

**Meeting Minutes
May 14, 2026**

**MINUTES OF MECKLENBURG COUNTY, NORTH CAROLINA
BOARD OF COUNTY COMMISSIONERS**

The Board of Commissioners of Mecklenburg County, North Carolina, met in Special Session for the County Manager's Recommended Budget for FY2026-2027, in the Meeting Chamber of the Charlotte-Mecklenburg Government Center located at 600 East Fourth Street, Charlotte, North Carolina at 11:00a.m. on Wednesday, May 14, 2026.

ATTENDANCE

Present: Chair Mark Jerrell, Vice-Chair Leigh Altman
and Commissioners Arthur Griffin,
Vilma D. Leake, Laura J. Meier,
Elaine Powell, George Dunlap
Susan Rodriguez-McDowell
County Manager Michael Byant
County Attorney Tyrone C. Wade
Clerk to the Board Kristine M. Smith
Deputy Clerk to the Board Arlissa Eason

Absent: Commissioners George Dunlap, Arthur Griffin,
and Yvette Townsend-Ingram

-INFORMAL SESSION-

CALL TO ORDER

The meeting was called to order by Chair Mark Jerrell, followed by introductions and the Pledge of Allegiance.

County Manager Michael Bryant gave opening remarks.

County Manager Bryant gave an overview of the FY2027 budget.

The Highlights were as follows:

The \$2.6 billion recommended budget features a 1.8%, or \$46.4 million, increase over the current FY2025-2026 operating budget. The Mecklenburg County property tax rate would remain at its current level of 49.27 cents per \$100 of assessed valuation.

Leading into the next fiscal year, Mecklenburg County's revenue growth rate is \$47.4 million (2.5%), compared to an average growth rate of \$75.5 million (4.7%) for the past four years. With that slower revenue growth, the budget shortfall for next fiscal year was projected at \$21-36 million. With the shift of a penny from the County's debt service fund, cost savings through an in-depth review of programs, and a strategic use of fund balance, the recommended budget avoids a projected tax increase of 2.24 cents. The result: No reductions to services; No property tax rate increase; Strategic new investments.

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Board Priorities

The FY2027 recommended budget includes a total of \$64.9 million in new funding for the Board of County Commissioners' priorities:

- Education: \$33.8 million
- Health Equity and Wellness: \$13.9 million
- Environmental Stewardship: \$6.7 million
- Workforce Development: \$5.3 million
- Senior Services: \$4.9 million
- Economic Development: \$235,400

In alignment with the Board's priorities, the recommended budget features investments tied to several categories.

Boosting Learning and Educational Opportunities

Charlotte-Mecklenburg Schools: The FY2027 recommended budget fully funds the Charlotte-Mecklenburg Board of Education's requested increase of \$25 million in ongoing operating funding to a total of \$691 million, an increase of 3.8%. The recommended budget also funds CMS's \$6 million request for student devices and continues to provide \$33 million for maintenance. That is \$730 million in total funding to Charlotte-Mecklenburg Schools.

Central Piedmont Community College: The recommended budget fully funds Central Piedmont Community College with \$50.3 million in operating funds, a 2.5% increase, and \$6.3 million in capital maintenance funding.

Charlotte Mecklenburg Library: \$2.4 million to support programming and 24 positions at the new main library and other operational costs.
Promoting Healthy and Thriving Communities

\$4.4 million to support the start-up and operations for a new, behavioral health facility-based crisis center.

\$2.1 million to enhance capacity and resources for Child, Family and Adult Services, including 21 new positions to support youth and family services, initiatives for older adults, and other support services.

\$300,000 to Vision to Learn Charlotte for eye exams and free glasses for low-income children.

\$250,000 to Freedom Fighting Missionaries to provide housing subsidies for vulnerable seniors.

\$4.3 million to support the County's critical home repair program, including a new Emergency Repairs Initiative.

\$3.5 million for the "Helping Out Mecklenburg's homeowners with Economic Support" (HOMES) program that provides relief to qualifying homeowners.

\$911,000 for Hearts for the Invisible to conduct targeted outreach for members of the community with significant barriers to housing and related resources.

\$451,000 to support the preservation of naturally occurring affordable housing (NOAH).

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\$264,000 to maintain the coordinated entry team, which helps housing-insecure residents access services.

\$170,000 to support the newly established Department of Housing and Community Development.

