

STATE OF NORTH CAROLINA )  
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COUNTY OF STOKES )  
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OFFICE OF THE COMMISSIONERS  
STOKES COUNTY GOVERNMENT  
DANBURY, NORTH CAROLINA  
MARCH 28, 2012

The Board of Commissioners of the County of Stokes, State of North Carolina, met for a Goals Planning Session in the Third Floor Conference Room of the Ronald Wilson Reagan Memorial Building (Administration Building) located in Danbury, North Carolina on Wednesday, March 28, 2012 at 10:00 am with the following members present:

Chairman Ernest Lankford  
Vice Chairman J. Leon Inman  
Commissioner Jimmy Walker  
Commissioner Ronda Jones  
Commissioner James D. Booth

County Personnel in Attendance:  
County Manager Richard D. Morris  
Clerk to the Board Darlene Bullins  
Finance Director Julia Edwards

Chairman Ernest Lankford called the Goals Planning Session to order.

Commissioner Walker delivered the invocation.

**GENERAL GOVERNMENT-GOVERNING BODY-PLEDGE OF ALLEGIANCE**

Chairman Lankford opened the meeting by inviting the citizens in attendance to join the Board in the Pledge of Allegiance.

**Goals Session**

Chairman Lankford opened the floor for discussion.

**2011 Goals**

County Manager Rick Morris provided the Board with the following update regarding the 2011 Goals as requested by the BOCC at the March 8<sup>th</sup> meeting:

- **Schools**
  - Construction of a new elementary school in Yadkin Township and construction/renovations at Southeastern Middle School are both underway and scheduled for completion by fall 2012 in time for the new school year
  - Board of Commissioners worked diligently with the Board of Education to secure very low interest financing (Qualified Zone Academy Bonds and Qualified School Construction Bonds)
- **Community College**
  - Have had several meetings with Dr. Greene and staff
  - First steps for the Water and Sewer Extension Project have been taken to help foster the community college project (BOCC approved an agreement with Pilot RC&D for assistance to secure grant funding for the water/sewer project)
  - Will be meeting with Dr. Greene and staff in the very near future to initiate the design process for the community college building
  - The second POD moved from Pinnacle Elementary School to the community college location was completed on schedule (by the end of calendar year 2011)
- **Stokes Reynolds Memorial Hospital**
  - Leased hospital to Pioneer Health Services, Inc. effective August 1, 2011
- **Grants**
  - Have applied for Assistant Firefighter Grant for upcoming E911 mandatory upgrade
  - Received \$7,500 from White Goods Grant towards the purchase of a rubber tire loader for the Landfill
  - Economic Development Director Alan Wood has applied for several grants and received a couple grants to assist new businesses
  - Working with Pilot View RC&D to secure grants for water/sewer project to the community college site
  - Received the CBDG and Single Family Housing Grants for housing rehabilitation
  - Applied for a grant to increase Broadband to un-served and underserved areas in the Stokes County – did not receive any funding
- **Economic Development**
  - Economic Development Director Alan Wood has been very aggressive working with the Economic Development Commission and their strategic plan as well as continuing to look for any new business opportunities
  - Director Wood also participated in discussion meetings with state legislators and the Rural Center in efforts to secure funding for the water/sewer project to the community college site
- **Continue to provide essential services to the citizens of Stokes County**
  - Closed selective greenbox sites on Wednesdays, but continued to provide the essential services to the citizens of Stokes County
- **Continue to budget conservatively in a challenging economy**
  - Continued to budget conservatively which has paid off

- **Looking for ways to continue to improve the predisposition toward harmony and working together in the county for the betterment of the county**
  - Continue to work with municipalities
- **Completion of the Danbury Water Project in 2011**
  - Danbury Water Project is on schedule to be completed by August 2012
- **Continue to improve the technology presence in Stokes County by extending Broadband to un-served/underserved areas**
  - Continue to seek grant funding to provide service to un-served/underserved areas
  - Have had positive discussions with Verizon – working diligently to have the tower placed in the Lawsonville area (placement of tower has been on hold)
- **User Friendly**
  - Continue to promote “user friendly “
    - Environmental Health expedited a water sample for a potential business to a private lab instead of the state lab for faster service to enable the business to open sooner and continues to work with the owner to possibly add more seating
    - Revised Mass Gathering Ordinance to be more business friendly and hopefully attract events to Stokes County
      - Jomeokee Park already has several events scheduled for this summer
    - Planning Department aggressively contacted potential homebuilders to secure permits before March 1<sup>st</sup> at which time additional energy requirements took effect which results in higher permit fees (17 new home permits were issued in March)

Manager Morris noted that parks/recreation were not included in the 2011 Goals, but would note that this is an area of personal interest especially with the YMCA under the new leadership of Director Derek Edwards, who brings a new perspective to recreation for the County.

