# Cumberland County 2014 Strategic Plan UPDATE

**GOAL 1: Ensure a safe and healthy community by providing needed services to our citizens in a timely manner.**

• **Objective 1**: *Provide youth development program opportunities that promote good citizenship.*
- Library presented 46 youth programs that drew a total attendance of 2,030.
- Cooperative Extension completed a successful Youth Government Tour where youth learned about county services by visiting county departments and participating in hands-on activities.  The tour is the youth component of the Citizens' Academy.
- Following a recommendation of the Fayetteville Cumberland Liaison Committee, the Fayetteville-Cumberland Youth Council has been revived.
- Cooperative Extension's 4-H Youth Development program had 260 Youth 4-H participants. Youth worked on community services projects ranging from gleaning 650 pounds of sweet potatoes to collecting food and supplies for animal rescues.

• **Objective 2**: *Assist with efforts to reduce crime by repeat offenders.*
- Detention Center Expansion completed and building dedicated on Feb. 3, 2014. The expansion addressed overcrowding concerns and capacity increased from 568 to 884.
- Veterans Court held grand opening Nov. 13, 2014. The Finance Department assisted in the successful Governor's Crime Commission grant process. Veterans Services is participating in the Veterans Treatment Court.
- County Manager's Office, Sheriff's Office and Public Health Department are participating in Collective Impact meetings with other community leaders to address youth issues, crime prevention, and job readiness.

• **Objective 3**: *Improve emergency response services to citizens.*
- All the County fire departments have been consolidated under one Firehouse server managed by county Information Services.
- The 911 Communications Center completed its P25 console upgrade and went live on June 23, just in time for the state's conversion to P25.
- Ebola Planning and Response: Cumberland County Department of Public Health (CCDPH) hosts weekly Ebola conference calls from N. C. Department of Health and Human Services and invites various community partners. CCDPH, Emergency Services, Womack and Cape Fear Valley Hospital are meeting bi-weekly to strengthen community response and preparedness efforts in the event of an Ebola case.

• **Objective 4**: *Promote a healthy community by providing educational, health and human services programs and resources to citizens.*
- All County properties became smoke-free on Sept. 1, 2014.
- The Board of Commissioners adopted the final assessment resolution to provide water to the Bullard Circle project.
-  Engineering & Infrastructure secured USDA Funding in April 2014 in the amount of $3,372,700 for the Overhills Sewer Project.
- Sheriff's Office opened the Fuller School Resource and Community Policing Center

- Through a partnership with Cumberland County Schools, Sheriff's Office added eight School Resource Officers and one detective position dedicated to investigating school related incidents.
- DSS successfully implemented NC FAST and Affordable Care Act technology, service provision and policy requirements for the Food and Nutrition (food stamps) program and Medicaid applications. This involved coordination, communication and engagement with Social Services Board, County Commissioners, County Management, State DHHS, and community partners.
- DSS received grants from Casey Family Foundation, Federal Administration for Children Services, Cumberland Community Foundation and partnered with UNC Chapel Hill to improve permanency outcomes for children, focus on human trafficking and combat domestic violence
- Child Support met four out of five incentive goals for Fiscal Year 2014.
- Library presented 47 programs on health topics with a total attendance of 1,599.
- Community Development continued to promote and improve the safety and livability of communities and address human services needs through housing and human services programs.
- CCDPH:
    o Partnered with Cumberland County Schools and Cape Fear Valley Hospital to facilitate and host "Real Talk" event at Pine Forest High School to increase community awareness regarding teenage pregnancy prevention. The successful event featured more than 40 vendors as part of a health fair and approximately 360 teens and adults attended.
    o Conducted 19 rabies clinics during April 2014, resulting in the vaccination of over 1,800 animals (dogs/cats).
    o Provided vector control opportunities through the distribution of mosquito dunks to the public at no charge.
- CCDPH's Women, Infants, and Children (WIC) Nutrition program participated in several outreach events including:
    o the Cumberland County Fair offering a Rock-N-Rest area for pregnant moms and breastfeeding moms
    o Latino Outreach Day to introduce the Latino population to available resources
- CCDPH Health Education Division provided health education and information in four program areas (health promotion, communicable disease prevention, maternal/child health, and family planning). Some of their activities in this past year included:
    o developing and implementing community based initiative to reduce risk factors linked to chronic diseases;
    o implementing evidence-based sexually transmitted and HIV/AIDS prevention education
    o promoting healthy lifestyles for positive pregnancy outcomes
    o offering health and safety education to prevent accidents and unintended injuries
    o providing clinic and community based contraceptive education classes
    o engaging with SafeKids of Cumberland County to reduce incidents of accidental or unintentional injury to children.

