

Greg Edds, Chairman
Jim Greene, Vice- Chairman
Mike Caskey
Judy Klusman
Craig Pierce



Aaron Church, County Manager
Carolyn Barger, Clerk to the Board
John W. Dees, II, County Attorney

Rowan County Board of Commissioners

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MINUTES OF ANNUAL PLANNING WORK SESSION OF THE ROWAN COUNTY BOARD OF COMMISSIONERS

January 18, 2022 – 12:00 PM

J. NEWTON COHEN, SR. ROOM

J. NEWTON COHEN, SR. ROWAN COUNTY ADMINISTRATION BUILDING

Present: Greg Edds, Chairman
Jim Greene, Vice-Chairman
Mike Caskey, Member
Craig Pierce, Member
Judy Klusman, Member

County Manager Aaron Church, Clerk to the Board Carolyn Barger, County Attorney Jay Dees, and Finance Director James Howden were also present.

Chairman Edds convened the meeting at 12:00 p.m.

Chaplain Michael Taylor provided the Invocation.

Chairman Edds led the Pledge of Allegiance.

Following the introduction of the facilitator, the Board reflected on its accomplishments in the prior year, heard a series of presentations, discussed key projects, and identified key priorities for the coming year.

This meeting summary, prepared by Facilitator Julie Brenman of Fountain Works, with minor edits by the Clerk to the Board, captures the key points of discussion during the retreat.

Prior Year Accomplishments

Each Commissioner reflected on the major accomplishments in the County over the past year. Key accomplishments included:

- Economic Development/EDC
- Strong financial rating of County
- Building upon tax base with lower tax rates
- Prior developments coming back for additional new projects
- The County's economic growth
- Built strong referral relationships in Department of Commerce, EDPNC, CRP
- Relationships with Municipalities/Municipalities setting the pace
- Healthy Rowan Coalition building continued despite pandemic

- The grants to support our Volunteer Fire Departments
- New coalition for Detox Center and Mental Health
 - Hospital
 - PORT
 - Harm Reduction
 - Homeless
 - Community Care
 - Clinic
 - Providers
 - Doctor
- Appreciation of County workers through COVID – built a whole process from scratch
- Our employees hard work through COVID
- Hiring new Health Department and Department of Social Services Directors
- Changing culture in departments
- Signing bonus and salary increase
- COVID responses
 - Mass vaccination
 - Mass testing
- Getting rural broadband up and running in the County
- Improving Environmental Health
- Continued support of the veteran community and new position
- Development study mapped out plan for improvements, but study said the County was already the best they have seen
- Agricultural Center work at West End Plaza
- Public Health plans to move to West End Plaza
- Animal Control (new facility – Dog Adoption Center)/good work continuing
- Airport/ Development of Airport
- Upgrades of Parks
- Board has different views at times, but has always been able to get things done
- Stronger working relationship with each other on the Commission

Budget and Financial Update

Aaron Church, County Manager, with support from James Howden, Finance Director, provided an update on the budget and financial status of the County.

General information

- Total fund balance is \$73 million – very healthy and up over the last 10 years
- Unrestricted fund balance is \$28.7 million
- Audit wrapping up in next months
- Net income is higher than the past due to influx in COVID money, as well as reduction in spending due to concerns for COVID
- Sales tax will exceed projections. 2023 – expect slight increase as a conservative, preliminary estimate
- Fast food restaurants and others are paying employees much more – up to \$20 per hour. There are labor shortages with implications for the County.

Inflation

- Now the highest it has been since 1982 and at 7% so far in 2021; prices continue to increase.
- In October social security increase of 5.9% COLA announced – highest in years.
- Budget will recommend a COLA between 6% and 15%, which is unprecedented in recent years. This would include pay increases for employees in order to remain competitive.
- This recommendation will be based on factual projections
- Cost between \$3 million and \$7.5 million
- At minimum, anticipate budgeting a 15% increase on all goods and services

Revaluation

Have not done a revaluation of property in 3 years. The coming year is not a revaluation year; we will do revaluation that will impact FY 2024. Will start the revaluation process after July.