Expanding Jobs and Economic Opportunities

\$1.6 million for Project BOAST to mitigate the unintended impact that transportation and infrastructure-related projects will have on small businesses. That includes \$120,000 for Project RISING, a framework to conduct a community scan for pathways to support economic growth in underserved communities.

\$393,000 for Meck Pathways, Mecklenburg County's summer internship program.

\$200,000 to establish a social worker pathways program at Johnson C. Smith University.

\$1.7 million to expand Road to Hire, which supports high school students in their career journeys.

\$200,000 to support career lab training and advancement in partnership with Year-Up United.

The Road to Hire and Year-Up United partnerships will allow Mecklenburg County to establish guaranteed positions for individuals who have successfully completed programming through the Lasalle Building Initiative, further enhancing the path toward real economic mobility.

Promoting a Safe and Prepared Community

Sheriff's Office: \$5.3 million in new funding to support medical services, maintenance, juvenile housing, and overtime to serve an increased jail population.

Medic: \$8.9 million for Medic, of which \$2.7 million will be available to support recommendations from this year's study of emergency medical services.

\$624,000 to support reentry transitional housing and peer support for individuals returning from incarceration.

\$422,000 to expand staffing for pretrial and reentry services for the Department of Criminal Justice Services, and to fund certification with the National Association of Pretrial Services Agencies.

\$333,000 for positions and operating costs to continue providing safe and reliable elections.

\$264,000 to support the intimate partner violence clinical service team.

Improving Environment, Culture, and Recreation

\$10 million for the preservation and restoration of existing Park and Recreation facilities.

\$1.6 million to support operations and positions at the new Eastland Park, Kilborne Park, Latta Place, new greenways, and the Eastway Regional Recreation Center.

\$500,000 for programming and security at Park and Recreation facilities.

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Supporting Employees and Our Workforce

Mecklenburg County has more than 6,500 employees serving 1.2 million residents every day. Under Mecklenburg County's "culture of caring," the recommended budget addresses the needs of the County's dedicated public servants by investing \$41 million in new funding for employees.

\$16.9 million for a 3% across-the-board pay increase.

\$13.2 million for a performance-based pay increase, up to 5%.

\$4.4 million for \$500 one-time salary supplements, intended to provide relief to employees from rising inflation and the growing costs of necessities such as groceries, gas, and utilities.

\$2.5 million to increase the minimum wage for full-time County positions to \$25.53 per hour, a historic investment that would provide the County's lowest-paid, full-time employees with a living wage.

Fund Balance

Mecklenburg County's fund balance is the primary resource for unexpected or emergency situations. Use of dollars from fund balance is restricted to onetime, nonrecurring costs, and has helped fund many new initiatives that address the Board priorities. Fund balance is estimated to be \$196 million over the policy minimum at the end of FY2026. The FY2027 recommended budget utilizes \$95 million in fund balance for onetime expenses.

**26-0265 PRESENTATION OF THE COUNTY MANAGER'S RECOMMENDED BUDGET FOR
FY2026-2027**

The Board received a presentation of the County Manager's Recommended Budget for FY2026-2027.

Background: The County Manager is charged with presenting a Recommended Budget for the Board's consideration annually. No action is taken by the Board at this time.

Adrian Cox, Director of Management and Budget, gave the presentation.

Recommended Budget

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MECKLENBURG COUNTY
North Carolina

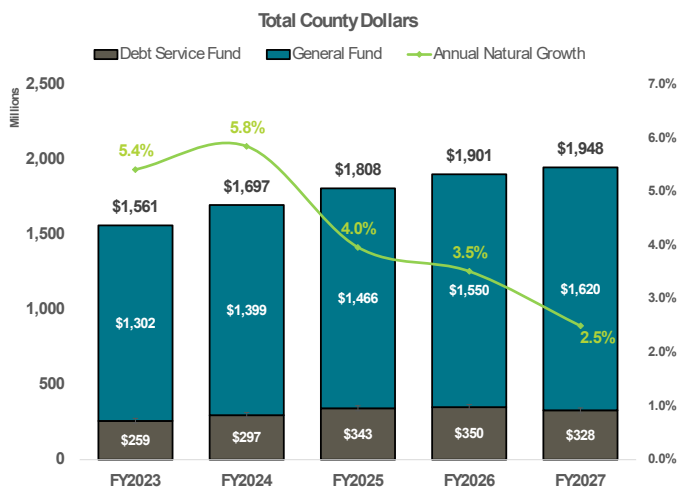
FY2027 Budget Outlook

- ▶ County dollar growth is trending lower than in prior years
- ▶ Federal funding changes present a further drain on available funds
- ▶ The need for services required to cultivate & maintain a high quality of life has not changed
- ▶ Staffing & operating costs continue to grow for the County & our partners
- ▶ Fund balance is a viable option for one-time or postponable costs
- ▶ A deep-dive analysis provided expense & revenue adjustments without impacting service

