*Vice Chair Dasher asked what kind of direction it would provide staff to reword Goal 4.*

*Ms. Paschal stated it may be necessary to have a BOC goal for education to sell to the public. The current wording is good direction to staff.*

*The Board agreed they were happy with Goal 1. Goal 2 was merged with Goal 3 and Goal 4.*

*Ms. Nealon asked the Board to think about a new goal around human services.*

*Commissioner Petty believes that human services are touched on throughout several of the other goals. He inquired as to whether or not human services should be given its own goal or if the other goals should be modified to reflect this need. Vice Chair Dasher said he supports the latter. Commissioner Howard thinks that a new goal might be necessary to adequately address the problem. Ms. Paschal suggested that maybe human services be addressed as an objective or objectives under the umbrella of one*

of the broader BOC goals. The Board agreed to add a modified statement proposed by DSS Director Jennie Kristianson as an objective to Goal 2 to address human services.

Chair Hales suggested that maybe public safety could also be added as an objective to a broader BOC goal. Vice Chair Dasher expressed concern that these goals may not be as durable or lasting under BOC goals as they might be under Plan Chatham goals. The Board generally seemed to agree that Chatham County is fairly safe and that they don't hear a lot of negative feedback from their constituents but Commissioner Petty did raise the point that closed cases do not necessarily equate to solved crimes.

Commissioner Petty asked if public safety fits under "service needs of our residents"?

Vice Chair Dasher would like to know where more specific direction for the upcoming year will come from.

Ms. Paschal suggested moving the dialogue towards the metrics for success. Ms. Nealon facilitated this shift with the consent of the Board.

Metrics for Goal 1:

- Clean audit annually
- Maintain healthy fund balance
- Fully funding the debt model
- AAA bond rating
- Adhering to financial policies - Ms. Paschal believes this covers the first three metrics. Staff can go back to the financial policies and come up with metrics for first four.

Metrics for Goal 2:

- Maintain or improve customer survey results
- Response times
- Measuring quality of service: ISO ratings
- Increase in population percentage served, segments or overall?
- Maintain property tax rate
- More opportunities for citizen engagement: website traffic, meeting attendance, applications for committees, expand outreach

Ms. Paschal stated staff should be able to bring an update to the Board before next year's retreat on how departments are doing with the metrics.

Metrics for Goal 4:

- Reduced class sizes
- Expanded curriculum
- Benchmark per student spending: does more mean better?
- Measure of "support": meet demands (annual requests), cover impacts of HB13, teacher retention rates (teacher support), quality of physical structures, relationship, trust and open and timely communication
- Reporting back on issues from other policy making boards

After much discussion, the Board agreed to the following three goals:

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

2. *Provide effective, efficient government that is responsive to the differing needs of residents across the county.*
3. *Support Pre-K through 12 and the community college in providing a quality education for all students.*

## **LUNCH**

[17-2435](#)

### Manager/Board Roles and Expectations

**Attachments:**     [Roles Expectations 2018](#)  
                              [Roles and Expectations for FY2019](#)

*The Board revised the Roles and Expectations. (Revised copy attached)*

[17-2436](#)

### Commissioner Discussion

*Ms. Henzey stated the Legislative Breakfast will be March 16th at 8:30 a.m. at the Agriculture and Conference Center.*

*Ms. Paschal asked the Board for guidance on next year's budget.*

*The Commissioners prioritized their choices from the Heads Up Document. Priorities include the UDO, items that achieve objectives of the Comprehensive Plan, and the housing trust fund.*

## **ADJOURNMENT**

**A motion was made by Commissioner Petty, seconded by Commissioner Howard, that this meeting be adjourned. The motion carried by the following vote:**

**Aye:** 5 - Commissioner Crawford, Chair Hales, Commissioner Petty, Vice Chair Dasher and Commissioner Howard