

CUMBERLAND COUNTY BOARD OF COMMISSIONERS  
THURSDAY, AUGUST 16, 2018 – 8:30 A.M.  
CAPE FEAR VALLEY MEDICAL CENTER-TRUSTEE BOARDROOM-1638 OWEN DRIVE  
SPECIAL MEETING MINUTES

PRESENT: Commissioner Larry Lancaster, Chairman  
Commissioner Jeannette Council, Vice Chair  
Commissioner Glenn Adams  
Commissioner Charles Evans (arrived 8:50 a.m.)  
Commissioner Jimmy Keefe  
Amy Cannon, County Manager  
Melissa Cardinali, Assistant County Manager  
Tracy Jackson, Assistant County Manager  
Sally Shutt, Assistant County Manager  
Duane Holder, Assistant County Manager  
Rick Moorefield, County Attorney  
Brenda Jackson, Social Services Director  
Jeffrey Brown, Engineering and Infrastructure Director  
Vicki Evans, Finance Director  
Keith Todd, Information Services Director  
Julean Self, Human Resources Director  
Geneve Mankel, Public Information Office  
Robert Van Geons, Fayetteville Cumberland Economic Development  
Corporation President/CEO  
Candice White, Clerk to the Board

ABSENT: Commissioner Michael Boose  
Commissioner Marshall Faircloth

Chairman Lancaster called the meeting to order and provided the invocation.

Amy Cannon, County Manager, stated in January, the Board identified six key goals and in order to advance the goals, the Board established objectives for each goal. Ms. Cannon reviewed the proposed agenda for the meeting and stated the Board and staff have made progress but there is still a way to go and Board discussion and feedback during this session on the goals, actions and next steps is important. Ms. Cannon stated because the goals and objections are fluid, this is an opportunity for the Board to take a fresh look at them to determine whether there are any changes to be made.

Ms. Cannon introduced the following goal and objectives identified to carry out the goal.

**GOAL: Performance and efficiencies**

Optimize service delivery through staff development, business process review and innovation.

**OBJECTIVE**

- Human Resources projects
  - Performance Development and Management System through NeoGov
  - Salary review
  - Leadership Academy
- Prioritize business process review/improvement
- Explore the merger of county functions (technology, human resources, public information, facilities maintenance)
- Continue investment in technology
- Human Services Governance Review

Ms. Cannon recognized Julean Self, Human Resources Direction, who stated two of the Human Resource objectives were to maintain a well-qualified workforce and succession planning. Ms. Self reviewed the following actions.

**ACTION**

- Initiated implementation of Performance Development and Management system

(NeoGov Perform)

- Commissioners approved 3% COLA in FY2019 Budget
- Commissioners approved \$30,000 for recruitment and retention study in FY2019 Budget
- Issued request for proposals for recruitment and retention study
- Partnered with UNC-W to develop Leadership Academy program

Ms. Self outlined information related to the Leadership Academy:

- Purpose: Build future leaders based on succession planning
- Partnership: Two-year contract with UNC-W, effective September 18, 2017
- Participants: To include 30 County employees

#### Timeline/Content

First cohort began January 2018

Including 60 hours of training

Areas of content to include:

Organizational Awareness

Self-Awareness

Leadership Awareness

#### Approval Process

Selection criteria

Department Head recommendation

Management team approval

#### Status

Completed Spring 2018 semester (16 hours)

Fall Semester to begin in September 2018 (14 hours)

First cohort graduates December 2019

Ms. Cannon and Ms. Self responded to questions about expectations of Leadership Academy graduates, whether the lowest paid employee in the county was making a living wage and whether flexible employment opportunities are being explored. Ms. Self stated wages will be reviewed by the consultant in the upcoming study and recommendations will be provided.

Ms. Self reviewed next steps for Human Resource projects as follows:

#### NEXT STEPS

- Phased implementation of Performance Development and Management System (Perform) to be completed by end of FY2021
- Review proposals and select consultant for recruitment and retention study
- Review study and consider recommendations during the FY2020 budget process
- Select participants for next Leadership Academy cohort to begin January 2019

Ms. Cannon introduced the following objective.