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Total County Dollars

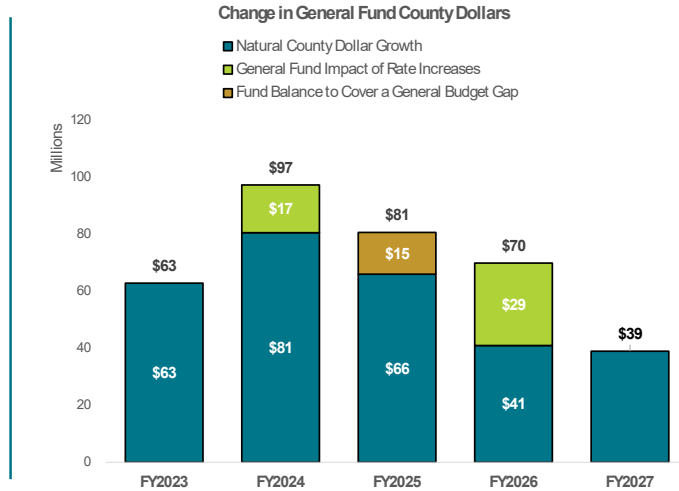
- County Dollars are the flexible funds within the General & Debt Service Fund, which include property tax & undesignated sales tax
- Total County Dollars are increasing by **\$47M (2.5%)**
- Although revenues are growing, the rate of natural growth (excluding rate increases or fund balance) is slowing.



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Growth in General Fund County Dollars

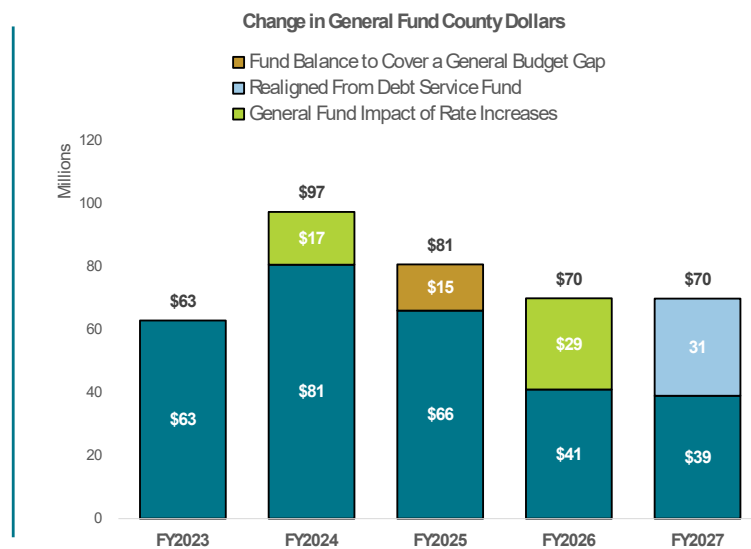
- General Fund County Dollar Revenue Growth is **\$39M** (2.5%)
- Annual growth was greater in prior years elevated by General Fund tax increases in FY2024 & FY2026



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Growth in General Fund County Dollars

- Shifting 1¢ of property tax from the debt service fund brings the County Dollar growth to **\$70M** or 4.5%, without the need for any tax increases



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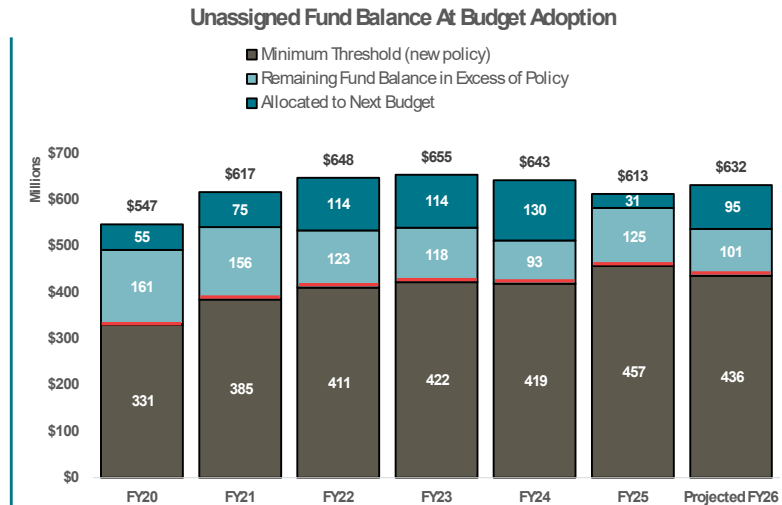
Growth in General Fund County Dollars