Conservatively, we think there might be a \$20 million increase in revenue from the revaluation in FY 2024.

Rowan County Property Tax Valuation & Revenue Projections - FY22, FY23, FY24			
	FY 2022	FY 2023	FY 2024 (Revaluation Year)
Valuation	13,910,000,000	14,015,287,947	17,263,956,902
Increase		105,287,947	3,248,668,955
Tax Rate (per 100)	0.6575	0.6575	0.6575
Collection Rate (Estimate)	96.50%	97.00%	97.00%
Revenue	\$ 88,257,211	\$ 89,386,003	\$ 110,105,201
Increase		\$ 1,128,791	\$ 20,719,198

Bond Referendum for Rowan Cabarrus Community College

Voters approved bond several years ago, but has been delayed. When voters approved, they voted for a tax increase.

\$40 million bond = \$3.9 million annual debt service

Questions from Commissioners:

Can we still do the project for the \$40 million that was approved? What do we do if the project will cost more? Perhaps we need to have a conversation with the community college about what they can do within the \$40 million range. May as well start having the conversation now. Chairman Edds and Vice Chair Greene meet with them regularly. They have not asked for more money and realize the \$40 million as the amount that is allocated. Will be sure to raise the topic with them.

Net Budget Outlook:

Inflation COLA/goods and services = \$10 million plus potential bond debt =

Possible \$13.9 million increase to budget this year without guarantee of revaluation

May require a tax increase to cover bond and inflation cost

Next fiscal year, it may be possible to issue the bonds with a tax cut due to revaluation

COVID-19 Funding- CARES Act funding has been spent as shown in pie chart.



AMERICAN RESCUE PLAN ACT (ARPA)

\$27.6 million in ARPA funds have been budgeted. Approximately \$5 million has been spent, leaving about \$22.6 million unspent. Originally the entire amount was restricted; County was recently told \$10 million of the balance can be spent with very few restrictions. This means that there is \$12.6 million in restricted funds remaining. Restrictions are largely related to COVID – mental health, health, broadband providers. Does the Board want to provide guidance on how to spend balance – restricted and unrestricted?

GRANT ADMINISTRATION

With all the grants in economic development, the County is spending money with engineering firms to manage the grants. Using four different companies to administer grants – in FY 2022, will spend about \$87 thousand. With all the grants the County has in the budget, and with the recent hiring of the state and federal lobbyists, the County could hire a full-time grant administrator to manage these grants (not a grant writer). May be easier and more efficient to have a full time grant administrator than to have to manage several firms. Likely need to budget \$90-100k per year. The grants stipulate that there is funding in the grant to pay for administration, so this is not a request for new funding. This is a specialized position that requires experience. The County cannot train someone; needs someone that can guide the County to ensure it is following the rules and regulations. Typically, one person can administer 10-15 grants at once.

Feedback and comments: Prefer to discuss at budget time. There are other grants that require administrators in order to receive the funding. Some of the municipalities are also getting grants. It was suggested to partner with the municipalities on the position. The municipalities have less capacity to administer the grants. Maybe the County can start pursuing the position but it will take some time to fill the position.

Economic Development Updates

Rod Crider, President and CEO, and Scott Shelton, Vice President of the Rowan Economic Development Commission (EDC) presented an update on economic development. The focus was on providing high-performance, high-quality service delivery.

The public-private partnership model is flourishing. Pledges to date: \$1,410,800 in cash and in-kind investment. Private sector has strong interest in economic development.