Manager Rick Morris noted the additional updates:

- Recently contacted by the Madison City Manager regarding any plans the County might have for the connection of water from the double bridges on Highway #311 to Rockingham County connection near 311 Speedway
- Request from CenterPoint Human Services for additional allocation for implementation of the Medicaid Waiver
  - Recently spoke to Finance Director Kevin Beauchamp
  - Informed Director Beauchamp that Stokes County would work the request with the 2012-13 budget process
  - Requested the following from Director Beauchamp
    - Presentation to the Board of Commissioners explaining the value of the Medicaid Waiver for the consumers in Stokes County
    - Details of what CenterPoint has done to try to find the needed funding before coming to the counties in the catchment area

- Suggested Director Beauchamp prepare this information for all the counties within the catchment area (understand only one county has agreed to provide the additional funding- Rockingham County)
- CenterPoint will be hiring approximately 80 additional employees (60 being clinical), obtaining extra office space, etc. due to the Medicaid Waiver

The Board discussed the additional allocation request with Manager Morris.

Commissioner Jones confirmed that the CenterPoint calculation is done per capita.

Commissioner Walker questioned what triggered the Medicaid Waiver?

Vice Chairman Inman, who serves on the CenterPoint Board, noted the following:

- Have served on the Board of Directors for CenterPoint for approximately 10 years
- Mental Health in this state has been in a constant state of transition
- In 2004, the State moved to Local Management Entities (LME)
  - State required an entity that contracted and provided services to contract those services out
  - CenterPoint went from having a staff that provided direct services to the consumer to one that had to contract with providers to deliver the direct services to the consumer
- CenterPoint added Rockingham County to the catchment area which was a good addition
- Medicaid Waiver then came along making the current \$50 million entity a \$150 million entity and adding over 100 employees
- CenterPoint applied for the Medicaid Waiver and was granted approval in October 2011
- CenterPoint will be converting to a Managed Care Organization (MCO) with the implementation of the Medicaid Waiver – January 1, 2013
- Stokes County has always contracted with CenterPoint to provide services to the consumers
- Stokes County allocates discretionary funding for these services
- Stokes County allocates approximately \$385,000 to CenterPoint annually
- In 2005, the Board of Commissioners entered into a performance agreement with CenterPoint to ensure services were being provided to the citizens who needed mental health services
- A couple of years ago, the County received funding from CenterPoint due to a surplus in its Fund Balance; currently, there is no surplus in CenterPoint's Fund Balance – barely at the state level
- Currently, the 100 North Carolina counties are divided into 11 MCOs
- CenterPoint was approved to do the Medicaid Waiver after the second application
- Medicaid Waiver is an unbelievable undertaking
- With the Medicaid Waiver, CenterPoint will be spending approximately \$900,000 annually to lease space

- Believe CenterPoint was not prepared for the increased financial obligation; therefore, the only option left was to request each county to provide an additional 40% of their discretionary funding
- Stokes County's additional 40% equates to \$140,000
- The funding would be a loan to CenterPoint with repayments to Stokes County over the next five years
- If the additional funding is not provided, CenterPoint will cut services provided to the consumers by 40%
- Very concerned about the situation and feel the County will be blamed for the reduction in services
- Feel CenterPoint had not planned for the Medicaid Waiver and its impact
- Understand the Rockingham County manager is on board with the additional funding request, but do not believe the Commissioners have approved any additional funding yet
- Forsyth County and Davie County have made no obligation for the additional funding
- Citizens who truly need services do not need to lose any services and it does not need to fall back to Stokes County as being the reason why services are being reduced
- Very concerned about the current situation and not sure at this time about the Medicaid Waiver; may turn out to be a great thing for the consumers

Commissioner Jones questioned if Stokes County could not provide mental health services with the amount of funding allocated to CenterPoint each year?

Vice Chairman Inman noted that he felt Stokes County has been receiving good service from CenterPoint along with providing hundreds of thousands of dollars worth of medication at no cost to consumers.

