

The Board of Commissioners for the County of Cabarrus met for a Board Retreat in the Multipurpose Room at the Cabarrus County Governmental Center in Concord, North Carolina at 4:00 p.m. on Friday, February 28, 2020.

Present - Chairman:	Stephen M. Morris
Vice Chairman:	Diane R. Honeycutt
Commissioners:	F. Blake Kiger
	Elizabeth F. Poole
	Lynn W. Shue

Also present were Mike Downs, County Manager; Jonathan Marshall, Deputy County Manager; Rodney Harris, Deputy County Manager; Kyle Bilafer, Area Manager of Operations; Debbie Brannan, Area Manager of Innovation and Technology; Lauren Linker, Clerk to the Board; Lauren Tayara, Budget Analyst; Elizabeth Landrum, Management Analyst; Lundee Covington, Human Resources Director; Susan Fearington, Finance Director; Kevin Grant, Sustainability Manager; Todd Shanley, Chief Information Officer; Michael Miller, Infrastructure and Asset Management Director; Wayne Nixon, Register of Deeds; Kasia Thompson, Communications and Outreach Director; Kenny Robinson, General Manager of Cabarrus Arena and Events Center; Kate Sharpe, Fair and Events Director; Kelly Sifford, Planning and Development Director; David Thrift, Tax Administrator; Robbie Furr, County Extension Director; Karen Calhoun, Department of Human Services Director; Bobby Smith, Emergency Management Director; Londa Strong, Active Living and Parks Director; Jimmy Lentz, Emergency Medical Services Director; Tony Miller, Veterans Services Director; and Jonathan Weaver, Multi Media Journalist.

Also present: Charles Dougherty, Vice President, Economist, Wells Fargo; Dr. Richard Buttimer, Interim Senior Associate Dean, Director of the Childress Klein Center for Real Estate, UNCC and Ed Gagnon, President, Customer Service Solutions.

The meeting was called to order at 4:07 p.m.

Welcome, Introductions and Overview

County Manager Mike Downs welcomed staff and guests. He then recognized Charles Dougherty, Dr. Richard Buttimer and Ed Gagnon who were the guest speakers and provided an overview for the meeting.

Introductions were made by all in attendance.

Break

The Board took a short break at 4:16 p.m. The meeting resumed at 4:21 p.m.

Economic Outlook

Rodney Harris, Deputy County Manager provided a bio and brief introduction of Charles Dougherty, Vice President, Economist, Wells Fargo.

Mr. Dougherty presented an economic outlook via a PowerPoint presentation titled "U.S. Economic Outlook." Topics included:

- Economic Expansion
- U.S. Real GDP
- Inputs Imported from China Vs U.S. IP Weight
- U.S. Trade Policy Uncertainty Index
- Global Growth Performance
- Percent of S&P Revenues Earned Abroad
- ISM Manufacturing Index & Real GDP
- U.S. Nondefense Aircraft and Parts
- Oil Prices Versus Fixed Investment Spending On Energy
- ISM Versus U.S. 10-Year Treasury Yield
- Interest Rates
- Inflation
- Employment Growth Resilient
- Labor Market
- Unemployment And Monthly Job Gains
- Initial Jobless Claims
- Labor Force Participation Rate
- U.S. Adult Population Distribution

- Wages
- Consumer Spending
- Real PCE Versus Real Disposable Income
- Household Saving Rate
- Consumer Confidence Index and S&P 500
- Corporate Debt as a Share of GDP
- U.S. Debt Held by the Public
- Political Uncertainty
- U.S. Household Debt
- Mortgage Rate
- Construction
- Expanding Payrolls
- Employment Growth
- Job Growth
- Local Recovery
- Local Unemployment
- Population Growth

Mr. Dougherty also addressed the potential impact of the Coronavirus to the economy.

A discussion ensued. During discussion, Mr. Dougherty responded to questions.