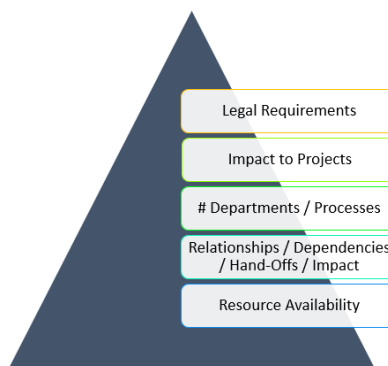
OBJECTIVE: Prioritize business process review/improvement

Ms. Cannon recognized Keith Todd, Information Services Director, who reviewed the following Business Intelligence actions.

#### ACTION

- Established upcoming Business Intelligence initiatives based on set criteria
- Implemented plan to begin every project request with Initial Process Review and Prioritization
- Purchased project management software to manage projects and action items
- Hired a project manager to maintain project portfolio
- Established protocol that every initiative goes through a comprehensive business process management cycle

Mr. Todd outlined the criteria established for upcoming Business Intelligence initiatives as follows:



Mr. Todd outlined the plan implemented for an Initial Process Review and Prioritization:

- Every project request begins with an initial process review and prioritization process led by the Business Analyst to ensure technology alignment.
- Existing technologies are reviewed to determine any that may be misaligned with business requirements.

Examples:

- Animal Control – wasn't leveraging PostMaster for email notifications.
- Solid Waste - has high-end system but not fully leveraging the full functionality of the software.
- Goal is to fully understand business processes, align technology and prioritize the project.

Mr. Todd stated a Project Manager was hired and project management software was purchased to manage projects and action items. Mr. Todd stated every initiative goes through an established and comprehensive Business Process Management Cycle as follows:

- Process Planning and Strategy
- Analysis of Business Processes
- Design and Modelling of Business Processes
- Process Implementation and KPI Development
- Process Monitoring and Controlling
- Process Refinement and Optimization
- Performance Measures and Evaluation

Commissioner Keefe inquired regarding citizen engagement and whether the processes make it more efficient for citizens. Commissioner Keefe suggested the use of county apps and engaging citizens in a review process to determine what enhances their experience. Mr. Todd stated the business review process looks at processes particular to the department, handoffs and impacts to other departments and service delivery to citizens; this determines what is key to the department and performance indicators for the department both internally and in their service delivery to citizens. Commissioner Adams suggested the development of a citizen database for use by the county interdepartmentally. Commissioner Council asked how to bridge the gap for those who are not computer literate. Commissioner Keefe suggested finding a balance between technology and human interaction.

Mr. Todd reviewed the next steps as follows:

#### NEXT STEPS

- Implement project management webpage to communicate status of various projects
- Roll out project management software and process to all project participants

Ms. Cannon introduced the following objective.

**OBJECTIVE:** Explore the merger of county functions (technology, human resources, public information, facilities maintenance)

Duane Holder, Assistant County Manager/Interim Health Director, stated understanding what is operating in silos is part of eliminating silos and four basic questions need to be asked:

1. Is it going to improve customer service both internally and externally?
2. Will it reduce costs?
3. Will it eliminate unnecessary redundancies?

4. Will it increase overall efficiencies?

Mr. Holder reviewed the following completed actions:

ACTION

- County IS assumed oversight of Health Dept IT operations July 8
- DSS is partnering with Health Department for drug screenings

Mr. Holder reviewed the next steps as follows:

NEXT STEPS

- Develop a timetable for Library and Department of Social Services for implementing the next steps in merging technology functions
- Health Department staff are discussing the possibility of embedding Women & Infant Children's (WIC) staff at the DSS building as a part of DSS Food & Nutrition Services (FNS) operations
- Management is exploring co-location of DSS Medicaid Eligibility Specialist at the Health Department to expedite Medicaid applications for eligible population
- Look into enterprise solutions. Examples: countywide fleet management software/AVL

Ms. Cannon introduced the following objective and called on Mr. Todd who reviewed the actions taken and next steps.

