

**MINUTES**  
**CHATHAM COUNTY BOARD OF COMMISSIONERS**  
**WORK SESSION**  
**MAY 03, 2010**

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The Board of Commissioners (“the Board”) of the County of Chatham, North Carolina, met in the Agricultural Building Auditorium, 45 South Street, located in Pittsboro, North Carolina, at 10:00 AM on May 03, 2010.

Present: Sally Kost, Chairman; George Lucier, Vice Chair;  
Commissioners Mike Cross, Carl Thompson, and  
Tom Vanderbeck

Staff Members Present: Charlie Horne, County Manager; Jep Rose, County  
Attorney; Sandra B. Sublett, Clerk to the Board; and  
Elizabeth Plata, Deputy Clerk to the Board

*Agenda*

1. **Proposed Courthouse Documentary:** Discussion regarding possible funding and coordination of a proposed documentary on the history, fire and rebuilding of the courthouse, including a report on possible funding sources, community involvement and volunteer assistance.
2. **Early Childhood Initiatives: Smart Start, More at Four, Ready Schools**
3. **BOC Review and Update of 2009-2010 Goals:** The Board of Commissioners will discuss the statues of goals for the current year and consider other goals for the upcoming fiscal year.
4. **Closed Session for the Purpose of Discussing Land Acquisition**

The Chair called the Work Session to order at 10:10 AM.

**PROPOSED COURTHOUSE DOCUMENTARY**

Chair Kost opened the meeting and introduced Lisa West to resume her PowerPoint presentation.

Ms. West summarized the presentation and prior discussion and discussed several potential sources of funding, including the Johanna Favrott Fund. She said that the contractors had suggested the Marion Stedman Covington Fund as a possibility, if the documentary were to focus on restoration and education. Progressive, the contracting company, would be a strong supporter, Ms. West said. She added that there were additional private foundations that the County could explore, but they usually fund smaller amounts and to non-profit organizations.

Ms. West said the next step should be to define the project. It will be important for the County to know what it wants to do before even calling the first funder, she said. Ms. West advised the Board to clarify its vision, goals and objectives and to define how the project would relate to a broader theme.

Chair Kost said the documentary could be an opportunity to capture history in the making. She suggested focusing on the fire and on what the County does to rebuild the courthouse. In addition, the documentary could include a history of the building and of what

it had meant to the community, Chair Kost said. Chair Kost said she envisioned the documentary being used for educational purposes, possibly in the schools.

Ms. West replied that a strong educational component would be important to the funders. Commissioner Lucier agreed that part of the documentary would elevate and expand the sense of history. He pointed out that the taskforce probably would recommend that some of the courthouse be turned into an African American museum. Maybe that could be incorporated into a museum for all of Chatham County, he said. Commissioner Lucier pointed out that there were several options and they should move on the project quickly.

Ms. West asked who the driving force behind the project would be. Chair Kost replied that there were many documentarians in the community, all of whom probably would do a wonderful job. Once the Board decided on a documentarian, then that person would lead the project as part of his/her contract, she said. However, Chair Kost noted that we need someone who can provide budget and other advice about a documentary for the purpose of defining a grant project and that this should be someone who would not want to answer the RFP that we would publish to select a documentarian. Chair Kost asked Ms. Henzey and Ms. West to lead the team that will define the grant project and discuss the project with potential funders.

Commissioner Lucier remarked that having a steering committee might be better than having only one person. Ms. West suggested starting with a small group and having Chair Kost sit in on the discussions, since she seemed to have a good vision for the project. Ms. Henzey and Ms. West discussed the need to be prepared and articulate about the vision before applying for a grant.

Chair Kost asked how the Board saw this documentary benefitting citizens. Commissioner Thompson said the Board was moving in the right direction by defining the scope. He noted that there were many in the community who were not aware of the courthouse's history. Commissioner Thompson expressed support for the idea of making a documentary to educate children, and others, about the County's history of social relations.