Revenue	Description	FY2026 Adopted	FY2027 Projected	\$ Change	% Change
Property Tax	Property tax	\$1,143,932,638	\$1,170,241,327	\$26,308,689	2.3%
Sales Tax	Unrestricted sales tax	320,015,853	334,056,576	14,040,723	4.4%
Other County Revenues	ABC, Register of Deeds revenue, interest, & other unrestricted revenue	86,172,244	84,837,015	(1,335,229)	(1.5%)
County Dollar Revenue		\$1,550,120,735	\$1,589,134,918	\$39,014,183	2.5%
Shift 1¢ of property tax from the debt service fund				\$ 30,855,709	
Total Recommended County Dollar Revenue			\$1,619,990,627	\$69,869,892	4.5%

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Projected Available Fund Balance

- Unassigned fund balance is estimated to be **\$632M** before making allocations
- The minimum threshold based on the policy shared by the CFO at the budget retreat is **\$436M**
- There is **\$196M** more than the policy minimum
- The Recommended Budget includes **\$95M**, leaving **\$101M** above the policy threshold



The chart above reflects the actual year-end fund balance and the minimum thresholds under the revised policy presented to the BOCC at the budget retreat in January. Projections in the 4th quarter, not actuals, informed prior-year budget decisions.

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Total FY2027 Recommended Budget

- Total budget growth **\$46M (1.8%)**
- Transit sales tax no longer budgeted
- Excluding Fund Balance & Transit Sales Tax total growth would be **2.9%**
- County Dollar growth **\$47M (2.5%)**

Revenues	County Dollars	Dedicated / Restricted	Total
Property Tax ¹	1,527,241,880	40,406,184	1,567,648,064
Sales Tax ²	334,056,576	100,951,098	435,007,674
Other ³	86,732,900	265,043,755	351,776,655
Federal		104,424,779	104,424,779
Fund Balance ⁴		95,524,014	95,524,014
State		34,356,094	34,356,094
Total Revenue	\$1,948,031,356	\$640,705,924	\$2,588,737,280

Expenses	County Dollars	Dedicated / Restricted	Total
General Fund	1,619,990,627	281,977,646	1,901,968,273
Debt Service Fund	328,040,729	128,682,628	456,723,357
Enterprise & Special Revenue		230,045,650	230,045,650
	\$1,948,031,356	\$640,705,924	\$2,588,737,280

Change From FY2026	\$47,440,533	(\$1,022,895)	\$46,417,638
Percent Change	2.5%	(0.2%)	1.8%

¹ Property Tax for LESD & FPSD is restricted
² A portion of Sales tax is restricted for School capital
³ Other Revenue includes service charges, permits, fees, etc.
⁴ Fund balance includes planned allocations of FPSD and LESD balance

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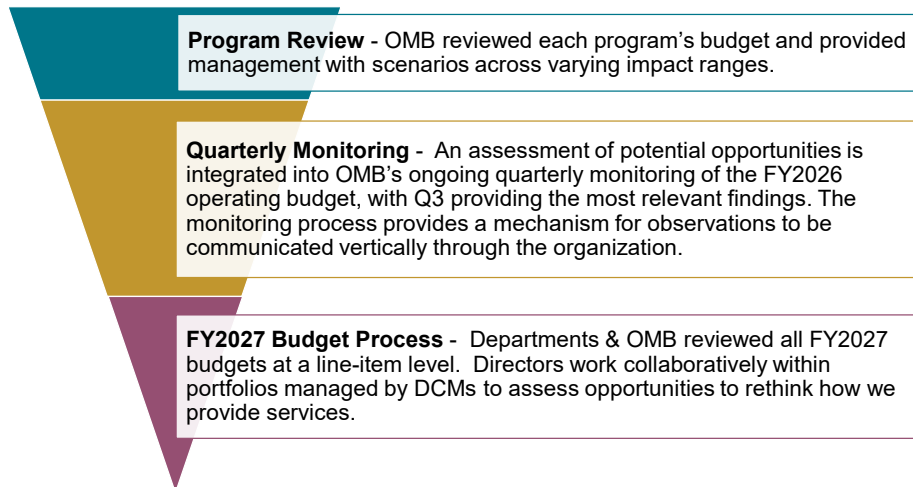
FY2027 County Dollar Budget Impacts

