

CUMBERLAND COUNTY BOARD OF COMMISSIONERS
STRATEGIC GOALS SPECIAL MEETING MINUTES
117 DICK STREET, 5TH FLOOR, ROOM 564
MARCH 21, 2011, 3:30 PM

PRESENT: Commissioner Kenneth Edge, Chairman
Commissioner Marshall Faircloth, Vice-Chairman
Commissioner Jeannette Council
Commissioner Charles Evans
Commissioner Jimmy Keefe
Commissioner Billy King
Commissioner Ed Melvin
James Martin, County Manager
Amy Cannon, Deputy County Manager
James Lawson, Assistant County Manager
Rick Moorefield, County Attorney
Sally Shutt, Communication and Strategic Initiatives Manager
Thanena Wilson, Community Development Director
Lisa Childers, Cooperative Extension Director
Brenda R. Jackson, Social Services Director
Marie Colgan, Clerk to the Board
Candice H. White, Deputy Clerk to the Board
Press

Commissioner Edge called the meeting to order and called on Sally Shutt, Communication and Strategic Initiatives Manager. Ms. Shutt provided a brief overview of the strategic planning process to date, the mission and vision statement and core values, and stated this meeting would be an opportunity for the commissioners to review and revise the draft plan. Ms. Shutt explained the strategic plan would be presented to the Board at their April 18, 2011 regularly scheduled meeting for consideration of approval.

Ms. Shutt called attention to the draft of the Cumberland County 2011-12 Strategic Plan and led the Board through a detailed review of the objectives, action steps, responsibilities, and timelines for each of the five goals.

GOAL 1: Ensure a safe and healthy community by providing needed services to our citizens in a timely manner.			
Objectives	Action Steps	Responsible	Timeline
Objective 1: <i>Assist with reducing youth crimes and gang involvement by providing youth development program opportunities.</i>	<ul style="list-style-type: none"> Conduct an assessment of all youth development services currently being provided by county agencies and look for areas for collaboration and gaps in services. 	<ul style="list-style-type: none"> Strategic Initiatives Manager, Departments, Communicare 	<ul style="list-style-type: none"> 6 months; October 2011
	<ul style="list-style-type: none"> Provide youth development opportunities through 4-H, youth component of the County's Citizens' 	<ul style="list-style-type: none"> Various departments 	<ul style="list-style-type: none"> Ongoing; track program participation

	<p>Academy, library youth services, Workforce Development's Summer Youth Employment Program, and volunteer programs through various departments.</p> <ul style="list-style-type: none"> • Coordinate application and administration of grant funding available for youth development initiatives. • Advocate with the Board of Education for alternatives to the high school academic track and seek an increased focus on vocational and military programs to combat the drop-out rate. 	<ul style="list-style-type: none"> • Communicare, Community Development • Commissioners 	<ul style="list-style-type: none"> • Ongoing • Ongoing
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Commissioner Keefe asked whether the strategic plan would take away from some programs and give to others. Mr. Martin responded that would likely be the case. Commissioner Keefe noted the upcoming budget would need to be developed accordingly so the Board could move forward with a cohesive plan.

Objective 2: <i>Assist with efforts to reduce crime by repeat offenders.</i>	<ul style="list-style-type: none"> • Continue well-structured Pre-trial Release and Day Reporting Center programs featuring education classes, employment and life skills training, cognitive behavior intervention, drug classes, alternative care services and curfew monitoring. • Continue efforts to expand the Detention Center and address capacity issues. 	<ul style="list-style-type: none"> • Pretrial Release, Day Reporting Center • Commissioners 	<ul style="list-style-type: none"> • Ongoing • Ongoing
Objective 3: <i>Improve emergency response services to citizens.</i>	<ul style="list-style-type: none"> • Implement Code RED emergency and non-emergency notification system. • Work with the Public Safety Task Force on recommendations to improve emergency response. • Consolidate Computer Assisted Dispatch (CAD) between City and County. • Integrate Cape Fear Valley EMS ambulances into county CAD system to provide ambulance location. • Explore feasibility of a citizens watch telephone service. 	<ul style="list-style-type: none"> • Emergency Services, IS • Management, Commissioners, Cape Fear Valley • Emergency Services, IS, Finance • IS, Emergency Services, Cape Fear Valley • Sheriff's Office, IS 	<ul style="list-style-type: none"> • 6/1/11 • Meets every other month. • Estimated 6 months; 9/11 • Timeline dependent on CFV EMS. • 6 months; 9/1/11