Ms. West said the project would also help maintain a sense of place as the County continues to grow. Ms. Henzey suggested looking at how the courthouse had connected with social issues in the community, during the Civil War and at the various other phases in history. She suggested looking at how the courthouse played a role in these issues.

Ms. Spina recommended contacting people in the area who had already done such documentaries. She mentioned a highly-successful documentary, which had been done about 15 years ago, about a man who went back to discover his roots in the community.

Ms. West, Ms. Henzey, Ms. Spina and the Board discussed individual videographers. They also discussed potential committee members and their preference for having the person who directs the project be someone who knows the community well.

Chair Kost stressed the need to define the vision and scope before taking the next steps.

Ms. West noted that the deadline was not until February 1, 2011, so there was enough time.

Commissioner Thompson proposed checking with local funding organizations, which often have less rigid guidelines. Commissioner Vanderbeck mentioned the NC Arts Council as a possible source of funding. He noted that individual documentarians might have ideas about funding as well. So those conversations need to be started, said Commissioner Vanderbeck, adding that people should be thinking about the project before getting together.

Commissioner Lucier suggested considering private support for the documentary, noting that one of the local companies might sponsor such a project.

Ms. West noted that the County probably will need a cash match and that it could come from sources other than the county.

**BREAK**

Chair Kost called for a short break due to technical problems

**EARLY CHILDHOOD INITIATIVES: SMART START, MORE AT FOUR, READY SCHOOLS**

Genevieve Megginson, executive director of the Partnership for Children, said that the Partnership had, from time to time, taken on various projects. She has a grant for Safe Start for many years, and began the More at Four program in 2002, she said. Ms. Megginson explained that the Partnership had recently taken on the Ready Schools project, which is unfunded. They used part of their More at Four funds to support Ready Schools, she said.

Ms. Megginson explained that the Partnership was hoping to create stronger connections between home, preschool, and public school. With regard to performance standards for Smart Start, Ms. Megginson said that Chatham County had reached the high performing level this year on all key performance standards. Teachers had higher levels of education well, she said.

Ms. Megginson asked the Board to sign a letter to Governor Purdie and the NC legislators, encouraging them to continue the investments that had been made in early childhood programs. She said that Governor Purdie's proposed budget supported that, but that decisions would have to be made. Ms. Megginson said the letter asked that the state continue with what it had already invested so that the Partnership could maintain what they had accomplished.

Chair Kost asked how the Governor had addressed Smart Start in her budget. Ms. Megginson replied that Governor Purdie had put it with higher education, and had limited cuts in those programs to four percent. Because Smart Start had originally been funded through the Department of Health and Human Services, it had often been separated out by itself, she said. Ms. Megginson said that Governor Purdie's proposed budget showed her understanding of the importance of the work that had been done in education for the four- to five-year-old period of childhood.

Commissioner Lucier asked if that funding had been included last year. Ms. Megginson replied that Governor Purdie had been very disappointed to see that her request that it be lumped in had not been followed through last year.

Chair Kost verified that Smart Start had continued to take a comprehensive, holistic approach to learning, which included health care and other intervention programs. She inquired about the funding for those programs. Ms. Megginson replied that the Partnership for Children was funded at about 35 percent of what the formula says they need to have to do the work that they are charged to do. The Partnership's board of directors determines the best allocation of those funds within certain guidelines, she said.

Ms. Megginson noted that they had put as much as 48 percent of their funds into childcare subsidies, and were currently devoting 38 percent to that. In addition, they have a number of programs for training teachers, helping teachers get support to go to college, and providing teachers with technical assistance to increase the quality of their childcare, she said. So, 70 percent goes to all of those things that wrap around the childcare centers to make them strong, Ms. Megginson explained.

Commissioner Vanderbeck verified that Sterling Holt is the person in charge of a program to strengthen fathers. Ms. Megginson also mentioned Safe Start, a project to help mothers turn the cycle of violence around in their families. Commissioner Thompson said it was commendable that her organization had an educational component. He verified that they had a program in Spanish that reaches out to Latino families.