Expense & Revenue Changes Impacting County Dollars in the General Fund

County Dollar Impacts	
Funding for CMS & Central Piedmont Operating	\$26,328,728
Baseline County Salaries & Benefits Annualized cost & new insurance & retirement	13,600,367
Increase County Salaries Includes Merit, Across-the-Board, & minimum of \$25.53/hr. for all full-time positions	31,461,342
Sustaining Operations Increasing cost for contracts and services	11,707,770
New Facilities Operating costs for new facilities coming online	6,933,410
Enhanced Services Investments to improve outcomes or address critical needs	9,806,882
Reduction in Reimbursement for SNAP Administration Decrease from 50% to 25% of costs beginning 10/01/2026	7,476,566
Reduction in Medical Examiner Catchment Area Transition from serving Gaston County (partially offset with cost reductions below)	673,000
Deep-Dive Budget Assessment Cost savings, new revenue, & opportunities to leverage fund balance	(38,118,173)
Total	\$69,869,892

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Deep-Dive Budget Assessment



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Deep-Dive Budget Assessment

Offsetting Reductions to County Dollars

OPEB Trust - \$8.5M

Using the OPEB Trust balance in alignment with actuarial projections of ongoing post-employment benefit obligations, consistent with the Trust's intended purpose

Leverage Unspent Funds for Childcare Subsidies - \$4M

Funds subsidies through the carryforward of unspent funds while assessing opportunities to accelerate distribution

Departmental Revenue - \$6.9M

Revenue increases to help offset costs and growing service demand

Various Adjustments - \$5.4M

Reductions based on underspending & renegotiated agreements

Fund Community Service Grants & United Way Unite Charlotte Grants with Fund Balance- \$6.6M

Shifts the costs for County grants to nonprofits to a one-time funding source

Child Development Accounts - \$3M

Repurposing of unspent child development accounts

Operational Assessment - \$3.7M

Reduced position count by 53 based on department assessments of utilization service delivery options. Any filled positions have been reassigned, requiring no layoffs.

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Building the FY2027 Budget

Despite slower revenue growth & loss of Federal Funds, the budget funds critical services with no tax increase

- 1 Began with an estimated budget gap of **(\$36M-\$21M)**
- 2 Redesigned the budget process to facilitate cross-agency collaboration focused on ways to rethink how we provide services
- 3 Conducted a deep-dive budget review of every County budget line for opportunities to reduce cost & strengthen financial stewardship
- 4 Conducted a Program Review of all programs helping to inform the Balanced Scorecard & performance metrics
- 5 Reset the program structure based on the program review to better track performance going forward
- 6 Working with departments, we identified **\$38M** in adjustments to expenses, revenue, & opportunities to leverage fund balance
- 7 Initiated a pause on the rolling CIP to assess future needs and ongoing operating costs
- 8 Shifted 1¢ from the Debt Service Fund to the General Fund for an additional **\$31M**

Recommended Funding for CMS

	FY2026 Budget	FY2027 Requested	FY2027 Recommended	Change
CMS Operating	\$666,129,849	\$697,271,083	\$697,271,083	\$31,141,234
Offset for Unapproved FY26 State Raises		(6,034,014)	(6,034,014)	(6,034,014)
Net Ongoing Operating	\$666,129,849	\$691,237,069	\$691,237,069	\$25,107,220
One-time for Student Devices		6,000,000	6,000,000	6,000,000
Capital Maintenance ¹	32,960,000	32,960,000	32,960,000	
Capital & Technology	\$32,960,000	\$38,960,000	\$38,960,000	\$6,000,000
Total	\$699,089,849	\$730,197,069	\$730,197,069	\$37,141,234

3.8%
Net Ongoing Increase

Note: Funding included in the County Budget does not include fines & forfeitures that are remitted to the schools
¹ includes one-time funding

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Recommended Funding for Central Piedmont