	<ul style="list-style-type: none"> • Upgrade FireHouse records management software for Cumberland County Fire Departments. • Implement new hardware and communications software to decrease the response time for Animal Control. • Meet national standards for dispatch emergency calls. • Plan for regional back-up 911 Center. • Move toward Nextgen 911. • Establish a consolidated Public Safety Answering Point (PSAP) between City of Fayetteville and County within the next five years. 	<ul style="list-style-type: none"> • IS, Emergency Services, Fire Chiefs' Association • IS, Animal Control • Emergency Services • Emergency Services, City , Johnston, Harnett, Hoke and Sampson Counties) • Emergency Services, IS • City and County management and governing bodies, City and County 911) 	<ul style="list-style-type: none"> • One year; 3/1/12. Grant dependent. • April 2011 • July 2012 • Meetings start in March 2011. 2-3 years. Grant dependent. 2-3 years • 5 years
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Ms. Shutt noted the Public Safety Task Force provided their recommendations/proposals to the Board last year as part of their full report. Ms. Shutt stated the Public Safety Task Force continues to meet every other month. Ms. Shutt called attention to action steps there are grant dependent. Mr. Martin explained how the five-year timeframe for the consolidated PSAP differed from previous assumptions about locating it within the former public health building.

Objective 4: <i>Promote a healthy community by providing educational, health and human services programs and resources to citizens.</i>	<ul style="list-style-type: none"> • Conduct community health needs assessments. • Provide health, child/elder abuse, mental health and nutrition education programs and consumer resources for children, citizens and employees. • Provide rabies clinics and encourage spay and neutering programs. 	<ul style="list-style-type: none"> • Health and Mental Health Departments • Health, Mental Health, Social Services, Child Support, Cooperative Extension, Library • Health 	<ul style="list-style-type: none"> • Annual • Ongoing • Ongoing
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	<ul style="list-style-type: none"> • Provide mental health and human services programs that improve citizen health and well-being. 	Department, Animal Control <ul style="list-style-type: none"> • Mental Health, DSS, Child Support 	<ul style="list-style-type: none"> • Ongoing
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Commissioner Keefe expressed concern that by promoting a healthy community only through the use of health and human services programs, an assumption could be made that it only extends to the lower income portion of the community. Commissioner Keefe stated this would leave out a large part of the population. Commissioner Council explained a decision had been made to limit the scope to departments and programs over which the county has influence. Commissioner Edge stated both the mental health and public health departments collaborate with the hospital and health system, and develop their own strategic plans.

Objective 5: <i>Strengthen the County's green and energy-efficiency initiatives.</i>	<ul style="list-style-type: none"> • Promote recycling efforts through marketing and education. • Increase concrete recycling by purchasing a concrete crusher and promoting more construction and demolition recycling. • Establish County government-wide green programs and policies. 	<ul style="list-style-type: none"> • Solid Waste, departments (internal recycling). • Solid Waste • Green team, management , departments 	<ul style="list-style-type: none"> • Ongoing, quarterly reports • Monitored by weekly and monthly tonnage reports. • September 2011
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GOAL 2: Provide adequate infrastructure consistent with orderly growth of a dynamic county.			
Objectives	Action Steps	Responsible	Timeline
Objective 1: <i>Explore strategies to address the County's need for more office space, and ensure facilities are well-maintained.</i>	<ul style="list-style-type: none"> • Inventory and assess all County facilities to determine usage, space availability, feasibility of retrofit, regulatory compliance and condition of infrastructure. • Develop a County facilities plan and explore opportunities to share and create needed office space. 	<ul style="list-style-type: none"> • Engineering, Facilities Committee, departments • Engineering, Facilities Committee 	<ul style="list-style-type: none"> • May 2011 • October 2011
Objective 2: <i>Improve transportation services in rural areas and promote expansion of van, rail and air systems.</i>	<ul style="list-style-type: none"> • Conduct an assessment of current transportation needs to include review of: usage, points of interest, locales and best practices from other communities. • Provide portal-to-portal transportation to rural residents. 	<ul style="list-style-type: none"> • FAMPO, Community Transportation/ Planning • Community Transportation/ 	<ul style="list-style-type: none"> • October 2011 • Ongoing