Commissioner Vanderbeck told Ms. Megginson that she would have no problem getting the Board to sign her letter, noting that education was a top priority. The research on education and health correlate, and better health outcomes depend on and investment in early education, he said. Commissioner Vanderbeck mentioned a movement by the Health Equity

Coalition that ties social justice issues to healthcare. He pointed out that all are connected with good pre-primary education.

Commissioner Lucier commented that the issue was not only social but biological as well. He pointed out that the central nervous system continues to develop in the first few years of life and that there are consequences to those connections not being made correctly. Commissioner Lucier said that he was on the Board of Health as well and had been troubled when he learned that Chatham County was 86<sup>th</sup> of 100 counties in screening children for lead exposure. He asked if there was anything that the Partnership or the Childcare Network could do to improve that screening rate. The state average was about 50 percent and Chatham County was below 40 percent, Commissioner Lucier said.

Ms. Megginson replied that this information was included in the handout she had given the Board. She said that the health director of the Partnership for Children also chaired a committee focused on child health. That committee brings all the health care agencies serving young children together to discuss such issues, she said, and they were addressing lead as primarily a residential problem. Ms. Megginson told the Board that the Partnership had done a lot of strategic planning and had supported that effort.

Commissioner Lucier expressed concern about water disinfection procedures causing lead to leech into the water supply. He stressed the importance of getting more children screened for lead. Ms. Megginson said that they use an evidence-based model that had been helping them move toward increasing screening rates and detecting lead levels.

Commissioner Lucier said that if lead levels were high there should be an investigation into what was causing that. Was it lead paint? Chlorine disinfection? Contaminated soil? There should be an investigation into the cause so that exposure would be minimal, he said. Amy Rabb described their efforts to let people know what services were available. They were reaching out and trying to spread the word about lead screening, she said.

Commissioner Lucier noted that many childhood diseases were increasing. Ms. Megginson mentioned a nutrition and physical activity project that had been implemented in childcare centers that addressed the kind of food served and the levels of physical activity that children engage in. This was the first year of that program, she said, and they expected it to have a large influence.

Chair Kost asked about the waiting list for subsidized daycare. Ms. Rabb replied that there were nearly 400 children on the list, adding that this was the highest number that they had ever had. Commissioner Thompson asked if there had been a significant increase in the past year due to the unemployment situation. Ms. Rabb replied said there had been an increase, but pointed out that people who are not working are not always eligible for subsidies.

Ms. Megginson explained that to receive a subsidy people were required to be working or in school. However, the Partnership had seen an increase last year in their More at Four program, which helps people on the verge of poverty, she said. Ms. Megginson explained that a number of families who came to them last year had become unemployed and no longer eligible for subsidies. However, if their child was four years old, the Partnership was able to maintain him/her in a high quality program, she said.

Commissioner Lucier asked about the magnitude of state cuts last year, and Ms. Megginson replied that the Partnership had received 25 percent less. She directed the Board's attention to a page called "living on the edge" in the Partnership's annual report that itemized those cuts. Commissioner Lucier calculated a 33 percent increase in population and pointed out that some portion of those people would be eligible for subsidies.

Ms. Megginson predicted that next year would be worse. However, state government was working to consolidate at the state level, she said, noting that an early childhood consolidation taskforce was making some very smart recommendations to consolidate at the state level while not cutting local programs. However, it would still be very difficult going forward, Ms. Megginson said.

Commissioner Lucier noted that the Board had asked the School System and the Department of Health to collaborate last year on a comprehensive health program for the County's youth.

Ms. Rabb replied that there was a school age specialist on their staff. She did not know if that person had been involved in such a program, however.

With regard to obesity, Ms. Rabb explained that the Childcare Network was a sponsor for the Childcare Develop Food Program, which helped schools get reimbursed for providing healthy meals and snacks.

Commissioner Thompson asked how many small businesses were offering childcare. Ms. Megginson said that of the approximately 25 licensed childcare centers 13 were privately operated by small business owners. The others were Head Start and government operated programs, she said. Ms. Megginson added that there were about 53 family childcare homes, which were all small businesses.