Forward Rowan is getting results

- ✓ Created 1,010 jobs
- ✓ \$127 million investment
- ✓ \$38,055 average wages



Targeted economic growth

- Working with existing business is top priority; established the Rowan County Manufacturing Network
- Expand Rowan is supporting existing business retention and expansion
- Project activity has exploded: more leads, and qualifying leads – almost double across the board (156 leads, 124 qualifying leads, 15 company visits). Have several large projects under consideration (Total pipeline potential: 4034 jobs, \$2.6 billion capex)
- Site readiness initiatives – completing Duke Energy and ElectriCities to prepare more sites.
- Exploding activity across the County, especially around I-85 exits

Talent Attraction and Development

- Launched new Work in Rowan job portal
- Customized hiring assistance to employers
- Deployed new research tools that provide real time data on job demand and skills gaps
- Continued education roadshows to expose educators to hiring challenges and dynamics with local companies
- Conducted and economic opportunity analysis
- Continued participating with workforce development
- Meeting the needs of local employers
- “Work in Rowan Wednesday” – highlight employers that are hiring

Promote Rowan As An Attractive Location

- Working on marketing to include attraction of talent. Rowan County needs the employees to fill the coming jobs. The EDC feels there is a compelling story about why they should locate in Rowan

- Accomplished marketing campaign last year; the EDC hired a new marketing manager
- Increased our visibility
- Rowan ranked #7 for food processing in the nation. Attract more food processing and value-added agriculture companies.
- Suddenly Smaller Can Be Better Campaign

Feedback and comments:

- Would like to link job portal on the County's website.
- Education roadshow - So important to coordinate and tie education into the process
 - We are seeing that most of the higher skilled hires are coming from outside of the county. Would like our education leaders to provide the skills necessary so Rowan folks are qualified to be hired for the middle and higher paying jobs at the companies we are recruiting. Want our educators to see the skills needed for the higher paying jobs
 - Companies are willing to pay for training for promising employees. Interested in learning how many employers offer training up front.
- Creating Agricultural Center at West End Plaza (WEP) – a good opportunity to partner with the emphasis on Agribusiness
- We see all of the quality work and relevance of the outcomes. Also appreciate the impressive work that goes into the effort to have such good outcomes for the County's economic development.
- Would like to encourage companies to provide childcare. One of our large companies has been thinking about childcare on site. They will be able to compete on culture and not on compensation alone. Childcare would be a way to invest in employees.
- What are some of the strong incentives you have seen employers offer: flexibility in work environment, employees are valued, recognized as making an impact, remote work, opportunities in organization, childcare. Healthcare and 401k are always a consideration.

Chairman Edds called for a break at 2:24 p.m.

Chairman Edds reconvened the meeting at 2:40 p.m.

Rowan County Detox & Facility-Based Crisis Center

A team has been working on documenting the need and pursuing the creation of a Detox and Crisis Center. The group is seeking support of a new Rowan County Crisis Center. The request is for bricks and mortar only. The overarching goal is to have a one stop shop, provide a safety net and reduce costs. The team of presenters included:

- Jenny Lee, Executive Director, Rowan County United Way
- Desiree Dunston, Sr. Director of Professional & Support Services and Dr. Venkata Chivukula, Novant Health Rowan Medical Center
- Alyssa Harris, Director, Rowan County Public Health

- Micah Ennis, Director, Rowan County Department of Social Services
- LaTanya Hardy, CEO/Executive Director, S&H Youth and Adult Services

In 2018, several groups came together to do a community wide health and human services needs assessment. Most pressing needs identified were: Mental health; Substance abuse; Healthy lifestyle behaviors. In 2019, United Way earmarked \$100,000 for seed money for a detoxification facility. This got put on hold due to the COVID-19 Pandemic.

In December 2021, began the planning phase. Applied for grant funds to support a consultant to provide site assessment, feasibility study and plan development for a Detox and Facility-Based Crisis Center through the City of Salisbury HOME-ARP Funds. Pending decision but staff has recommended the grant to be approved. The team is working with Vidant health hand-in-hand. Mental health issues have shifted a lot of costs to jail and triage systems. It impacts homelessness, emergency departments.