	<ul style="list-style-type: none"> Continue road improvements through the thoroughfare planning process. Advocate for a direct flight from Fayetteville to Washington, D.C. Educate and encourage citizens to participate in ride-share/carpool programs. 	Planning <ul style="list-style-type: none"> Planning Commissioners PIO, Planning, Air Quality, FAMPO, departments 	<ul style="list-style-type: none"> Ongoing Ongoing Ongoing
Objective 3: <i>Increase gateway and other beautification efforts to create a more aesthetically appealing community.</i>	<ul style="list-style-type: none"> Enforce ordinance and code regulations in order to maintain a visually friendly and safe environment. Enlist Master Gardeners to assist in beautification and green efforts by providing educational opportunities and consultation services. Promote Master Gardener hotline for citizens to contact regarding horticultural questions and concerns. Promote Community Development and other programs that offer rehabilitation assistance. 	<ul style="list-style-type: none"> Planning, Fire inspectors, Legal Cooperative Extension Cooperative Extension Community Development 	<ul style="list-style-type: none"> Ongoing Ongoing Ongoing Ongoing
Objective 4: <i>Continue efforts to provide safe water to all citizens.</i>	<ul style="list-style-type: none"> Move forward with Gray's Creek Water & Sewer District referendum. Seek resources to implement projects in other priority areas as outlined in Rural Water Feasibility Study. Continue work of Safe Water Task Force. Update the Safe Water web page. 	<ul style="list-style-type: none"> Public Utilities, Legal, Commissioners Public Utilities Safe Water Task Force Safe Water Task Force, webmaster 	<ul style="list-style-type: none"> Fall 2011 Ongoing Ongoing Ongoing
GOAL 3: Promote economic development by creating and retaining jobs, and providing career opportunities, quality education, cultural and recreational services.			
Objectives	Action Steps	Responsible	Timeline
Objective 1: <i>Ensure effective economic development incentives and practices are in place to attract and retain business and</i>	<ul style="list-style-type: none"> Identify expectations for economic development through partnership with the Chamber of Commerce to include existing incentive program and policy, utilization of existing business sites and 	<ul style="list-style-type: none"> Commissioners 	<ul style="list-style-type: none"> 12 months

<i>industry.</i>	<p>industrial parks, and job creation.</p> <ul style="list-style-type: none"> • Continue to support economic development and incentive plan for businesses. • Promote development that is economically viable through responsible land use planning and zoning. • Continue to support affordable housing development. • Provide engineering technical assistance to Chamber regarding existing business and industrial parks. (Engineering) • Establish a user-friendly customer referral process to include a web page to answer frequently asked business-related questions. • Explore assigning an economic development case manager to provide information and referral to new and existing businesses as they navigate the County's permitting and other regulatory processes. <p>Provide small business programs, databases, job and career centers, and skills training.</p>	<ul style="list-style-type: none"> • Commissioners • Planning • Community Development • Engineering • Planning, web team, Community Development • Planning, Engineering • Library, Workforce Development 	<ul style="list-style-type: none"> • Ongoing • Ongoing • Ongoing • Ongoing • 12 months • 12 months
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Discussion followed regarding the identification of expectations, measuring successes, whether the timeline should be in line with the budget, and whether the timeline should be more or less than twelve months for the first objective. Mr. Martin stated although the Board has not explicitly expressed its expectations for the Chamber's economic development activities, he has done so on the Board's behalf for a number of years. Mr. Martin explained the expectations included the creation and retention of jobs, and additional capital/taxable investments.

Commissioner Keefe requested clarification of "affordable housing". Thanena Wilson, Community Development Director, explained "affordable housing" in this context was directed to families with incomes 80% and below the median income. Ms. Wilson further explained even a neighborhood stabilization program that targets those at 120% of median income would still be considered "affordable". A brief discussion followed regarding housing, infrastructure and school systems within surrounding counties.