Commissioner Thompson mentioned the residual impact of these businesses doing business with other businesses in the County, and he suggested that that be acknowledged. He commended both women for the leadership that they had shown and said the role that these organizations played in the low income community had been outstanding. Commissioner Thompson said that he had seen over the years how the organization had expanded and continued to try and meet the needs in as holistic a way as possible.

Commissioner Vanderbeck read figures regarding tax revenue from working subsidy parents to federal, state and local treasuries. He said the state had received \$918,000 in tax revenue from parents' income and expenditures per year. In addition, these families had paid \$266,510 in fees to local childcare providers in 2008-2009, Commissioner Vanderbeck said.

Ms. Megginson said that a subsidy program more than pays for itself by keeping families at work. In addition, all of those children were in high quality childcare, she pointed out.

Commissioner Lucier moved, seconded by Commissioner Vanderbeck to recognize the dedication and efforts of early care and education providers in Chatham County and to acknowledge the leadership success of the Chatham County Partnership for Children and Child Care Networks, Inc. by signing and sending the letter to Governor Beverly Purdue and the North Carolina General Assembly, asking them to hold the line on investments that support the child care industry and families' access to it. The motion carried five (5) to zero (0).

## **BOARD OF COMMISSIONERS REVIEW AND UPDATE OF 2009-1020 GOALS**

Revisions are made in color as follows: Blue revisions were made at retreat. Red revisions are new Board of Commissioners' additions.

### **Open Government:**

Background: The current Chatham County Board of Commissioners ran on platform of making county government more transparent and accessible to the residents of the county. Many efforts, such as a new county website and other improved communications with county residents, have been completed. Additional improvements, such as making commissioner board meetings more citizen friendly, improving communications with and between advisory boards, and additional citizen outreach efforts, are needed to accomplish this goal fully.

***Overall goal: Increase constructive citizen engagement and promote greater citizen understanding of county government's decision-making and operations.***

### **Strategies:**

1. Make our commissioner meetings and county government processes more transparent and citizen friendly.
2. Improve linkages and communications between advisory boards and committees and commissioners, including providing staff support.

3. Strengthen the budget document as a more effective tool for decision makers and citizens alike.
4. Study the feasibility of forming Citizen Advisory Committees on specific county issues.
5. [Work with the school system to study the feasibility of utilizing youth advisory boards.](#)
6. Look at conducting reformatted Commissioner meetings to be held in different parts of the County [at least twice per year.](#)
7. Direct the manager to develop a comprehensive legislative goals process that engages departments early on to provide feedback by midsummer to Commissioners on potential issues.
8. [Continue to](#) look for ways to reward innovation, update processes, and provide more efficient and citizen-friendly service.
9. Consider a citizen engagement task force to study how to make county government more citizen friendly. Increase citizen understanding of county government [policies, practices and initiatives and encourage more citizen participation. Consider formation of a local professional communication advisory task force to recommend a strategic communications plan.](#)
10. [Continue to refine the advisory board selection criteria and process, based upon a non-political open review process.](#)
11. [Continue to increase public access to computer/internet for job search, education opportunities and civic participation on an interactive county web site.](#)

### **Land Use Planning:**

Background: The Land Conservation and Development Plan provides guidance for public and private land use decisions that affect the County's physical development and the stewardship of the County's natural, economic and cultural resources. The plan states that growth in the county will be balanced so that the benefits and burdens of growth are shared and that growth consists of a mix of different types of development, and is guided to suitable locations. Further, Chatham's approach to land development and conservation is to be open, pro-active and cooperative. This means that citizens are aware of land use changes; that the County prepares ahead for development issues; and that the County works closely with other jurisdictions. Much has been accomplished [in the recent years](#) in revising various ordinances which guide land use decisions.