OBJECTIVE: Continue investment in technology

ACTION

- On August 6, 2018, the Board approved a \$2.6 million for implementation of the tax software project
- Projected implementation is October 2018 with an estimated completion date of December 2019
- Implemented Laserfiche to automate content management across agencies (Veterans Services, Child Support, Animal Control, HR)

NEXT STEPS

- Continue to innovate
- Finalize contract language and approvals
- Prepare project plan/full schedule for tax software
- Continue Laserfiche expansion – Emergency Services, Solid Waste, Tax, Environmental Health, etc.
- Fully vet electronic health records systems with Health Department
- Fully vet damage assessment solutions with Emergency Management

Commissioner Keefe suggested using digital documentation to reduce off-site storage costs. Commissioner Adams suggested investing more funds for digitalization. Ms. Cannon stated technology was included in the Capital Planning Model and taken out of the operating budget. Ms. Cardinali explained the cost is project specific with the software and digital files looked at together. Commissioner Adams stated from a facilities standpoint, it is also important to talk about space needs for Information Services and that should be included in the next steps.

Ms. Shutt reviewed the following objective and actions.

OBJECTIVE: Human Services Governance Review - Department of Public Health and Department of Social Services

ACTION

- Completed.
- The Board of Commissioners voted to maintain the current governance structure with a separate Department of Social Services (DSS) Board and Board of Health (BOH)
- Caveat that a collaboration effort model be established by both the Interim Public Health Director and the Social Services Director and the County Manager.

Ms. Shutt reviewed feedback based on the Board's questions and discussion related to the Performance and Efficiencies goal. Commissioner Keefe stated from what he heard, job one under next steps should be about enhancing the customer experience and eliminating redundancies. Commissioner Adams stated also how to measure living wage for employees. Commissioner Keefe stated people are looking for opportunities for flexibility in their jobs. Ms. Cannon stated that will be part of the recruitment and retention study; the county will have to be creative and not look at the traditional 8 a.m. to 5 p.m.

Ms. Cannon introduced the goal of Financial Strength and reviewed the three objectives identified to carry out the goal.

**GOAL: Financial Strength**

Maintain the County's strong financial position by pursuing initiatives that advance long-term sustainability.

- Capital Planning Model
- Business Intelligence
- Continued involvement in Government Finance Officers Association Excellence in Financial Reporting Program (Comprehensive Annual Financial Report)

Ms. Cannon stated the Capital Planning Model objective, actions and next steps will discussed further into the meeting. Ms. Cannon introduced the following objective recognized Mr. Todd who reviewed actions under the Business Intelligence objective and the new Key Performance Indicator initiative.

**OBJECTIVE: Business Intelligence**

**ACTION**

- Information Services is launching a performance measurement initiative
- Key Performance Indicator dashboard software has been selected
- Commissioners approved funding for a Business Intelligence Data Analyst position and the software in the FY2019 Budget

Mr. Todd provided examples of performance measurements for Business Intelligence projects that have been completed and explained a screenshot he displayed of the Key Performance Indicator dashboard software. Mr. Todd reviewed the following next steps.

**NEXT STEPS**

- Implement the performance software
- Hire position for Business Intelligence Data Analyst
- Develop roadmap and timeline for KPI workshops with departments
- Integrate the analytics into the annual budget process

Commissioner Keefe asked whether dashboards would incorporate past data in order for the county to see where it has been and to assist with forecasting. Mr. Todd stated a key piece of KPI will be data validation and that will be a key responsibility for the BI Data Analyst. Mr. Todd stated there will be a lot of data cleansing to ensure data is accurate and valid.

Ms. Cannon reviewed the following objective, action and next steps.