The need and benefits

- Need to provide services to patients in our community.
- Will improve the health of families. Will help employers. Will help community thrive.
- Seeing increase in anxiety, depression across much of population. Some of this came from sheltering and isolation due to pandemic. Students have been impacted because of virtual school. In turn, saw an increase in substance use. More opioid use. Have seen this directly impacting emergency department and hospital. Increasing re-admissions and relapse.
- Want to create something so patients do not fall through the cracks. Detox center will help the patients that need help to decrease stress.
- All emergency departments are being overloaded. Detox center will decrease stress on hospital.
- Substance abuse is one of top priorities for community. Solutions do not happen overnight. Impacts economic development in county.
- Support families by preventing future addiction; trying to break cycle of abuse.
- Engage in harm reduction by distributing Narcan
- Work with justice involved populations
- We are experiencing a behavioral health pandemic
- The referrals exceed our capacity to serve individuals in need (served 35 of 128 referrals)
- We have seen success: sobriety plus housing and employment

Increase access to treatment.

- In 2021, Rowan County had 755 overdoses and 58 fatalities resulting from substance use.
 - In 2020, we had 626 overdoses and 36 fatalities. This problem continues to worsen due to COVID-19 and other mitigating factors. (This was double 2019)

- *Per the State of North Carolina, we are considered in the highest category for overdose deaths with our rate of 47.2 per 100,000 vs. the State's 28.4*
- Problem is continuing to worsen
- 43 deaths 2018 – 51 deaths 2019 – 67 deaths 2020– 58 deaths 2021
- Overdose is the leading cause of death among individuals ages 25 – 49. Demographics of overdose deaths are overwhelmingly white and male.
- In September 2021, there were 28 known suicides or suicide attempts in Rowan involving mental health and drug abuse.
- Substance use is a public health crisis leading to a community that is facing a number of growing concerns. If we are to be a healthy and vibrant community that welcomes new businesses and economic development opportunities, we must consider what needs to be done to solve the growing health concerns.
- Rowan County currently has Hepatitis C and Hepatitis A outbreaks that are connected to substance use.
- In 2019, Hepatitis C rate was 2.8 – it has more than doubled to 5.6 per 100,000.
- Programs like the proposed Detox and Crisis Center, alongside initiatives like PORT, will help us turn the tide on substance use in the community. Substance use is generational and the trauma that exists will be perpetuated if we do not bring a community solution to the table.

Substance use disorders are contributing factors to:

- Financial and food insecurity for some families
- Self-neglect or caretaker neglect of adults who are elderly and/or disabled
- Children and youth entering foster care because of neglect and/or abuse
- Difficulties keeping youth in foster care safe as a result of their own substance use

The Proposal

We each feel the urgency for a Detox and Crisis Center. We want to save money by diverting people from emergency departments, jail, etc. Want to create a community based, collaborative center. Less costly and promotes a healthier Rowan County. We want to do the back-end work to prepare a healthy workforce for the County.

- This committee is asking for the Board of Commissioners to consider approving the allocation of \$15 million from the ARP Funds to support the purchase and/or construction of the Crisis Center. Not asking for service delivery. We will continue to work as a committee to ensure we bring the best facility that will generate long term strategies for change.
- This is a coordinated investment in services to protect Rowan County citizens and reduce safety net costs. We have several letters of support from throughout the community.

Feedback and comments from Commissioners:

- Can we use the opioid funds instead of ARPA funds? Need to clarify, but think the opioid funds are for service delivery.
- This will be two separate buildings. Medicare does not allow adult and adolescents to be served in same unit.