***Overall Goal: Land use decisions are to made consistent with the Land Conservation and Development Plan including (1) Preserving both form and function of rural character; (2) Encouraging compact communities with a mix of activities; (3) Designating economic development centers to promote a diversified, sustainable business community; (4) Developing an integrated approach to protecting and promoting high-quality open space, recreation, historical and tourism locations; (5) Ensuring long-term quality and availability of groundwater and surface water resources; and (6) Providing infrastructure in ways that support the land use, economic development and environmental objectives regarding water supply, wastewater, transportation, and broadband internet access.***

### **Strategies:**

1. Begin process for updating Land Development and Conservation Plan which includes integration of infrastructure – transportation/roads, schools, water lines, affordable housing, and [the major corridor ordinance overlay.](#)
2. Identify areas for refinement of various land use ordinances.
3. [Review alternative zoning strategies and also consider reducing or eliminating the complexity of the conditional use process to allow the county to better manage development while balancing economic and environmental interests.](#)
4. [Coordinate with](#) other local governments on matters of mutual interest (for example, water, wastewater, planning, [fiber optic](#) and recreation).
5. Receive recommendations from the Agricultural Advisory Board on zoning classification for farmland so that agriculture zoning is consistent with the Farmland Preservation Plan.
6. Adopt joint Cary/Chatham Land Use Plan.
7. Promote public transportation.
8. [Establish a Board of Adjustment separate from the Board of Commissioners.](#)
9. [Explore implementing a water availability fee based on square footage of buildings correlated to higher water usage.](#)

### **Fiscal Management**

Background: The County will maintain its fiscal strength through long-term financial planning, by being held accountable for its expenditures and by being careful stewards of the taxpayers' money. Approximately 70 percent of the County's budget is mandated by the federal or state government and the County will continue to meet its legal requirements. The County will continuously look for ways to be more efficient while maintaining services to its citizens. Services and activities will be periodically evaluated and the County's performance will be measured.

### **Overall Goals:**

- [Maintain a high bond rating by ensuring the County's credit-worthiness by managing the use of debt and using best practices to manage Chatham's operational resources.](#)
- [Maintain a competitive tax rate.](#)

- **Promote greater efficiencies through innovative solutions.**

**Strategies:**

1. Act on Impact Fee Report (consider changing collection from when the building permit is issued to a later point in time in the building process.)
2. Present options for implementing Pay Equity Study.
3. Consolidate similar or duplicated services (**revisit issue of school nurses and social workers**) and identify ways for departments, Chatham County Schools, and towns to share resources, including personnel.
4. Implement program-based budgeting and a comprehensive review of all departments on a regular cycle (3 to 5 years).
5. Economic Development Corporation **should continue** to explore outside funding and use surplus funds before requesting new resources from the County.
6. Funding for non-profit organizations will not be reduced; increase funding will be in proportion to the growth in the tax base. The current earmarking of one-half cent on the tax rate will be adjusted to reflect the impact of revaluation.
7. **Revisit and challenge previous budget commitments to ensure maximum effectiveness and efficiency.**
8. **Continue working with and educating the homebuilding community, the Town of Cary and all other related organizations to ensure that sales tax on goods delivered in Chatham County is credited to Chatham County as the point of sale**

**Conservation/Sustainability:**

Background: The Chatham County Board of Commissioners is committed to sustainable practices that reduce green house emissions, conserve energy, and protect the county's environment. Commissioners have implemented significant amendments to the watershed and sedimentation and erosion control ordinances and a new stormwater ordinance, the cumulative effect of which is to lessen the negative impact of development on the environment.