Chairman Lankford noted the following:

- Recently met with CEO Betty Taylor and understood there would be approximately 129 new positions established
- Questioned CEO Taylor to see if any steps had been taken to try to eliminate the need for the additional county funding, at that time, no steps had been taken
- Read in the newspaper that CEO Betty Taylor recently received a 5-6% pay increase which is very disturbing

Vice Chairman Inman stated that he was the only member on the CenterPoint Board of Directors that voted against the pay increase for CEO Taylor.

County Manager Morris noted that interest could not be charged on the loan to CenterPoint.

Vice Chairman Inman stated that the past arrangements with CenterPoint have worked well for Stokes County.

The Board discussed possibly providing mental health services in-house.

Commissioner Jones expressed concerns with the additional request for funding, not knowing what else could be mandated.

Commissioner Walker confirmed with Vice Chairman Inman that the Medicaid Waiver was not mandated, CenterPoint applied for the Waiver.

Commissioner Booth stressed the need to understand what Stokes County will be getting from the Waiver.

Commissioner Walker agreed with Commissioner Booth regarding the need to know what Stokes County will be getting from the Medicaid Waiver.

Commissioner Walker noted the need to have services here in Stokes County and to take on the mental health needs for over 47,000 citizens is a substantial issue, not to be taken lightly.

Commissioner Jones noted the possibility of working with Pioneer Health Services, Inc. to provide mental health services at Stokes Reynolds Hospital.

Commissioner Walker agreed with Commissioner Jones to look at all options regarding any issue.

Finance Director Julia Edwards noted that approximately \$200,000 of the current \$385,000 allocation is dedicated solely to the Stokes Opportunity Center in Walnut Cove.

Vice Chairman Inman noted that mental health services are delivered to consumers in Stokes County.

Commissioner Jones reiterated the need to talk with Pioneer Health to see what might could be arranged – possibly the use of bed space.

The Board unanimously agreed it would be a good idea to discuss possible bed usage with Pioneer Health.

Commissioner Booth reiterated that the additional allocation would be paid back to Stokes County over the next five years.

Commissioner Jones noted the big question is what might come down the pipeline from CenterPoint later especially with the implementation of the Medicaid Waiver.

Commissioner Walker noted that there have been some bumps in the road with CenterPoint, but it got smoother with the creation of a liaison position who worked strictly to make sure consumers were getting the needed services.

The Board briefly discussed Manager Morris' comments about the Madison Water System and agreed it would be a good idea to further investigate the possibility of connecting to the Madison Water System.

County Manager Morris noted that the Madison Water System has a daily capacity of 1.5 million gallons.

Commissioner Jones reminded the Board of the upcoming sprinkler project at the hospital and the County's 50% responsibility for the cost.

Manager Morris noted that he had not found any grants available for the sprinkler project and would be including this expenditure in the upcoming budget.

County Manager Rick Morris suggested the BOCC consider all the 2011 goals for 2012 except for the leasing of the hospital which has been completed.

### **New Goals for 2012**

County Manager Morris presented the following three new goals and requested the Board of Commissioners consider including these goals for 2012:

- **Investigate and analyze the possibility of expanding electronic storage of documents in county departments to increase efficiency, reduce cost, and reduce paper storage requirements**
  - Feels the burden is on the manager to work with department heads to produce a business case that is cost effective and more efficient
  - Social Services is already contracting this type of service for storage
  - Sheriff's Department has just started a pilot electronic storage program
  - Forsyth and Davidson Counties are using iPads for agendas

Commissioner Jones noted that she would like to see cost comparisons with the use of iPads for agendas.

Chairman Lankford reiterated the need to have a complete cost analysis for the Electronic Storage System.

Manager Morris agreed there would have to be a business case to provide a cost savings.

Commissioner Walker noted that DSS used in-house staff to do some of the preparation of documents which saved cost and also suggested looking at purchasing scanning equipment that could possibly save additional cost.

Manager Morris noted that scanning equipment could be very expensive.