- Soil and Water Conservation provided information and training in Soil and Water Conservation to children and adults in schools from pre-k to university level, libraries, parks and recreation centers, career days, county fair, state fair and citizens' academy.
- Animal Control reported an 18 percent decrease in euthanasia. The department also participated in national "Just One Day" no-kill event on June 11, 2014.
- Pet licensing compliance for cats grew from .09 percent to 5.8 percent and from 3.8 percent to 21.4 percent for dogs
- Cooperative Extension received a grant to renovate the Agriculture Center kitchen, which will now enable them to offer classes to youth and adults on nutrition, cooking and culinary arts.
- More than 370 youth and adults participated in Cooperative Extension nutrition programs such as:
    o Steps to Health, a supplemental nutrition assistance program for youth;
    o County Employee Healthy Cooking classes, cooking classes to provide County employees with healthy cooking information;
    o Read Me a Story, a food and nutrition program for children, which uses storybooks to share nutrition information;
    o Farm to Kitchen Camp, which educates youth on where food comes from

**GOAL 2: Provide adequate infrastructure consistent with orderly growth of a dynamic county.**

- Engineering and Infrastructure Department:
    o Secured USDA Funding in April 2014 in the amount of $3,372,700 for the Overhills Sewer Project.
    o Successfully maintained Community Rating System (CRS) rating of an eight when the National Flood Insurance Program (NFIP) audit was conducted
    o Completed Vander Sewer Project

• **Objective 1**: *Explore strategies to address the County's need for more office space, and ensure facilities are well-maintained.*
- Detention Center Expansion completed and building dedicated in February 2014. The expansion addressed overcrowding concerns and capacity increased from 568 to 884.
- Renovations to the 109 Bradford Avenue facility (former Mental Health building) completed. Space for Child Support expanded and Communicare relocated to the facility.
- Completed the Crown Coliseum steel compression ring recoating project.
- Issued RFQs and selected engineering firms to complete assessments on all County roofs and building envelopes as well as all paved parking lots as part of the CIP development process.
- Automated and replaced the emergency chiller at the LEC to ensure that 911 Center as well as server rooms for 911 and Sheriff's Office, stay operational during power outages.
- Demolished the old Legal Aid Building and in the process of bidding a project to expand the Gillespie Street parking lot for the Courthouse in this space.

• **Objective 2**: *Strengthen the County's green and energy-efficiency initiatives.*
- Solid Waste provides recycling at all county office buildings.
- Budget included purchase of four hybrid vehicles.

• **Objective 3**: *Advance the County's automation and technology capabilities.*
  - Digitization of DSS and Child Support Enforcement is currently at the procurement phase with implementation to follow.
  - Child Support participated with IS and DSS in developing/preparing for Digital Records System to include a department wide purge project of all physical files in preparation of the System.
  - Information Services has completed Phase 1 and Phase 2 of the Telecommunications plan.  Phase 3 is underway with DSS scheduled to be completed by June 30, 2015.

• **Objective 4**: *Increase gateway and other beautification efforts to create a more aesthetically appealing community.*

  - Crown Overlay District approved.