Break

The Board took a short break around 5:20 p.m. The meeting resumed at 5:29 p.m.

State of Housing

Rodney Harris, Deputy County Manager, provided a brief introduction of Dr. Richard Buttimer, Interim Senior Associate Dean, Director of the Childress Klein Center for Real Estate, UNCC.

Dr. Buttimer presented a PowerPoint presentation titled "The State of Housing in the Charlotte Region."

The following topics were covered:

- Goals
 - A five year project to document and analyze the state of the housing market in the Charlotte region
 - Identify the trends that are happening in housing
 - Examine the owner-occupied housing market, the rental market and low-income housing
 - Provide context by comparing what is happening in the Charlotte region relative to what is happening in regional and national competitor cities
- Main Takeaways
 - Key driver of economic growth in this region - has long been a relatively low cost of living, especially housing costs
- Overview of housing
 - Charlotte Region
 - Mecklenburg County
- Trend 1: Land prices are Rising & Increasing
- Trend 2: Population growth Has outpaced housing growth
 - County Level Vacancy rates
 - Regional Comparison
- Owner-Occupied housing
- Trend 3: Supply Has Tightened
- Trend 4: Prices of Owner-Occupied Housing Are Rising
- Trend 5: Lower-Priced Homes are More Expensive
- Trend 6: Middle Income Affordability is Threatened
- Rental markets
- Trend 7: Rents have Increased
- Trend 8: Cost-Burdened Rate Among Renters is High
- Comparisons

There was discussion throughout and following the presentation with Dr. Buttimer responding to a variety of questions.

Dinner Break

The Board took a dinner break at 6:22 p.m. The meeting resumed at 7:01 p.m.

Strategic Plan Prioritization and Next Steps

Elizabeth Landrum, Management Analyst, presented an overview on a handout provided to everyone titled *Quality of Life Statistics in Cabarrus County*. She also responded to questions.

The presentation included statistics on the following key indicators:

- Healthy and Safe Community
- Sustainable Growth and Development
- Thriving Economy
- Culture and Recreation

A comparison of Cabarrus County to similar counties in North Carolina was included for the following categories:

- Overall Quality of Life
- Health Behaviors
- Social and Economic Factors
- Housing and Commute

Rodney Harris, Deputy County Manager, advised this information was provided in context to the strategic planning effort being discussed over the next hour. He then acknowledged Robbie Furr, Cooperative Extension Director, for taking the lead role in and getting the Strategic Plan to this point in terms of the Strategic Plan. Mr. Harris stated the focus tonight is to take all of those strategic priorities and goals and help narrow those down to concrete actions that can be taken over the next three to five years.

Ed Gagnon, President, Customer Service Solutions, presented a PowerPoint presentation titled "Strategic Planning Prioritization and Action Planning Session." During the presentation, Mr. Gagnon led a discussion and an exercise reviewing the Strategic Plan and prioritizing its goals.

The following topics were included:

- Setting the Plan on a Course for Success
 - Need to Transition Strategic Plan to Action
 - Enable Staff to Action Plan - Structure/Stage the Implementation
 - KSFs - Beneficial to Offer Guiding Principles for Successful Implementation
- Review/Refresh on the Strategic Plan
 - Strategic Priorities
 - Healthy and Safe Community
 - Culture and Recreation
 - Sustainable Growth and Development
 - A Thriving Economy
 - Transparent and Accountable Government
- Criteria to Consider - Review, Refine, Prioritize
- Apply the Criteria to Goals
- Determining Key Success Factors
- Confirming Next Steps

Wrapping Up and Reflections on the Day

Mike Downs, County Manager, thanked everyone for participating in today's retreat and gave a preview of activities planned for the next day.

Recess

The meeting was recessed at 8:17 p.m. until 8:00 a.m. Saturday, February 29, 2020 in the Multipurpose Room at the Cabarrus County Governmental Center.



Lauren Linker

 Lauren Linker, Clerk to the Board