- **Support the Animal Control Advisory Council's goals of improving the Animal Shelter and its operations and reducing instances of cruelty to animals in the county**
  - Dr. Debbie Cowan is now the Chairperson for the Council and is very interested in improving the Animal Shelter and its operations
- **Support necessary changes to improve the operation and efficiency of the Stokes County 911 Communications Center**
  - BOCC has already taken steps by purchasing software for hiring telecommunicators
  - Made major changes this past week to place management personnel available at all times for telecommunicators
  - Will be placing other items in the 2012-13 recommended budget
  - Many of the counties' other departments depend on this department's performance to do their jobs efficiently
  - Will keep this department as a top priority
  - Support the creation of a regional backup center for 911 which will be paid for by the State – no county funding
  - Will bring a plan to the BOCC for the proposed backup center at a later date



Finance Director Julia Edwards added that the rules and regulations regarding the allocation of 911 funding are being changed; state is standardizing regulations for all E911 Centers in North Carolina.

### **Hiring Freeze**

County Manager Rick Morris presented the following proposed hiring freeze policy for the Board's discussion and consideration:

- Recommend a 90-day hiring freeze to begin April 1, 2012 and end the day the new budget is adopted
- Under the proposed hiring freeze, the County Manager would be allowed to approve internal postings for positions determined to be critical during the hiring freeze
- Under the proposed hiring freeze, the BOCC would be required to approve external posting of any positions determined to be critical by the County Manager or BOCC during the hiring freeze

Commissioner Walker noted that his position was that the manager runs the county on a day to day operation and a hiring freeze is included in the scope of the manager's duties.

The Board discussed the proposed hiring freeze policy.

Commissioner Booth noted the positive outcome from the hiring freeze done last year.

Chairman Lankford noted this could be included in the approval of the 2012 Goals.

County Manager Rick Morris reiterated that the policy would end once the 2012-13 budget was officially adopted.

Chairman Lankford provided the following information regarding unemployment:

- The Stokes County employment rate for December 2011 was 8.4 and 10.7 in January 2012

### **Goals:**

Chairman Lankford opened the floor for further discussion: (goals were not placed in any priority order)

- **Schools**
  - Board consensus to continue with the completion of the approved school construction projects

- Commissioner Walker confirmed that this would include the Lawsonville project
- **Community College**
  - Board consensus to take steps necessary to have a community college in Stokes County as soon as reasonably possible
  - Commissioner Booth requested to add Board input on the design of the facility
  - Chairman Lankford noted that he felt Board input on the design is included in the necessary steps
  - Vice Chairman Inman noted that he stressed at the Forsyth Tech Community Advisory meetings that the County would be involved with the design of the facility
- **Grants**
  - Board consensus to continue to search for any available grants
- **Economic Development**
  - Board consensus to continue to support and encourage the EDC, EDC Director, and the EDC Strategic Plan
- **Danbury Water System**
  - Board consensus to have the project completed in 2012

The Board unanimously agreed to carry these goals forward as 2012 Goals.

Chairman Lankford requested Board members add additional goals for Board discussion:

Vice Chairman Inman commented and suggested the following:

- Continue with a budget process that is fiscally conservative and takes into consideration the impact of a real estate market that is currently really stressed which will have a direct impact on the county's revenue
  - Feels the assessed revaluation will decrease considerably with the 2013 Revaluation
  - Feels the tax administrator's 5% countywide decrease average projection will probably not hold; could be at least a 10% decrease average in the King area
  - Reiterated the loss in revenue will be locked in for (4) four consecutive years
- Add to Goals for Board consideration: **Revenues drive expenditures to offset the impact of Revaluation**
- Add to Goals for Board consideration: **No property tax increase**

The Board briefly discussed revenue neutral which would dictate an increase in property taxes.

Commissioner Jones noted that Forsyth County is doing revenue neutral.

Vice Chairman Inman noted that even though the County will be getting Hold Harmless Funding this year; feels it should not be allocated for any recurring expenditure.

Commissioner Jones commented and suggested the following:

- Appointed boards in the county
  - Need to look at the efficiency of all appointed Boards
  - Have been attending some of the meetings and it seems nothing gets accomplished, more of a sounding board, not physically active making changes in the community
  - Possibly evaluate and disband boards that are not making a difference in the county
  - Need to evaluate the effectiveness, performance, efficiency, etc.
  - Could question the Department Head that is involved to see what the effectiveness of the Board really is to his department and the county
- Add to Goals for Board consideration: **Evaluation of appointed boards for efficiency and value**

Commissioner Walker requested the manager provide the financial impact of this allocation.