	FY2026 Budget	FY2027 Requested	FY2027 Recommended	Change
Central Piedmont Operating	\$49,042,490	\$50,513,998	\$50,513,998	\$1,471,508
Offset for Unapproved FY26 State Raises			(\$250,000)	(250,000)
Net Ongoing Operating	\$49,042,490	\$50,513,998	\$50,263,998	\$1,221,508
Capital Maintenance ¹	3,575,000	6,225,000	6,225,000	2,650,000
Total	\$52,617,490	\$56,738,998	\$56,488,998	\$3,871,508

2.5%
Net Ongoing Increase

¹ includes one-time funding

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Employee Investments

Total funding all funds

\$53M
Total

\$41M
County Dollars

\$38.4M compensation increases

- **\$2.5M** to increase minimum wage to \$25.53 for all full-time positions, **providing a livable wage for employees**
- **\$16.9M** for 3% across the board increases
- **\$13.2M** for performance-based pay averaging 2.5% with a maximum of 5% for regular employees
- **\$4.4M** for \$500 one-time salary supplements
- **\$1.4M** for reclassifications & other position adjustments

\$14.9M baseline benefits

- **\$6.8M** for an expected 12% increase in medical premiums
- **\$4.6M** to annualize salary and benefits & account for lower vacancy rates
- **\$3.5M** for 0.75% increase for regular & 1.0% increase for LEO Local Government Employee Retirement System (LGERS) county contribution

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County Dollars for Sustaining Operations

Non-salary increases required to support current operations

\$12M
County
Dollars

- **\$5.3M** Jail operations, including facility cost, medical, & offsite juvenile housing
- **\$1.8M** Maintenance, utilities, security & fuel for County facilities and equipment
- **\$2.9M** Software & data management for existing systems
- **\$573K** Part time, overtime, and shift differential required to support current operations
- **\$451K** Contractual increases for Naturally Occurring Affordable Housing rental subsidies and administration
- **\$672K** Other contractual increases

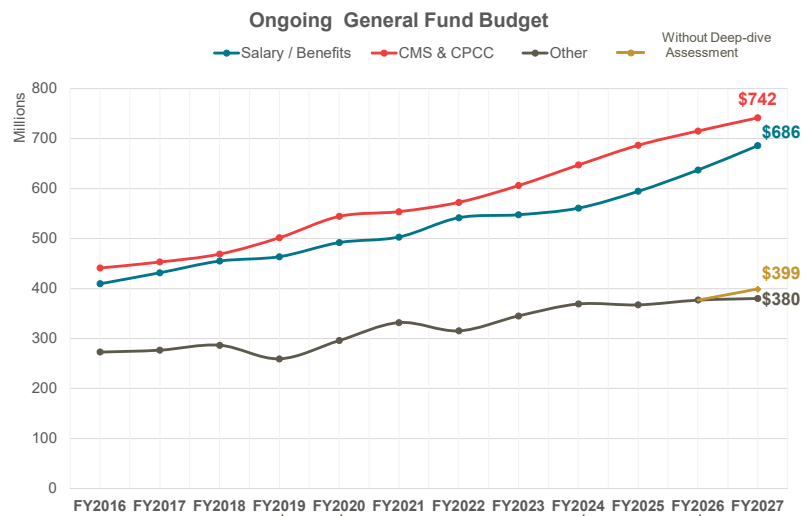
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Ongoing General Fund Trends

Total General Fund expenses excluding one-time allocations

Excluding one-time funding:

- Operating for CMS & CPCC increased by **4%**
- Salaries & benefits increased by **8%**
- All other expenses by **1%**
- Without the deep-dive budget analysis, other ongoing expenses would have grown by **6%**



* General Fund Tax Rate Increases

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The Manager's Budget invests in enhancements & new facilities that strengthen the ecosystem of services supporting County residents



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Housing

\$9.7M Total | \$1.5M County



\$4.3M
(\$4.2M one-time)

Continue the Critical Home Repair program, expanded to include emergency repair & an additional critical home repair manager

\$3.5M (one-time)

One-time funding to support HOMES grants for FY2027

\$1.2M

Street outreach and a senior housing initiative

\$624K (one-time)

Continue reentry transitional housing

\$170K

Two positions to support the Housing & Community Development Department

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Healthy & Thriving Community

\$7.4M Total | \$5.1M County



\$4.4M
(\$2M one-time)

Start-up & operations for a new Behavioral Health Facility-Based Crisis Center capable of serving 16 clients long-term & 12 short-term

\$1.7M

Support growing volume & complexity in child welfare cases (18 new positions)

\$528K
(\$264K one-time)

Continued funding for the 4 Community Support Services coordinated entry positions, & 2 intimate partner violence prevention clinicians