Objective 2: <i>Promote economic development through the</i>	<ul style="list-style-type: none"> • Utilize the Working Lands Protection Plan as a guide to promote the long-term use of agricultural land. 	<ul style="list-style-type: none"> • Planning, Cooperative Extension 	<ul style="list-style-type: none"> • Ongoing
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<i>preservation of natural resources, farmland and the county's agricultural industry.</i>	<ul style="list-style-type: none"> Assist in the expansion of agriculture to include new markets, traditional commodities, and farmers markets in order to increase revenues of local farm products. 	<ul style="list-style-type: none"> Cooperative Extension 	<ul style="list-style-type: none"> Ongoing
	<ul style="list-style-type: none"> Promote programs for young farmers and students to encourage the growth and development of careers in agriculture. 	<ul style="list-style-type: none"> Cooperative Extension 	<ul style="list-style-type: none"> Ongoing
	<ul style="list-style-type: none"> Promote agri-tourism as economic opportunities for farmers. 	<ul style="list-style-type: none"> Cooperative Extension 	<ul style="list-style-type: none"> Ongoing
	<ul style="list-style-type: none"> Promote the expansion of the Cape Fear River Trail. 	<ul style="list-style-type: none"> Parks & Recreation 	<ul style="list-style-type: none"> Ongoing

Mr. Martin advised the county has already assisted with the expansion of the Cape Fear River Trail by agreeing to return several hundred thousand dollars in property taxes to the city of Fayetteville when they acquired the former Texfi plant as part of a foreclosure process.

Objective 3: <i>Provide quality cultural and recreational services.</i>	<ul style="list-style-type: none"> Provide diverse events and programs to entertain, educate and enlighten. 	<ul style="list-style-type: none"> Crown, Library system 	<ul style="list-style-type: none"> Ongoing
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GOAL 4: Educate, inform and engage employees, citizens, elected and appointed officials through effective and efficient communications.			
Objectives	Action Steps	Responsible	Timeline
OBJECTIVE 1: <i>Increase citizen engagement as evidenced by increased applications for county boards and committees and attendance at public forums and meetings.</i>	<ul style="list-style-type: none"> Develop a Cumberland County Citizens' Academy for residents to learn more about their county government. Continue to participate in Institute for Community Leadership and the Chamber's Leadership Fayetteville. Engage and educate citizens through public forums in various parts of the county on important issues. 	<ul style="list-style-type: none"> PIO with assistance from departments PIO Commissioners, Management, various departments 	<ul style="list-style-type: none"> October 2011 Ongoing. Each held annually. An expansion of meetings now held by Community Development, Mental Health, Veterans' Services, Planning and others.

Commissioner Council asked that consideration be given to revising the county's application for

boards and commissions to include a section for applicants to indicate the training and leadership academies they had completed. Discussion ensued regarding the county's upcoming citizens' academy, whether department heads should be encouraged to attend, and whether training opportunities such as customer service could be incorporated into employees' work day. Commissioner Evans asked that training in customer service be provided to department heads so they could then pass on to/train their employees. Ms. Shutt called attention to Goal 5, Objective 3 and stated customer service could be mentioned in the plan as a specific training objective as well as encouraging department heads to attend the citizens' academy. James Lawson, Assistant County Manager, spoke to the recently developed Training and Leadership Development Program that provides effective training for managers, supervisors and employees to enhance their professional development and personal growth.

OBJECTIVE 2: <i>Enhance communications systems and transparency so citizens can readily access information.</i>	<ul style="list-style-type: none"> • Develop additional online services for citizens such as automated employment applications. • Establish a web team to update and enhance the County's public web site to ensure ease of use and posting of pertinent information i.e., Board of Commissioners committee agendas and minutes. • Expand use of social media. • Develop a telecommunications strategic plan. • Update GIS website. 	<ul style="list-style-type: none"> • IS, departments • PIO, web team, departments • PIO • IS • IS 	<ul style="list-style-type: none"> • Ongoing • 6-12 months • Ongoing • August 2012 • Fall 2012
OBJECTIVE 3: <i>Improve internal communications.</i>	<ul style="list-style-type: none"> • Update and enhance Intranet and ensure all departments have access to site • Hold monthly meetings with department heads and their administrative assistants to provide updates and facilitate dissemination of information to employees. • Determine which employees in each department do not have access to e-mail and ensure they receive county-wide employee e-mail notices. • Repeal the personnel code and adopt as County policy. • Update Human Resources policies by researching existing policies and revising or developing new policies and posting. 	<ul style="list-style-type: none"> • PIO, IS, Web master, Web team • Management, PIO • Departments • HR, Legal, Management • HR, Legal, Management 	<ul style="list-style-type: none"> • Six to 12 months • Monthly • Ongoing • April 2011 • Ongoing