Commissioner Booth commented and suggested the following:

- Feels the continuation of the 2011 goals is a good start for 2012
- Add to Goals for Board consideration: **Provide essential services to the citizens of Stokes County**
- Add to Goals for Board consideration: **COLA or bonus if feasible**
  - Feels the longevity is a good system, but would like to see a COLA or bonus to employees who have not received a COLA or bonus in several years

Commissioner Jones added that employee morale is very important.

The Board discussed the last bonuses given in 2007 and 2008 which were not recurring cost.

Commissioner Jones noted the unknown costs relating to health insurance for the upcoming fiscal year.

Commissioner Walker commented and suggested the following:

- Feels the goals shared so far are very much on focus and on target
- Don't disagree with any that has been submitted for consideration
- Add to Goals for Board consideration: **Continue open, transparent government**
  - Have an obligation as an elected official to continue to earn the respect and trust of the citizens we serve
  - Currently, there is a lot of uneasiness concerning government at all levels
  - Public feels they have been let down (not referring to any particular board)
  - Will commit to earn back the public's trust
- Add to Goals for Board consideration: **Continue to improve "user friendly"**
  - Can always improve "user friendly"

- Add to Goals for Board consideration: Continue to improve employee utilization
  - Still may be opportunities where employees can be shifted to another department
  - Use available employee time, if possible, to assist in the preparation of document scanning
  - Salary Compensation Plan
    - Feels longevity is good in some ways, but personally a proponent of merit
    - Getting a raise for just showing up for work is one way to do it, but feels this punishes good employees and basically rewards marginal employees (if there are any)
    - Need to give the exceptional employees a reward for being outstanding employees
    - Like to see people rewarded where it is appropriate
    - Presently, the system the county has does not reward the exceptional employee
- On board with the continued support to the schools and the service delivery departments: Sheriff's Department, DSS, Health, EMS, Senior Services, etc.
- Be aware of how the county is meeting the mental health needs in the county in a cost effective, efficient way
- Quality of Life in Stokes County
  - New director on board at the YMCA
  - Recreation Advisory Council wants to do an evaluation survey to see what are the recreational needs in Stokes County and how the county can better serve the entire county as far as recreational needs
  - Continue to support the libraries
- Add to Goals for Board consideration: Continue to evaluate cutting expenditures
  - Continue to evaluate energy reduction programs to cut costs
  - Look at the purchase of cars that get higher miles per gallon similar to those purchased for DSS
  - Look at ways to cut fuel consumption
- Add to Goals for Board consideration: Space evaluation of county facilities
  - Need to see what space is available and move departments if necessary to be more efficient

Manager Morris noted the opportune time to evaluate space would be when Forsyth Tech vacates the lower level of the Government Center which is scheduled for May 2012.

- On board with continuation of the community college
- Add to Goals for Board consideration: Continue to improve county's image
  - Have made really good progress in this area
  - Want people to be proud to live in Stokes County
  - Want to continue to enhance the image of Stokes County
- Add to Goals for Board consideration: Tourism and Lodging
  - Don't want to drop this, very important to promote
  - There is potential for lodging in Stokes County and definitely a need

- Add to Goals for Board consideration: **High speed internet**
  - Need to continue to work to provide high speed internet to the un-served and underserved areas of the County
- Need to simplify government wherever possible
- Add to Goals for Board consideration: **More cooperation between county and municipalities**
  - Everyone benefits when everyone works together
- Need to take a year to year approach regarding the budget along with looking a few years down the road
- Add to Goals for Board consideration: **Buy Local**
  - Really encourage people to buy local especially since sales taxes are now considered on point of sale instead of point of delivery
- Add to Goals for Board consideration: **Continue to improve and look for ways to provide essential services**

Vice Chairman Inman noted:

- In listing goals, would challenge the Board to make sure the goal has measurable outcomes
- You must have strategies to accomplish goals which will produce measurable outcomes
- For example: If the goal is to have to improve the quality of education in our public schools and there were facility needs, the goal would be to improve facilities to enhance the quality of education
- If your strategies don't produce measurable outcomes, it would be hard to place them as a goal

The Board discussed placing strategies with measurable outcomes.

Commissioner Jones noted that you could take a goal listed last year and evaluate what has changed from year to year; this would be the outcome.

Commissioner Walker noted it could take more than one year to produce some measurable outcomes such as increasing tourism or lodging facilities.

Commissioner Jones noted the need to make realistic goals.

Commissioner Walker noted it is somewhat part of the manager's responsibilities to take some of these goals and figure out ways to accomplish them.