**Overall Goal: Improve the quality of our water and our air by permitting and enforcing ordinances and regulations, which involves ongoing testing and monitoring of environmental conditions**

**Strategies:**

1. **Complete, with community participation, a comprehensive sustainability plan with maps for future growth that will encompass land use transportation, energy, affordable housing, water, sewer, and fiber option infrastructure, solid waste, economic development, farmland protection and human relations. Set realistic milestones to begin implementing a plan through upgrades of county ordinances, as necessary.**
2. **Complete implementation of the energy savings performance plan, which includes base line information to track and report savings.**
3. **Set efficiency standards and alternative fuel guidelines for fleet usage and establish guidelines for appropriate fleet replacement to achieve such. Also implement telecommuting and teleconferencing, as practical, to achieve energy efficiencies and increase air quality.**
4. Support public transit networks. Ensure the public transit route between Pittsboro and Chapel Hill is financially viable, effective, and efficient; explore options for other bus routes.
5. Encourage regional transportation groups to prioritize non-vehicular traffic and public transit.
6. Require developers to provide and/or fund trails and public parks to encourage walking, cycling, and other recreation.
7. **Engage the public in the** enactment of Jordan Lake Rules.
8. Adopt/support a conservation plan (Chatham Conservation Partnership).
9. Consider all options for effective waste management **including higher efficiencies in recycling and increased educational efforts in the schools and public at large.**
10. **Enhance the economic potential of our highway intersections while preserving their rural and scenic character.**

**Public Safety:**

Background: Ensuring public safety at a reasonable cost is a key role of county government. The ability to plan and respond during emergencies, a well-functioning court system, and a secure jail are all expectations the public has of our county. In addition, funding effective prevention programs for youth and intervention programs for those already involved in the court system help provide a safer community for all.

**Overall Goals:**

- **Create a state of readiness to respond to community disasters/situations.**
- **Provide efficient criminal justice system, supporting the court system.**

**Operate a secure jail**

**Strategies:**

1. Dedicate a Commissioner work session to the issues of Emergency Preparedness and Fire Service to better educate the community and BOC.
2. Ensure emergency evacuation route for Harris nuclear plant is adequate.

3. Ambulance Transport Service – evaluate effectiveness (response time and patient outcomes) and expense.
4. Review fire districts' budgets and tax rates.
5. Establish collaborative process between fire departments and the county to address the shortage of volunteers and inequity in funding. Explore revenue options for funding fire service. **Develop a strategic plan for continued effectiveness of Fire Department operations.**
6. Further develop gang prevention programs.

### **Personnel/Hiring/Staffing:**

Background: Chatham is a large rural county with 55% of its workforce commuting outside the county. We are surrounded literally on all sides by counties with large metropolitan areas, which offer higher salaries for professional positions that our county government employs. Our challenge is to provide the competitive wage structure with benefits in order to secure and retain highly competent employees in this stressed economic environment. Ranking 59<sup>th</sup> out of 100 counties in employees per capita, our county also has a relatively small workforce. Because the workforce is lean, considerable attention should be given to retaining and attracting high-quality employees.

### **Overall Goals:**

- **Promote a high-quality, well-trained workforce that performs in a citizen-friendly environment.**
- **Promote respect and appreciation for cultural and ethnic diversity.**
- **Provide market-driven competitive pay.**
- **Ensure diversity within county employment.**
- **Ensure adequate staff development and training.**

### **Strategies:**

1. Manager should develop options for implementing the pay study, which will be difficult in this fiscal environment.
2. Provide incentives to employees, who participate in staff development training beyond a certain number of specified hours.
3. Establish criteria by which the level of staff development training hours is considered when pay raises or promotions are considered.
4. Promote a mentoring and/or shadowing program when implementation is practical.
5. Require public relations/customer service training for all employees who deal with the public on a consistent basis.
6. Utilizing the Human Relations Department, require cultural sensitivity training for all new and existing employees.
7. Initiate a cultural competency survey to determine the level of ethnic diversity within county departments.
8. Continually review the structure of county government to ensure the most effective organization for efficiency and service delivery.
9. **Ensure diversity among county employees, especially supervisory and managerial positions.**
10. **Develop and implement a Chatham County Equal Employment Opportunity and Recruitment Plan.**
11. **Pursue additional options to retain county employees.**
12. **Continue to explore options to reward innovation.**

### **EQUAL EMPLOYMENT OPPORTUNITY AND RECRUITMENT PLAN (Backup Information to #10):**

Residents in Chatham County regard it as a wonderful place to live and value the multicultural population and rural character. Simultaneously, our leaders and government employees work to provide high-quality and cost-effective services.