- Do not have land yet but would hire a consultant to help do site assessment. Best case scenario, the diversion program would be close to the hospital.
 - Rowan Medical Center has a piece of land they will consider using. Will discuss with leadership.
- Where would operating costs come from?
 - Would come from an array of different insurance groups. Ideally, would like building to be County-owned. Service provider would be sought through an RFP. Want to have facility not turn away anyone based on ability to pay.
- Would like to present updates as planning is refined and have more information.
- Would like a consultant to do a feasibility study to understand what would be appropriate in Rowan County.
 - This would be smaller than the Billingsley Facility in Mecklenburg County.
 - Does the State of NC decide on number of beds? No, it would be locally decided, but with input from Vidant and the consultant we would hire.
- This is a huge project. \$15 million in construction alone, let alone the ongoing expense to operate it. It is a bit overwhelming. Committee does not anticipate the operating costs would be borne by the County. The Managed Care Organization (MCO) operator would be responsible for operations.
 - Will be a public-private partnership. Will seek funds from philanthropic community. Hope there can be support for the uninsured.
- Would like to do the assessment because this is what our families need.
- Why is Novant not doing this if there is a community need? If the market is there, why are private providers not coming in to meet the need?
 - NC is under mental health transformation. It is focused on outcomes. Recognize that we have better outcomes for patients if physical and behavioral health work together.
 - They do not detox patients unless there is a physical health concern. Medicaid/indigent patients must be served by people in the network and the network has been closed. There are licensing requirements from the State. A lot of the insurers are moving toward outpatient services. This is not a hospital's core competency – they take care of medical needs. These patients do get hospitalized, but once the acute issue is addressed, they are referred out to the community.
 - Only taking care of 10% of a patient's health needs when they are in the hospital. There are all sorts of other social determinants of health that contribute to their health (housing, nutrition, education, etc.) We need to start reaching individuals at a young age.
 - Novant knows it will not get reimbursed for addressing social determinants of health, but realizes they need to help people with that for better overall health outcomes.
 - This is not just the poor that are impacted. The insured are also impacted. There is also growing geriatric addiction.
- Why are Rowan County citizens so much more likely (1.6x) to experience these issues?

- Location on I-85 makes Rowan more prone to crime and drug issues. Childhood trauma contributes to repeat or intergenerational addiction. Excessive opioid prescriptions. Persistent poverty, housing needs, jail recidivism. Pandemic has exacerbated issues. We have many health outcomes that are worse than our neighbors. Bottom line is we don't know what it is about Rowan that is causing the excessive problem here. Crisis Center proposal is a place where we can stop that cycle.
- The Commissioners recognize the need, but not sure the Board can set aside \$15 million for project without understanding the feasibility. This is an interesting discussion. We would like to be a part of the discussion, but not sure where discussion goes from here. We do have a part to play. Not sure if it is \$15 million, but we do have a part. Don't want to only look at new buildings. We have many pressing needs.
 - Looking to State to support the project as well.
 - Seeking high level partnership. We are all in this together.

Quick Response Vehicle for South Rowan

Commissioner Caskey shared that there have been some response time issues in the southwest part of county. Takes a lot of time to get paramedics and their equipment. A quick response vehicle would allow for more rapid response until the paramedic and ambulance can arrive.

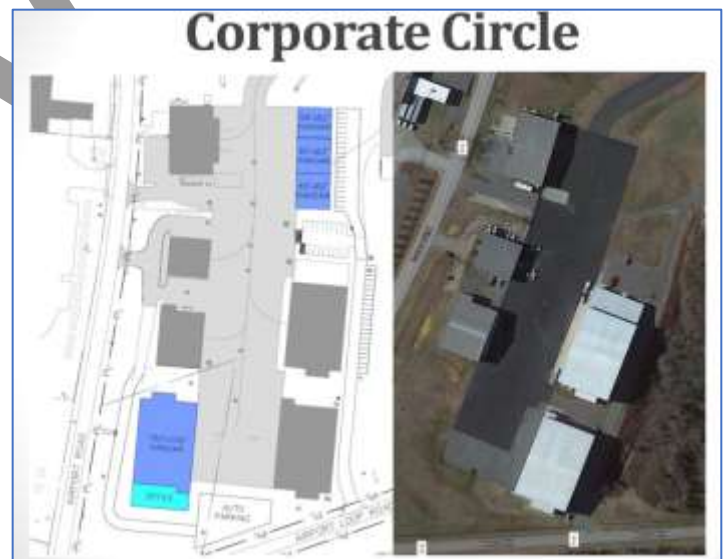
Commissioner Caskey will work county staff and will present to the Board in February.

Airport and Transit

Valerie Steele, Airport and Transit Director presented updates on the Airport expansion and on the use of transit to transport dialysis patients.