Vice Chairman Inman noted the need for this Board to have a direction it wants to take in order for the manager to follow.

Vice Chairman Inman noted that strategies for increasing tourism are included in the Strategic Plan adopted by the Economic Development Commission.

Commissioner Walker agreed that the strategies are included in the EDC's Strategic Plan, but noted the EDC is only an advisory board to the BOCC.

Commissioner Jones stated she had spoken to Director Wood about the EDC becoming more active; EDC has a Board Retreat scheduled in April.

Commissioner Walker noted that it was not the director's responsibility to tell the EDC what to do.

Commissioner Jones agreed it is not the EDC director's job, but just wanted to see something happening.

Commissioner Booth agreed with Vice Chairman Inman regarding the EDC's four prong strategic plan which includes tourism and lodging.

Chairman Lankford requested the Clerk to read each goal listed and requested the Board's direction whether to include as a 2012 Goal:

- **Schools**
  - Board consensus to continue with the completion of the approved school construction projects
  - Board's Decision: Consensus to include as a 2012 Goal
- **Community College**
  - Board consensus to take steps necessary to have a community college in Stokes County as soon as reasonably possible

The Board discussed whether to include the Board's participation in the design of the facility as part of the goal.

Vice Chairman Inman noted that Commissioner Walker and he serve on the Forsyth Tech. Advisory Council and can assure the Board that Stokes County will be at the forefront of the process when it comes time to build a building: this County will own the facility and this Board will agree on the design of the facility.

Commissioner Walker questioned whether to put in the goal to start the project in 2013.

Commissioner Booth noted that actually the project has already started in 2012 with the recent agreement with Pilot View RC&D.

- Board's Decision: Consensus to include as a 2012 Goal and not add the 2013 start date or participation in the design of the facility

Commissioner Walker noted that he had already had citizens make positive comments regarding the start of water and sewer project. Commissioner Booth noted that he had also heard positive comments.

- **Grants**
  - Add the same protocol as listed for the 2011 Goals
  - Board's Decision: Consensus to include as a 2012 Goal
- **Economic Development**
  - Board consensus to continue to focus on the four initiatives as set forth by the EDC (include the four strategies)
  - Board consensus to add Job Creation in the heading
  - Board's Decision: Consensus to include as a 2012 Goal
- **Danbury Water System**
  - Board consensus to have the project completed in 2012
  - Board's Decision: Consensus to include as a 2012 Goal
- **Revenues drive expenditures to offset the impact of Revaluation**
  - Board's Decision: Consensus to include as a 2012 Goal
- **No property tax increase**
  - Board's Decision: Consensus to include as a 2012 Goal
- **Evaluation of appointed boards for efficiency and value**
  - Board's Decision: Consensus to include as a 2012 Goal
- **Continue to provide essential services to the citizens of Stokes County**
  - Board's Decision: Consensus to include as a 2012 Goal
- **COLA or bonus if feasible**
  - Board's Decision: Consensus to include as a 2012 Goal
- **Continue open, transparent government**
  - Board's Decision: Consensus to include as a 2012 Goal
- **Continue to improve "user friendly"**
  - Combine with open, transparent government
  - Change goal to Continue open, transparent, user friendly government
  - Board's Decision: Consensus to delete as a separate 2012 Goal
- **Continue to improve employee utilization**
  - Manager continues to shift employees where the need is
  - Agreed this is the manager's responsibility
  - Board's Decision: Delete as a 2012 Goal