**OBJECTIVE: Financial Reporting Program**

**ACTION**

- The Finance Department received the award for the FY2017 CAFR on April 24, marking the 28<sup>th</sup> consecutive year

**NEXT STEPS**

- Strive for excellence in preparing and completing the FY2018 CAFR

Commissioner Keefe inquired regarding bond rating. Ms. Cannon stated it would fall under financial strength but was not identified as an objective in January. Vicki Evans, Finance Director, stated the county's bond rating strength is good and the addition of the Capital Planning Model will strengthen the county's position. Ms. Evans stated the county's level of debt has decreased

somewhat due to debt roll off and will be consistent with the model when the minimum 25% fund balance is incorporated. Ms. Evans stated the county's rating is AA+. Ms. Cannon stated tax assessment per capita is a challenge in the community when it comes to AAA rating. Commissioner Keefe stated the county should not go below AA+.

Ms. Shutt reviewed feedback based on the Board's questions and discussion related to the Financial Strength goal.

Ms. Cannon introduced the following goal and recognized Robert Van Geons, Fayetteville Cumberland Economic Development Corporation President/CEO. Mr. Van Geons reviewed the objectives under the goal for economic development and action taken as recorded below.

**Goal: Economic Development**

Promote economic development, job retention and growth.

- Work with the FCEDC to develop and establish goals and strategies for economic development
  - Strategy should include working with municipalities
  - Invite municipalities to attend meetings where items in or near their towns are discussed
- Streamline regulatory, permitting processes
- Consider pursuing legislative action allowing the County to have a small business enterprise program to promote the development of small businesses in the county and that mirrors legislation passed for the City of Fayetteville

Mr. Van Geons stated the Board of Commissioners will be given an opportunity to participate in setting objections for the FCEDC as part of their strategic planning project so the FCEDC can determine what actions are necessary to carry out the objectives, what resources are needed to be successful, where funds/revenue sources will come from and who will be responsible for tying deliverables to individuals or teams and establishing a timeline for completion and expected results.

**ACTION**

- FCEDC has started strategic planning project
- FCEDC participates in Mayors Coalition meetings
- Mayors Coalition event August 9 included FCEDC presentation. Establishment of Municipal Advisory Board announced.
- County Manager and FCEDC president met with two mayors regarding potential project
- Community Branding Initiative: Fayetteville Cumberland Community Branding Committee issued request for proposal for consultant

Mr. Van Geons reviewed next steps stated the FCEDC is looking to grow its stakeholder base and engage municipalities in order to integrate their visions for their community into the FCEDC and county's planning so outcomes are in keeping with the direction everyone wants to go. Mr. Van Geon also stated community branding is by far the broadest and most unified initiative Cumberland County has ever seen with interviews taking place in the next week or two.

**NEXT STEPS**

- FCEDC completes strategic plan
- Each municipality appoints one board member to serve on the FCEDC Municipal Advisory Board
- Community Branding Committee reviews proposals; selects consultant and requests funding from partner agencies
- Branding study is completed
- Recommendations presented to committee and partner agencies

Commissioner Keefe stated part of economic development is economic betterment because jobs bring opportunity, whether it is skilled or unskilled. Commissioner Keefe stated anyone coming into the community should feel like there is an opportunity to be economically better. Mr. Van Geons stated he is working closing with Workforce Development as a member of the board as it relates to obstacles facing the under-employed and training for individuals who do not have necessary skills for jobs.

Commissioner Adams stated as part of economic development, there needs to be conversation about how great the community is, and it needs to be incorporated into the community branding initiative to encourage individuals to move here. Commissioner Adams also stated there should be engagement with potential economic development opportunities outside of Cumberland County, particularly those large enough for community residents to travel to for jobs. Commissioner Adams further stated the city and county need to review the membership of the FCEDC board and possibly make additional appointments of community members with expertise in business contacts and knowledge and who can make connections for economic development. Mr. Van Geons explained plans moving forward and responded to questions.