Airport Expansion is being planned

- Corporate
- 15,000 square feet w/office
- Public Safety/Helicopter
- 15,000 square feet w/office and sleeping quarters
- Novant
- Incident Command
- Box hangar
- Potential to Relocate aircraft from the "community" hangar



North Carolina General Assembly's Joint Conference Committee Report on the Current Operations Appropriations Act of 2021, Senate Bill 105, November 15, 2021 (Senator Carl Ford and Representative Harry Warren) allocated funds for the airport expansion.

- NCDOT in the process of determining how the General Assembly intends for the funds to be disbursed and accounted for.
- Legislatively directed grants are managed differently than State Aid. Not yet officially designated in senate bill – can advocate for that

Transit: Goal Achieved

There is no longer a waitlist for dialysis transportation

- All on list offered two days of transport
- Waiting since beginning of 2019
- Added 2nd day for all current clients
- Additional clients can be immediately accommodated

Clients have been very grateful. Appreciation to the Board for decision to support dialysis patients.

West End Plaza

Bob Lauer, Architect for West End Plaza provided an update on the work:

- Sent renderings over for attorney to review and updated schedule
- At about 70% design development; anticipate 100% by late February

At that time will have a cost estimate and a set of drawings to review.

Will begin construction documents immediately thereafter.

- Anticipate 50% set of construction documents to review by late March.
- Anticipate 90% construction documents to be done by end of April; will do another round of cost estimating by then.
- Comprehensive cost estimate by end of May.
- 100% construction documents done by June and ready to submit for permitting.
- Advertise in July; receive bids in August – anticipate construction to be at least 12 months.

Space study for public health is also coming along. Have had preliminary meetings to understand their needs.

Commissioner Comments:

There have been many changes since the Health Department moved to its current location, including an opioid epidemic and the COVID-19 Pandemic. The space needs study is called for.

Veterans Social Center

Mr. Kenneth Hardin (<https://hardingroupllc.com/>) from The High Road, Inc. shared a proposal for The Veterans Social Center. Ten years ago, The High Road, Inc. sponsored a literacy program for third through fifth graders at West End Plaza and the program was successful with community support. The High Road is an advocacy group that fights for the underserved and received its nonprofit status last year. In the past, they have sponsored families, provided food, and helped entrepreneurs. They have three (3) veterans on the board of directors, which inspired this proposal. The Veterans

Social Center is not trying to reinvent the wheel but will complement existing programs. They envision creating a place for veterans to be with other veterans, engage in camaraderie, entertainment, and help provide access to other services. The need for veteran services includes:

- 41 percent of veterans have a mental illness
- PTSD, depression, and traumatic brain injuries are most common concerns
- 22 veterans commit suicide every day
- More than 20% of veterans also suffer from an addiction
- Less than 50% of returning veterans in need receive mental health treatment

Our commitment is to provide a safe, welcoming, and relaxed atmosphere and environment full of brotherhood, sisterhood, and acceptance. They envision a space that is free of charge without membership fees. Emphasis will be placed on encouraging veterans from wars and conflicts to come and use the facility and provide referral to other agencies. They want to make sure female veterans feel welcome as well.

Anticipated features/layout of the center include:

- One pool table and one ping pong table
- Chess / Checker Boards
- Two video games stations (Xbox and PlayStation)
- Seating and social conversation area in the front
- TV viewing area in the rear
- Information brochure area in the rear
- Military item vendors in the rear (Booth rental)
- Storage area for dispensing free toiletries in the middle
- Free coffee and pastries
- Candy, soda, and heavier microwaveable food items for sale

Seek approval from the County Commission and want to move into an available space in the West End Plaza. Not seeking financial or labor support, but ongoing commitment and support from the Commissioners.