**GOAL 3: Promote economic development by creating and retaining jobs, and providing career opportunities, quality education, cultural and recreational services.**

• **Objective 1**: *Ensure effective economic development incentives and practices are in place to attract and retain business and industry.*
  - The current Joint Economic Development Incentive Program is being reviewed by the City and County.
  - County approved borrowing funding to finance Fayetteville Technical Community College building to house the I-CAR collision repair program.
  - Library held 23 small business programs and reached 285 potential entrepreneurs and 99 people received individual instruction to help improve employability skills.
  - The library's jobs and career programs and services reached 4,316. Vendors at the library's job fairs increased from 30 to 40 and they reported that 56 people were hired.
  - Library customers visited the Job and Career web pages 13,620 times and 50,872 customers accessed job and career databases.
  - DSS received a best practice award for the Internet Job Café held during the March to Work Job Fair in partnership with the library.

• **Objective 2**: *Promote economic development through the preservation of natural resources, farmland and the county's agricultural industry.*
  - Cooperative Extension completed the farmers market feasibility study and as a result farmers are now selling produce at three pop-up market locations and they hope to expand to additional locations in the next growing season.
  - Soil and Water Conservation assisted landowners with NC Agricultural Cost Share Programs with allocations over $25,000 and generated over $12,000 in revenue for the county through Grain Drill Rental to landowners**.**
  - Soil and Water Conservation provided information and training to children and adults in schools from pre-k to university level; libraries, parks and recreation centers, and at career days, the county and state fairs and citizens' academy.

• **Objective 3**: *Provide quality cultural and recreational services.*

  - Library provided 3,209 programs, reaching 87,043 participants.

- Grants from the Arts Council and State Library help fund the annual Storytelling Festival, the Writers' Workshop and provided interactive smart boards to enhance story times for children with special needs.

**GOAL 4: Educate, inform and engage employees, citizens, elected and appointed officials through effective and efficient communications**.

• **Objective 1***: Increase citizen engagement as evidenced by increased applications for County boards and committees and attendance at public forums and meetings.*
- Citizens' Academy held twice a year. To date, 140 citizens have participated since September 2012 when program started.
- Library held public forums on the Affordable Care Act, The Impact of Fracking in North Carolina, and local elections with a total attendance of 115.

• **Objective 2**: *Enhance communications systems and transparency so citizens can readily access information.*
- Live web streaming of meetings started Feb. 3, 2014.
- Public Information Office added Graphic Design Information Specialist II position and developed Branding and Graphic Design Style Guide.
- Online web pet licensing has increased by 38 percent.
- Information Services enhanced GIS data viewer.  Implemented new GIS maps and applications to include Surplus Property Viewer, My Government Services, Container Sites/Recycling Centers, and Development Review Finder
- Library created 11 online community resource guides on topics such as the 2014 Election, Homeschooling, information targeted to new residents about public services and activities in Cumberland County.
- Library added Common Access Card (CAC) Readers at all locations for soldiers to access military records, pay information and other online data.
- Library participated in 137 community outreach events and reached 19,064 people, who received information on library and county services.
- Library posted county press releases of public interest on community bulletin boards at all eight locations.
- Tax Administration:
    o  Updated information on web page; used citizen feedback to improve clarity of information.
    o Provided ability to make online payments 24 hours 7 days a week
    o Designed an online form for citizens to make payment arrangements for tax bills
    o Designed new brochures for citizens with information for "Tag & Tax" motor vehicle billing and the Present-Use Valuation Program

• **Objective 3**: *Improve internal communications.*
- Information Services is continuing to enhance Voice Over Internet Protocol (VoIP) as a part of the Telecommunications Plan to include video capability.
- In partnership with Information Systems, HR has successfully transformed the Performance Development and Management System from a labor intensive, pen and paper system to a simple, paperless web-based system. HR trained departments in the use of the new PM web-based system.