Commissioner Adams asked whether the FCEDC had been given parameters with which to work. Rick Moorefield, County Attorney, stated the joint economic development policy was developed around 2010 to 2011 and included parameters. Commissioner Adams recalled times in which the Board was told potential projects did not fit within the point system and asked for a review of the joint economic incentive policy. Mr. Van Geons was asked to work with staff and set a timeline to come back to the Board.

Ms. Cannon introduced the objective below and called on Mr. Todd who reviewed actions taken and next steps in the land software solution. Mr. Todd stated as part of the workflow, internal customers and citizens will be able to know where they are in the permitting process. Mr. Todd stated E-plans will also be able to be submitted online.

**OBJECTIVE:** Streamline regulatory, permitting process

Acquire new software solution for central permits, inspections, code enforcement, land use, parcel/address management and environmental health

**ACTION**

- Business Intelligence completed review of Planning & Inspections and Environmental Health
- Commissioners approved funding for Central Permits and Land Management software in the FY2018 budget

**NEXT STEPS**

- Implementation is projected to begin in January 2019 with an estimated completion within 18 months.

Ms. Cannon introduced the objective below, the completed action taken and next steps.

**OBJECTIVE:** Small Business Enterprise Program

Consider pursuing legislative action allowing the County to have a small business enterprise program to promote the development of small businesses in the county and that mirrors legislation passed for the City of Fayetteville

**ACTION**

Completed action on consideration of pursuing legislation.

**NEXT STEPS**

The Finance Director will provide an update to the commissioners on County/local efforts in the future.

Ms. Shutt reviewed feedback based on the Board's questions and discussion related to the Economic Development goal.

Ms. Cannon introduced the goal below and the objectives identified to advance the goal. Ms. Cannon called on Vicki Evans, Finance Director, who reviewed the objectives and completed actions for each objective.

**Goal: Capital Projects**

Use the Capital Planning Model as a tool to assist in funding capital and large recurring expenses such as repairs/maintenance and information technology.

- Review and approve the DRAFT Capital Planning Model policy

- Establish the annual funding commitment for the specific capital projects and recurring expenses
- Incorporate the Capital Planning Model into the annual budget process with more detailed discussion on project specifics

OBJECTIVE: Capital Planning Model Policy

ACTION

- Completed. The Board of Commissioners approved policy on April 26, 2018. The policy sets operational parameters for the Capital Investment Fund.

OBJECTIVE: Annual Funding Commitment

ACTION

- Completed. The Board of Commissioners dedicated current general fund revenues set aside for debt service, pay-go capital, technology, maintenance/repair expenditures, and related fund balance assignments to the Capital Investment Fund in March 2018.
- The Board of Commissioners established the annual general fund commitment amount of \$18.7 million.

OBJECTIVE: Incorporate the Capital Planning Model into the annual budget process with more detailed discussion on project specifics

ACTION

- The Board of Commissioners approved an initial CIF appropriation of \$250,000 for the Civil War History and Reconstruction Center (budgeted placeholder)

Ms. Evans reviewed next steps outlined below and the matrix of projects as of March 15 and April 26. Ms. Evans stated FY18 transactions are still being recorded so the model has not been updated with FY18 actuals but the expectation is that the model will be updated within the next month.

NEXT STEPS

- Financial Advisors to update the model with FY2018 actuals and FY2019 budget actions. The updated model will then show the fund availability and amount.
- Board of Commissioners to review current projects and the timing and decide (or re-confirm) what projects to do and when
- Matrix of Projects as of April 26, 2018

County Illustrative Projects	Timing and Estimated Cost		
	March 15, 2018	April 26, 2018*	TBD
Takeout of 2017 CIP Projects	2019 - \$11,400,000	2019 - \$11,400,000	
Grays Creek USDA	2020 - \$48,000,000	2020 - \$48,000,000	
911 Center/EOC	2020 - \$15,000,000	2021 - \$15,000,000	
Museum	2020 - \$ 7,500,000	2021 - \$ 7,500,000	
Administration and Courthouse Facilities	2021 - \$35,000,000	2023 - \$35,000,000	
Performing Arts	2023 - \$50,000,000	2023 - \$50,000,000	
Water Expansion		2033 - \$35,000,000	