- **Continue to evaluate cutting expenditures**
  - Manager continues to look for ways to cut expenditures with quarterly reviews
  - Board's Decision: Delete as a 2012 Goal
- **Space evaluation of county facilities**
  - Manager continues to evaluate space when feasible
  - Board's Decision: Delete as a 2012 Goal
- **Continue to improve county's image**
  - Move under the continue open, transparent government
  - Board's Decision: Consensus to delete as a separate 2012 Goal
- **Tourism and Lodging**
  - Included in Economic Development Strategic Plan
  - Board's Decision: Consensus to delete as a separate 2012 Goal
- **High speed internet**
  - Agreed to Title the goal "Improve and Enhance Technology" and include cell towers, cell phones, and high speed internet
  - Board's Decision: Consensus to delete as a separate 2012 Goal
- **More cooperation between county and municipalities**
  - Agreed the Board continues to promote cooperation between with the municipalities with the quarterly League of Governments Meetings and daily communication if needed
  - Board's Decision: Consensus to delete as a 2012 Goal
- **Buy Local**
  - Agreed that this is driven by Economic Development
  - Placed under Economic Development
  - Board's Decision: Consensus to delete as a separate 2012 Goal
- **Continue to improve and look for ways to provide essential services**
  - Add look for ways to the previous goal to provide essential services
  - Board's Decision: Consensus to delete as a separate 2012 Goal
- **Investigate and analyze the possibility of expanding electronic storage of documents in county departments to increase efficiency, reduce cost, and reduce paper storage requirements**
  - Board's Decision: Consensus to include as a 2012 Goal
- **Support the Animal Control Advisory Council's goals of improving the Animal Shelter and its operations and reducing instances of cruelty to animals in the county**
  - Board's Decision: Consensus to include as a 2012 Goal
- **Support necessary changes to improve the operation and efficiency of the Stokes County 911 Communications Center**
  - Board's Decision: Consensus to include as a 2012 Goal

## 2012 Goals

Chairman Lankford entertained a motion.

Commissioner Booth moved to approve the following 2012 Goals for Stokes County:



- **Schools**
  - Continue with the completion of the approved school construction projects
- **Community College**
  - Take steps necessary to have a community college in Stokes County as soon as reasonably possible
- **Grants**
  - Place a higher priority and more attention regarding acquiring grants by implementing the following procedures:
    - Department heads research and identify grants for their individual departments
    - County manager and department head evaluate the pros and cons of each grant
    - County manager submits the proposed grant to the Board of Commissioners for their authority to proceed with the application and appropriate funding if match is required
    - Work with the Economic Development Director
- **Economic Development and Job Creation**
  - Continue to focus on the four initiatives as set forth by the Economic Development Commission which include:
    - Business Retention/Expansion
    - Business/Industry Recruitment
    - Entrepreneurial Activities
    - Travel/Tourism Development
  - Support the Buy Local Campaign
- **Danbury Water System**
  - Complete project in 2012
- **Revenues drive expenditures to offset the impact of Revaluation**
- **No property tax increase**
- **Evaluation of appointed boards for efficiency and value**
- **Continue to improve and look for ways to provide essential services to the citizens of Stokes County**
- **COLA or bonus if feasible**
- **Continue open, transparent, user friendly government**
  - Continue to improve county's image
- **Improve and Enhance Technology**
  - Continue to find ways to provide high speed internet to the un-served and underserved areas in the County
  - Continue to improve cell phone coverage in Stokes County
- **Investigate and analyze the possibility of expanding electronic storage of documents in county departments to increase efficiency, reduce cost, and reduce paper storage requirements**
- **Support the Animal Control Advisory Council's goals of improving the Animal Shelter and its operations and reducing instances of cruelty to animals in the county**
- **Support necessary changes to improve the operation and efficiency of the Stokes County 911 Communications Center**

Commissioner Jones seconded the motion.

Commissioner Walker confirmed that the goals are not prioritized and are all high priority goals.

The motion carried unanimously.

### **Hiring Freeze Policy**

Chairman Lankford entertained a motion to the following hiring freeze policy submitted by Manager Morris:

- Recommend a 90-day hiring freeze to begin April 1, 2012 and end the day the new budget is adopted
- Under the proposed hiring freeze, the County Manager would be allowed to approve internal postings for positions determined to be critical during the hiring freeze
- Under the proposed hiring freeze, the BOCC would be required to approve external posting of any positions determined to be critical by the County Manager or BOCC during the hiring freeze

Vice Chairman Inman moved to approve the hiring freeze policy submitted by Manager Morris at today's goals session. Commissioner Jones seconded and the motion carried unanimously.

### **Adjournment**

There being no further business to come before the Board, Chairman Lankford entertained a motion to adjourn the Goals Session.

Commissioner Booth moved to adjourn the Goals Session. Commissioner Jones seconded the motion.

Vice Chairman Inman noted that the goals sessions have been very productive and proud this Board has taken the time to set realistic goals that can be accomplished; "hard to go anywhere without a road map".

Commissioner Walker expressed his appreciation to Reporter Meghan Evans, Stokes News,

for attending the sessions.

The motion carried unanimously.

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**Darlene M. Bullins**  
**Clerk to the Board**

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**Ernest Lankford**  
**Chairman**