	<ul style="list-style-type: none"> • Update Human Resources web page to a customer-service focus providing service offerings and contact information. • Utilize performance management evaluation system to enhance effective communications between supervisors and employees. 	<ul style="list-style-type: none"> • HR, webmaster • HR, departments 	<ul style="list-style-type: none"> • Ongoing • Ongoing
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Rick Moorefield, County Attorney, explained the repeal of the personnel code and the adoption of some of the contents contained therein as a master county personnel policy. A brief discussion followed. Mr. Martin explained the intent is not to remove the Board from the process but to have a procedure and process in place that is more flexible in its application and adaptation than the process involved with amending an ordinance every time a change is made. Mr. Lawson stated should the Board so choose, the proposal is to adopt a policy manual and delegate authority to the county manager to maintain.

Commissioner Evans asked if a policy could be created that would extend to all county departments, even those such as the Sheriff's office and the Mental Health Authority. Mr. Moorefield explained that due the statutory structure of county government, some departments would always have the discretion as to determine the extent to which they participated in the county's personnel system. Mr. Moorefield stated the most important thing is to get the personnel ordinance out of the county code because changes to the code are both cumbersome and expensive. Mr. Moorefield stated the Board could adopt a personnel policy by resolution and could determine the extent to which they wish to delegate authority to make changes. As a follow up to Commissioner Evans' question, Mr. Lawson stated the county attempts to maintain as much consistency as possible throughout its departments when evaluating and changing its personnel policies.

OBJECTIVE 4: <i>Develop and promote the County's strategic plan to employees and the public.</i>	<ul style="list-style-type: none"> • Develop and approve a county strategic plan by April 2011 and provide six-month and annual "State of the County" updates. 	<ul style="list-style-type: none"> • Commissioners, departments, strategic initiatives 	<ul style="list-style-type: none"> • April 2011 approval. Review plan after budget process. October 2011 and February 2012 updates.
	<ul style="list-style-type: none"> • Develop a committee to monitor strategic planning. • Display mission, vision, and core values in all departments. • Set and work toward specific departmental strategic or work plans and report progress on a regular basis. • Incorporate any applicable County goals, objectives and action steps into departmental reports to appropriate 	<ul style="list-style-type: none"> • Commissioners, management • PIO, Print shop, Facilities, departments • Departments Departments 	<ul style="list-style-type: none"> • May 2011 • June 30, 2011 • Ongoing • Ongoing

	boards and staff.		
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Discussion ensued regarding a committee that would monitor the strategic plan. Ms. Shutt explained the one action step “set and work toward specific departmental strategic or work plans and report progress on a regular basis” encompassed all county departments’ individual objectives and action steps and tied them to the county’s overall strategic plan.

OBJECTIVE 5: <i>Enhance collaboration between county government and other boards, committees and commissions.</i>	<ul style="list-style-type: none"> Maintain schedule of joint meetings between Commissioners and various other governing boards. 	<ul style="list-style-type: none"> Commissioners 	<ul style="list-style-type: none"> Ongoing
	<ul style="list-style-type: none"> Collaborate with municipalities to adopt a unified Animal Control code. 	<ul style="list-style-type: none"> Animal Control, Legal 	<ul style="list-style-type: none"> June 30, 2011

GOAL 5: Employ motivated, professional and well-trained personnel who offer excellent customer service with PRIDE – Professionalism, Respect, Integrity with accountability, Diversity and Excellent Customer Service.			
Objectives	Action Steps	Responsible	Timeline
OBJECTIVE 1: <i>Optimize service delivery through innovation, automation and technology to enhance current services and create new service opportunities.</i>	<ul style="list-style-type: none"> Seek and implement automated systems that enhance or create new service delivery methods. For example, the state’s NC FAST integrated system at Social Services. 	<ul style="list-style-type: none"> IS, Departments 	<ul style="list-style-type: none"> Ongoing
	<ul style="list-style-type: none"> “Think outside the box” and investigate innovative avenues to provide better access to services. 	<ul style="list-style-type: none"> Departments 	<ul style="list-style-type: none"> Ongoing

Ms. Shutt noted Goal 5 had been revised to read “motivated” as opposed to “passionate” employees.