\$413K

Age-Friendly Mecklenburg initiatives and operating needs for services for adults

\$393K

Support growing demand in Youth and Family Services (2 new positions)



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Jobs & Economy

\$4.1M Total | \$1.8M County



\$1.7M
(\$120K one-time)

Project BOAST (\$300K to support small businesses & 4 new Economic Development staff), & One-time funding to conduct a community scan for opportunities to support economic growth in underserved communities

\$200K

LaSalle Street site partner

\$1.7M (one-time)

Road-to-Hire expansion from 300 students in Title 1 schools to 1,400 by year-3

\$200K (one-time)

Year-Up United partnership to support Career Lab training and career advancement program

\$274K
(\$200K one-time)

JCSU Social Worker Pathways Program & Expansion of Gardhouse Internship Program

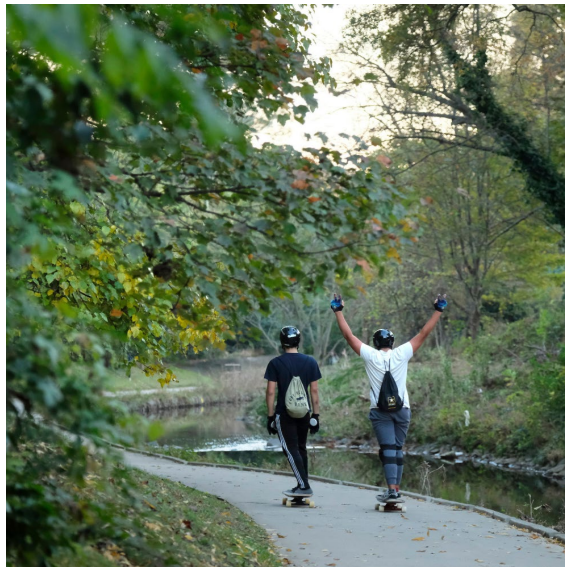
\$90K (one-time)

Impact Camp at JCSU providing 8–13-year-olds with hands-on exposure to skilled trade professions

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Parks, Libraries, & Cultural

\$10.5M Total | \$4M County



\$6.3M
(\$6.2M one-time)

Additional \$6.2M in one-time funding for Park Capital Reinvestment, for a total of \$10.2M, & an additional project management position

\$2.4M

\$2.2M & 24 positions to operate the new Main Library, & \$170K for other library operating & a Security Manager

\$1.6M

Operating & 11 positions for new parks, amenities & open space, including Eastland Park, Latta Place, and others

\$115K
(\$100K one-time)

\$100K to support cultural enrichment events in the University City area, & increase for the ACC Football Championship

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Safe & Prepared Community

\$9.6M Total | \$3.3M County



\$8.9M
(\$6.2M one-time)

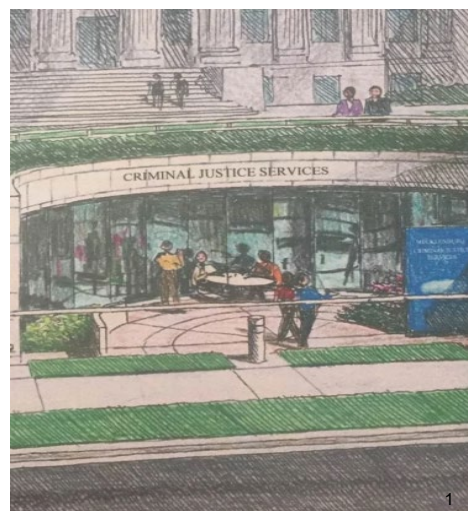
Additional operating funding from the County to increase supplements for first responders based on study findings, \$2.3M to replace 9 ambulances and 2 supervisor vehicles (funding will be repurposed for EMS needs in the future), & \$6.2M for 5 new ambulances, technology, & other capital

\$422K

4 Pretrial Release & 2 Reentry Positions to better meet the needs of clients and Court Officials

\$333K

4 positions and operating costs to continue providing safe and reliable elections



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Enhancements & New Facilities

\$41.3M
Total

\$15.7M
County Dollars



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Board Priorities

- **\$1.6B (63%)** in total funding is aligned to the Board's Budget Priorities
- **\$64.9M** in new funding, with \$27.7M from fund balance or non-county revenue sources
- **\$37.2M** in County Dollars mostly for CMS, CPCC, & health equity & wellness