To continue this level of service in the 2010 fiscal year and beyond, we will develop and implement a **Chatham County Equal Employment Opportunity and Recruitment Plan.**

Determining ways to attract and maintain a highly-qualified and diverse workforce in all County departments supported by a bias-free work environment underlie this plan. Implementation of the plan will result in a workforce that represents both the labor market and our County population. As such, these proactive measures are being undertaken for the following reasons:

- to recruit, hire, develop, and retain qualified and diverse employees;
- to foster a work environment where employees from diverse backgrounds can and do reach their potential;
- to identify and maximize recruitment, hiring, and retention methods that have already yielded success and to eliminate or minimize barriers to success;



- to compare the County's current workforce demographics to the relevant and qualified labor market and County demographics and to determine areas of significant underrepresentation;
- to review department and overall performance in meeting recruitment goals annually and to encourage directors and managers to exert good faith efforts to meet the goals; and
- to implement a management training program for the prevention of EEO violations.

The *Chatham County Equal Employment Opportunity and Recruitment Plan* will be developed by a committee of employees facilitated by the Director of Human Resources and the Director of Human Relations.

### **Economic Development:**

Background: Chatham County's growth is out of balance. Our residential growth has been rapid, yet our economic and job growth has been weak. Almost 60% of Chatham residents who hold jobs work outside the county. Moreover, the jobs outside the county are higher paying than those inside the county. In the last year, we have restructured the Economic Development Corporation (EDC) and completed a strategic plan for economic development. Now is the time for the Board of Commissioners and EDC to implement that plan. We need to recognize where we have competitive advantages; identify clustering opportunities; work with Central Carolina Community College (CCCC) to provide relevant job training; work with all parts of the county in a way that recognizes economic development needs are different in different parts of the county; and work with the municipal governments and improve our infrastructure resources, such as water, sewer and broadband. We also need to recognize that quality of life issues are critical for attracting, retaining and growing businesses and that our economic growth and stability will depend on small businesses.

### **Strategies:**

1. Work with the EDC to implement the strategic plan for economic development.
2. Support the EDC's efforts to broaden citizen and business participation in economic development through **Opportunity Chatham and public/private partnerships to make the EDC more effective.**
3. Focus on areas in which we are competitive, such as agribusiness, organic farming, ecotourism, arts, green building and energy conservation.
4. Work with the CCCC to develop innovative and relevant job training programs to enhance our efforts in retention and recruitment of businesses as well as entrepreneurship.
5. Work with EDC to take advantage of our proximity to Research Triangle Park and Fort Bragg, which will benefit from Base Closure and Realignment Commission (BRAC) efforts.
6. Establish a small business incubator.
7. Work with state and federal governments, as well as providers, to help bring high-speed internet access to all parts of Chatham County.
8. Consistent with the County's Land Use Plan and subsequent ordinances, attempt to increase retail and commercial establishments in Chatham County to increase our sales tax revenues and property tax base.
9. Work closely with municipalities to help resolve common problems, such as water and sewer infrastructure necessary for economic development.
10. Continue working with the Regional Partners for a water intake/treatment plant **on the west side of Jordan Lake.**
11. **Aggressively market the Siler City Business Campus.**

### **Schools:**

Background: The Commissioners are committed to working with the Board of Education (BOE) and school administration to improve public education in Chatham County. Our children are our future and that future will be a lot brighter with a strong school system. Moreover, economic development benefits greatly when local governments have a high-quality school system. We are fortunate in Chatham County to have a Board of Education, county school system, and Board of Commissioners who work well together with common purpose. We are all committed to developing a forward-looking school construction program, renovating and maintaining our current schools, providing a safe environment for our students, and recruiting and retaining good teachers. We also recognize the importance of the community college system in providing educational opportunities for our citizens and we will support it. Central Carolina Community College (CCCC) will be covered in both economic development and schools.