*\* timing updated to meet 25% minimum fund balance per adopted policy*

- FY2020 budget process for capital planning
  - Board of Commissioners review/update of projects and timing
  - Model presentation by Financial Advisors
- Model updates will occur
  - As capital project priorities change
  - As the County finances/pays for projects
  - To maintain the minimum fund balance percentage per policy

Ms. Evans stated a more comprehensive review will occur in a separate session next month and for that discussion, the model will be updated to reflect FY18 actuals and FY19 budgeted amount along with an updated fund balance. Ms. Evans stated any project updates decided on during this meeting can also be added to the model. Ms. Evans stated in November, the hope is to move forward with the FY2020 capital planning portion of the budget process with a presentation by financial advisory. Ms. Evans stated that presentation will incorporate all the components of the model to include the projects and the requested budgeted pay-go amounts for FY2020.



Commissioner Adams asked to move the 911/EOC project up to 2019 and keep the Grays Creek water project at 2020. Commissioner Council asked about the timeframe for ADA improvements at the Crown Theatre. Discussion followed about decisions relative to the theatre and arena facility and the performing arts center. Commissioner Council stated all the projects appear to be urgent and hard decisions are going to have to be made. Commissioner Council stated the Historic Courthouse needs to be part of the discussion, particularly as it relates to ADA. Commissioner Adams suggested that the Bradford Avenue facility also be part of the discussion. Ms. Cannon stated strategic decisions need to be made about how county departments and services will be organized in the future and the consultant needs to be brought in for those discussions. Ms. Cannon stated on September 20 the Board will meet for lunch to have targeted discussion on Capital Improvement projects/priorities in preparation for the November 15 meeting with the financial advisors/DEC.

MOTION: Commissioner Council moved to approve the schedule for September and November as outlined by the county manager.

SECOND: Commissioner Evans

VOTE: UNANIMOUS (5-0)

Ms. Cannon stated October committee meetings will be hosted by the Crown. Discussion continued about the theatre and arena. Ms. Cannon asked whether they should be included in the operational model of the Crown Complex. Commissioner Keefe responded in the affirmative. Ms. Evans asked whether a line item should be added for demolition. Commissioner Adams requested clarification as to whether the theatre and/or the arena were being considered for demolition. Ms. Cannon suggested involving Jim Grafstrom in discussions about utilization of the theatre and arena. Commissioner Adams stated the county attorney and engineer also have to be included in those discussions, even if Mr. Grafstrom wants to keep either one of the facilities because costs may be overwhelming. Ms. Cannon stated Mr. Grafstrom can be a resource in determining how the revenue potential of keeping the arena balances with ADA and operational costs. Commissioner Evans stated he would bring this up at the next meeting of the Civic Center Commission. Ms. Cannon also suggested working through the Building Committee of the Civic Center Commission.

Ms. Shutt reviewed feedback based on the Board's questions and discussion related to the Capital Projects goal.

Ms. Cannon introduced the goal below and the objectives identified to advance the goal.

**GOAL: Public Water Expansion**

Create a plan and identify funding sources for countywide water, starting with areas contaminated by GenX.

- Partner with the PWC to complete a PER
- Designate PWC as the County's primary water provider
- Stay engaged with state agencies
- Engage with state legislators about funding needs and public health concerns
- Identify funding sources; seek grants and state and federal legislative actions and assistance
- Continue to provide information to citizens about GenX contamination

Ms. Cannon reviewed the actions and next steps for the objectives.

OBJECTIVE: Partner with PWC on PER

**ACTION**

- Engineering & Infrastructure staff and PWC are working with consultant on PER, which is to be completed by Oct. 15

**NEXT STEPS**

- Review preliminary engineering report
- Determine long-term, sustainable, cost-effective structure for water expansion

- Apply for reimbursement for report from the PFAS Recovery Fund. The state legislature appropriated \$2 million to be distributed to local governments solely for the purpose of planning, analysis and surveying of waterline extension for affected parties.
- Consider recommendations in the PER

Ms. Cannon called on Duane Holder, Assistant County Manager/Interim Health Director, who reviewed the actions and next steps for the following objective.