Board Priority	FY2027 Recommended Total Funding	New Funding	New County Dollars
Education	\$1,021,019,329	\$33,819,081	\$27,519,081
Health Equity & Wellness	286,791,106	13,939,583	5,387,154
Environmental Stewardship	173,069,155	6,667,742	238,109
Workforce Development	97,329,082	5,317,120	3,250,453
Services for Seniors	40,945,567	4,946,738	782,238
Economic Development	10,535,279	235,400	15,000
Total	\$1,629,689,518	\$64,925,664	\$37,192,035

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Fund Balance Allocations

Recommended Use of One-time Fund Balance \$95M

Land Acquisition - \$30M

Capital Repair - \$16.8M

Includes \$7.8M for CMS & CPCC (\$39M total), \$6.2M for Park & Recreation (\$10M total), & \$244K for capital reserve (\$15M in projects total with existing funds).

Grants & Partnerships- \$16.5M

Includes \$4.7M for Community Service Grants, \$4.2M for Critical Home Repair, \$3.5M for HOMES grants, \$1.8M to continue Unite Charlotte, \$1.7M to expand Road to Hire, \$300K for Vision to Learn, \$200K for Year-up United, & \$90K for the Impact Camp.

Technology- \$12.3M

Includes \$6M for CMS to provide student devices, \$4.7M for technology reserve and one-time costs, & \$1.5M for Medic software and technology.

One-time Strategies, Pilots & Start-ups- \$10.8M

Includes \$4.4M for one-time salary supplements, \$2M Facility Based Crisis Center Startup, \$2M to explore options in HIV outreach, \$1M revaluation reserve, \$700K for Commissioner contingency, & \$541K for other one-time strategies.

Fleet & Equipment \$4.4M

Includes \$2.5M for 5 new ambulances & \$1.9M for County vehicle replacements, & other equipment.

One-year extension - \$3.7M

Includes \$2.2M for Paramedics Pathways recruiting program, \$651K to support the Roof Above Giles Center for one year, \$624K to the continue reentry housing program & \$264K for CSS intimate partner violence clinical service team.

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FY2027 Recommended Budget Key Takeaways

Total Funding:
\$2,588,737,280

County Dollars:
\$1,948,031,356

Allocated General
Fund Balance:
\$94,501,784

Property Tax Rate:
49.27¢
/ \$100 of Value

- **No change in the tax rate** despite growing costs and loss of federal revenue
- Provides a minimum livable wage of **\$25.53/hr.** for full-time County employees
- Fully funds CMS with **\$25M** in County funding for operating, a total of **\$691M**
- Includes **\$2.7M** ongoing funding to support Medic based on preliminary study findings
- Adds **24** positions & operating funding for the new Main Library
- Allocates a total of **\$10.2M** for Park Capital Reinvestments
- Includes **(\$38M)** in offsetting adjustments based on a deep-dive budget assessment without layoffs or impacts on services
- Begins to address growing expenditures
- Aligns investments to the County's new Balanced Scorecard
- Makes critical investments in housing, health, job growth, parks, libraries, cultural events, and safety

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Next Steps

Date	Time & Location	Meeting
May 20	2:30PM – 5:00PM Valerie C. Woodard Center	Budget Workshop – Detailed Overview of the Manager's Recommended Budget
May 21	6:00PM Chamber	Budget Public Hearing
May 28	9:00AM – 5:00PM Valerie C. Woodard Center	Budget Straw Votes
June 2	6:00PM Chamber	FY2027 Budget Adoption

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Additional Information

- Budget Documents & Information [Budget.MeckNC.gov](https://budget.mecknc.gov)
- Follow us on Facebook & X
- Register to speak at the budget public hearing
 - Online <https://mecknc.seamlessdocs.com/f/zh9ht5d16i8x>
 - Call 980-314-2912
 - Email at Clerk@mecknc.gov

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Meeting Minutes
May 14, 2026

County Manager Bryant thanked the Board and staff and gave closing remarks. He asked the Board to give the recommended budget consideration.

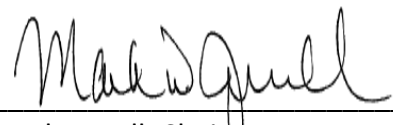
Chair Jerrell thanked the County Manager for his work and leadership.

ADJOURNMENT

With there being no further business to come before the Board that the meeting was adjourned by Chair Jerrell at 12:26 p.m.



Kristine M. Smith, Clerk to the Board



Mark Jerrell, Chair