### **Strategies:**

1. Maintain and foster a strong working relationship with the BOE and school administration.
2. **Work with the BOE and school administration, the Department of Transportation and others to ensure that the Margaret Pollard Middle School opens as soon as reasonable possible.**

3. Lay the groundwork for construction of the new high school so that construction can begin when funds are available.
4. Continue to supply capital outlay funds necessary to renovate and maintain our existing schools and to provide a safe learning environment.
5. Work with the school system to ensure that our existing schools and new schools meet high standards of energy conservation.
6. Work with the Board of Education to study a teacher pay supplement that better rewards experience and effectiveness.
7. Continue our active land banking efforts to provide sites for future schools and other county needs.
8. Plan for an economic upturn, which might cause a rapid increase in the student population. (More than 12,000 houses have been approved, but not yet built. As many as 4,000 to 5,000 new students may enter the system when these houses are occupied.)
9. Support the efforts of the BOE and school system to reduce the dropout rate.
10. Complete construction of the Pittsboro CCCC building, Siler City CCCC campus, and the Chatham Community Library (a joint facility with CCCC) this summer.

Encourage joint programs between CCCC and the public school system in the areas of job training and dropout prevention.

### **Legislative Goals:**

1. **Local Bills Requested**
  - a) Cary/Chatham Joint Plan Approval
  - b) Allow Local Governments to Override Restrictive Covenants Effecting Renewable Energy and Conservation
  - c) Change Siler City's Tier Designation
  - d) Additional Seats on the CCCC Board of Trustees Appointed by Chatham County
  - e) Civil Rights Ordinance
  - f) Clarification of Revolving Loan Legislation
  - g) Transfer of Development Rights
  - h) Allow Design/Build as a Construction Method for Local Public Projects
2. **Miscellaneous Issues**
  - a) House Bill 1252 – Level Playing Field/Cities/Service Providers
  - b) Establish a Study Commission to determine barriers that prevent county governments from buying goods and services locally
3. **Revenue Issues**
  - a) Increase Chatham County Occupancy Tax from 3 percent to 6 percent\*
  - b) Farm Bureau Resolution to Allow Impact Fees to be Graduated Based on Housing Values
  - c) Revenue Options\*
4. **Education Issues**
  - a) Allow Chatham Board of Education to Determine the Boundaries of Election Districts (local bill requested)
  - b) K-12 Education Funding
  - c) Tort Liability Insurance for Public School Buses
  - d) State Capital Expense Funding

### **Intergovernmental/Regional Relations:**

1. Work closely with municipalities to help resolve common problems and attain greater efficiencies.
2. Collaborate with government-funded entities, such as schools, to attain greater efficiencies.

### **Other Goals/Issues:**

1. Coordinate efforts focused on obesity, linking Health Department, Cooperative Extension, Recreation, Schools, and others concerned about this issue.
3. Coordinate promotions to buy locally produced agriculture products.
4. Increase public access to computer/internet, especially for job hunting (libraries, CCCC, and schools should work together on this issue).
5. Study election of the board of commissioners, including districts and basis, based on census data.

### **LUNCH BREAK**

The Chair called for a short lunch break.

### **CLOSED SESSION**

Commissioner Lucier moved, seconded by Commissioner Vanderbeck, to go out of the Work Session and convene in Closed Session for the purpose of discussing land acquisition. The motion carried five (5) to zero (0).

**WORK SESSION**

Commissioner Vanderbeck moved, seconded by Commissioner Lucier, to adjourn the Closed Session and reconvene in the Work Session. The motion carried five (5) to zero (0).

**ADJOURNMENT**

Commissioner Lucier moved, seconded by Commissioner Vanderbeck, to adjourn the Work Session. The motion carried five (5) to zero (0), and the meeting was adjourned at 2:39 PM.

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Sally Kost, Chair

ATTEST:

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Sandra B. Sublett, CMC, NCCCC, Clerk to the Board  
Chatham County Board of Commissioners