OBJECTIVE: Engage with State Agencies

ACTION

- Health Department and County Management are participating in bi-weekly conference calls with the Division of Water Quality, DEQ and DHHS
- Public Health officials are attending SAB meetings to receive updates
- Health Department is assisting state with biomonitoring project

Mr. Holder stated Health Department staff attended the science meeting of the EPA earlier in the week and he attended the listening session later in the day. Mr. Holder stated the biggest thing to remember from a Public Health perspective is that there is so much that is not known, yet at the same time Public Health has to be responsive to citizens. Mr. Holder stated as information becomes available, it is pushed out to the website for citizens.

Ms. Cannon called on Ms. Shutt who reviewed the actions and next steps for the following objective.

OBJECTIVE: Engage with Legislators

ACTION

- Board approved resolution which included request for funding to extend public water lines in the Gray's Creek area, as well as support for endeavors to determine the health impact from contamination and to ensure accountability.
- Commissioners discussed water expansion with the state legislative delegation during annual breakfast
- County Manager and Governmental Affairs Officer met with Representative Floyd and staff with Speaker Moore's office to discuss grant funding
- County Assembly Day – Commissioners met with members of the delegation

Ms. Cannon reviewed the next steps for the following objective. Ms. Cannon stated discussions have taken place with USDA, the state and the Division of Water Quality but the funding sources are dependent on how the county sets up the structure for the water system. Ms. Cannon the PER will be reviewed and used to develop the right structure for the county. Commissioner Keefe inquired about Golden Leaf foundation funding.

OBJECTIVE: Identify funding sources

NEXT STEPS

- Consider funding sources upon development of sustainable and cost-effective structure for county water expansion

Ms. Cannon called on Ms. Shutt who reviewed the actions and next steps for the following objective.

OBJECTIVE: Provide information to citizens

ACTION

- Recorded the June NCDEQ information session and posted to website; aired on FCETV
- Recorded EPA panel discussions during August 14 listening session for airing on FCETV/website

NEXT STEPS

- Promote upcoming community information session being planned by state for August 30

Commissioner Keefe stated the focus needs to be a comprehensive plan for water and because of operation and maintenance issues in existing water districts, he would like to turn it over to PWC to develop a comprehensive plan and let PWC be responsible for installation, operation and maintenance. Ms. Cannon stated her belief is that water is not a core county function and it is part of PWC's mission because that is their expertise. Ms. Cannon stated perhaps the county can participate in some of the debt service costs by interlocal agreement and in that sense, the county will have assisted in pushing water out but at the same time is not venturing into an area in which the county does not have expertise. Ms. Cannon stated the county engineer, the commissioner-liaison to PWC and she are setting up a meeting with PWC. A brief discussion followed. Mr. Moorefield explained how PWC has not been willing to negotiate onerous provisions in previous contracts and stated the county is a long way from having a PWC that wants to help with water.

Jeffery Brown, Engineering and Infrastructure Director, stated it may be more economically feasible for other entities to provide water in different areas of the county. Commissioner Keefe stated water districts could be carved out for this. Ms. Cannon stated decisions have to be made quickly because of developments out in the Gray's Creek district so as not to lose any leverage with PWC being the lead for installation and operation.

Ms. Cannon introduced the goal below and the objectives identified to advance the goal.

**Goal: Project Negotiations**

Reach decisions related to projects that have been under long-term consideration.

- Baseball Funding/Parking Deck
- School Funding
- Sales Tax Distribution
- 911 Center
- Shaw Heights

Feedback on the overall session followed.

There being no further business, the meeting adjourned at 12:00 p.m.

Approved with/without revision:

Respectfully submitted,

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Candice H. White  
Clerk to the Board