Commissioner Keefe referenced a recent NCACC conference and a display containing counties who had developed innovative ways to save money. Commissioner Keefe stated this would be an opportunity to develop a local program to recognize employees who initiate ways to be more efficient and cost effective. Mr. Martin stated the county has had an employee suggestion/incentive program in place for a number of years and it likely needs to be re-publicized. Ms. Cannon stated depending on the suggestion, the employee suggestion program offered both monetary and nonmonetary awards. A brief discussion followed.

OBJECTIVE 2: <i>Encourage citizen engagement and provide feedback opportunities through various outlets as it relates to service delivery.</i>	<ul style="list-style-type: none"> Post directories in all departments with name and contact information for director and/or key staff. 	<ul style="list-style-type: none"> Facilities, Departments 	<ul style="list-style-type: none"> June 2011
	<ul style="list-style-type: none"> Respond to complaints from public within 24 hours. 	<ul style="list-style-type: none"> Departments 	<ul style="list-style-type: none"> Ongoing
	<ul style="list-style-type: none"> Ensure comment box suggestions, webmaster e-mails and other feedback are 	<ul style="list-style-type: none"> Departments 	<ul style="list-style-type: none"> Ongoing

	reviewed and responded to by appropriate staff member.		
OBJECTIVE 3: <i>Implement staff development and training program that includes classroom and online delivery methods.</i>	<ul style="list-style-type: none"> Identify training needs and areas of improvement. Develop courses that target supervisors' and employees' training needs and promote teambuilding and leadership. Automate registration, tracking, monitoring, and reporting of training courses. Support department-specific licensure and certification training needs. 	<ul style="list-style-type: none"> HR, Departments HR HR Finance 	<ul style="list-style-type: none"> Ongoing Ongoing Ongoing Ongoing
OBJECTIVE 4: <i>Recognize employees for their achievements.</i>	<ul style="list-style-type: none"> Recognize employees at the departmental level. Develop mechanisms to recognize departments and employees countywide for their achievements. 	<ul style="list-style-type: none"> Departments Management, PIO 	<ul style="list-style-type: none"> Ongoing Ongoing

With regard to Objective 3, Commissioner Keefe asked why Finance would be responsible for specific licensure and certification training needs. Ms. Cannon stated Finance relies on departments to monitor licensure and certification needs, but it was the responsibility of Finance to see that licensure and certification needs are adequately budgeted. Ms. Shutt stated she would add “departments” as a responsible party.

OBJECTIVE 5: <i>Explore competitive pay based on labor market analysis and update classification system.</i>	<ul style="list-style-type: none"> Update salary/compensation plan after conducting a labor market pay analysis. Update position classification plan and salary schedule to incorporate labor market data in pay ranges and develop pay policies that allow for movement within the pay range. 	<ul style="list-style-type: none"> Management, HR Management, HR 	<ul style="list-style-type: none"> Subject to funding availability Subject to funding availability
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Commissioner Edge thanked administration and staff for their work on the proposed strategic plan. Commissioner Edge also thanked the Board of Commissioners for their participation in the strategic planning process. Commissioner Edge stated that he, along with any other commissioners who would like to attend, would meet with Tim White of The Fayetteville Observer to discuss the county’s strategic plan.

Ms. Shutt stated revisions noted during today’s meeting would be incorporated into the working draft of the strategic plan and following approval by the Board, the public would be able to view

a shorter version on the county's website that would contain the goals, objectives and action steps.

Commissioner Evans asked how transit in rural areas would move forward. Discussion followed regarding opportunities for the Board to advocate for and to move forward with objectives of the strategic plan. Mr. Martin stated two issues that should be considered with rural transportation are population density and whether the income level in a particular rural community supports any particular public transportation. Mr. Martin stated in order to address a portion of the needs in communities without sufficient density, smaller vehicles can be used for portal-to-portal transportation. Brenda R. Jackson, Social Services Director, stated as part of the strategic plan, the county should enhance and promote what it is already doing well. Ms. Jackson further stated as it pertains to transportation services, there should be a distinction between transportation the county is already providing as a service and a public transportation system. Commissioner Edge stated ridership is another issue that has to be considered so more data has to be collected before deciding which direction to pursue. Commissioner Evans stated he did not want to discount the county transportation services already offered, and he understood that it would be challenging, but there is currently no transportation for citizens who need to get to and from work or for citizens who require transportation for other needs.

There being no further business, the meeting adjourned at 5:13 p.m.

Approved with/without revision:

Respectfully submitted,

Candice H. White
Deputy Clerk to the Board