Feedback from Commissioners:

- Commissioners have already authorized a study of West End Plaza for moving the Health Department into the building. Want to make sure that the facility does not interfere with the space plans. Looking at the old Tsunami space, which is far from where the Health Department anticipates going, but if necessary, would move.
- Mental Health is important and appreciate that this center will help connect veterans to services. There is a connection between mental health and homelessness for veterans. Could see benefit in providing outreach to the homeless veterans to come to the center. The social center will be less threatening than other services.
- The Veteran Social Center sounds like it will be an all-encompassing place. Would like to make sure it has adequate staffing and wonder what the budget will

be. There are a lot of volunteers willing to work with the organization. Have generous donors and a grant writer.

Motion

Commissioner Pierce moved that High Road, Inc. be provided a facility at West End Plaza at no charge. The motion was seconded by Commissioner Klusman and passed unanimously. The Board directed the County Manager to enter into a standard lease with insurance requirements.

Permitting and Inspections

Randy Cress, Assistant County Manager/CIO shared an update on the permitting and inspections work.

- Software update was completed by Thanksgiving. Now working with new version. Environmental Health onboarded. Public access to citizens self-service portal is continuing. Staff are still taking phone calls but allowing for portal to be used as well. Have a new project manager that has been key and valuable.
- Electronic plan review started – working on hardware and software, moving forward.
- Looking at fee review to simplify the structure.
- Looking at ordinance changes; some have not been updated since 1976
- There have been requests for staffing based on workload; if we make the requests, want the fees to cover their cost.
- Environmental Health is not moving organizationally – the online presence is being simplified for customers.
- Buy-in is going well amongst staff.
- Food and lodging inspections going well.

Broadband

Randy Cress, Assistant County Manager/CIO shared an update on the status of Broadband expansion.

- Putting in strong effort. Deployed in December.
- Encountering some issues with getting a signal. Replacing equipment.
- Have a pilot customer.
- Requested service on West Branch Library

Feedback and Questions from Commissioners

- Can we use some ARPA funds for broadband?
 - State budget passed that says we can use ARPA funds to assist with broadband deployment. The State is running GREAT Grants The internet service provider would be the one applying for the grant. There is a big focus on going after uncovered areas. Sounds like efforts may be more in far east and west.
 - CAB fund – completing access to broadband. County would commit 1/3 funding/ State commits 1/3 funding/ whoever is awarded the RFP will pay the 1/3. State will run RFP.

- Looking at fiber rollout (not wireless) so will be costly
- We also can take ARPA funds on our own, but it would mean we cannot use other state funds.
- Big thing is looking at potential that we can use ARPA funds for broadband.
- Should we deploy wired broadband if wireless works and is cheaper?
 - Might be a bad choice? If we do that, it is not a costly decision. Rowan will not be only county looking at options. How do we get providers to do work in Rowan?
 - Anything we can do we should do it. It is not county money. It is ARPA funding. If we go thru the State, it is only 1/3 funding.
- Recommend we look at the providers and what they are interested in. Where else do we need to move to that we are not in progress already.

Priorities for 2022-23

The Board was asked to reflect on the presentations they heard and identify their top priorities for the coming fiscal year. The following items were identified:

- ✓ Vets – support Veterans and Veteran Social Center
- ✓ Jets – continue progress at Airport
- ✓ Pets – continue good work at Animal Shelter
- ✓ West End Plaza
- ✓ Crisis Center (Understand the “donut hole” of those not served)
- ✓ Employee Benefits and Culture
 - Explore a 2% salary supplement for Veterans
 - Explore YMCA membership
- ✓ Maintain focus on community safety
- ✓ Make progress on bond projects for Community College
- ✓ Engage in conversations with schools to ensure effective communication
- ✓ Help Municipalities coordinate projects (e.g. growth impact, utilities, housing)
- ✓ Future of High Rock Lake

ADJOURNMENT

There being no further business to come before the Board, Commissioner Pierce moved to adjourn at 5:14 p.m. The motion was seconded by Commissioner Greene and passed unanimously.

This meeting summary, prepared by Facilitator Julie Brenman, with minor edits by the Clerk to the Board, are hereby submitted as the minutes of the Planning Work Session.

Respectfully Submitted,

Carolyn Barger, MMC, NCMCC
Clerk to the Board