- HR provided county policy directives for new hires online during the onboarding process. This enables easy access for all employees county-wide to stay abreast of new and/or revised county policies.
- IS created an automated Print Shop Request System.
- Tax Administration experienced a smooth transition to the new State mandated DMV "Tag and Tax together" billing system
- CCDPH shares its internal newsletter with the County Leadership Team and Board of County Commissioners, Board of Health and agency staff.
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• **Objective 4**: *Enhance collaboration between county government and other boards, committees and commissions.*

- School Funding Agreement was approved by Board of Commissioners and Board of Education.
- County continued Federal Legislative Program partnership with City of Fayetteville and Chamber of Commerce. Partnership hired FeagreBD as federal consultant and adopted Federal Legislative Agenda.
- The library conducted two public awareness campaigns in collaboration with the Department of Animal Control to increase awareness of Animal Control services, pet adoption, and to collect supplies for animals housed at the county shelter. The April collection provided hundreds of pounds of pet food, treats and grooming supplies. The October campaign ended on Oct. 31. The library presented adult and youth programs on animal care, pet therapy, and conducted pet adoption events.
- Library provided Information Services staff, computers and instruction for the public to complete online job applications and resumes at the DSS job fair.

**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.**
- After a national search, the Board of Commissioners hired Amy Cannon as new County Manager in June.

• **Objective 1**: *Optimize service delivery through innovation, automation and technology to enhance current services and create new service opportunities.*
- Finance and IS worked together to select a Finance / HR / Benefits software package.
- Sheriff's Office implemented an online Gun Permit Application system and transitioned from paper to online system in May 2014. Allows for online application and payment 24 hours a day, 7 days a week.
  o Two computer kiosks were installed outside Gun Permits Office in the Law Enforcement Center to enable citizens without internet access to apply.
  o Office can now notify applicants of permit status via email, text message or phone.
  o Allows CCSO employees more time to review and process applications, improving processing time and error rates.

- CCDPH optimized service delivery through implementation of:
  o Electronic Health Records (EHR) for various medical clinics within the agency

- o Crossroads, a new electronic database system, for Women, Infants, and Children (WIC) Nutrition program
  - o Centralized Registration, which facilitates the initial registration process for patients, and Centralized Registration Triage, which assists walk-in patients with service provision based on their needs including patient appointments, information and education, and resource referral.
- DSS implemented innovative service delivery for social work services and public job fair:
  - o MS Window tablets for social workers, which allows full access and navigation remotely from office desk top to work in the community and homes of citizens
  - o Collaborated with the public library to add a remote computer lab to the public job fair that allowed citizens to apply for jobs both in person with employers and online. Agency won a best practice award for the job fair in October 2014
- Veterans Services gained access to the Department of Veterans Affairs Personal Identity Verification System.

• **Objective 2**: *Encourage citizen engagement and provide feedback opportunities through various outlets as it relates to service delivery.*
- Annually, the library conducts a customer satisfaction survey based on its current long-range plan. In October 2014, the library completed a survey of more than 1,200 customers to gather their feedback on library services as part of developing its next long-range plan for 2015-2020.

• **Objective 3**: *Implement staff development and training programs.*
- Expanded IT Awareness and Basic Functions Training to all employees.
- Beginning in July 2014, accountant staff began the education and testing process to achieve Certified Local Government Finance Officer status.
- HR introduced the Leadership Development Certification Program to enhance our Staff Development and Training Program. This allows supervisors and managers to enroll in courses that prepare them to excel in top leadership positions. Tax Administration has been proactive in requiring employees attend.
- The library has a system of internal staff training and provides external staff training to other county employees and departments.
- CCDPH implemented training programs for interns of various disciplines including nursing, social work, management, administration, dentistry, public health, interpreting, etc. In the past year, we provided internship or training/volunteer opportunities to approximately 157 individuals.
- CCDPH continued to engage new employees through an internal new employee orientation. In the past year, we provided orientation to approximately 30 individuals.

• **Objective 4**: *Recognize employees for their achievements.*
- The library has annual exceptional employee awards as well as other informal ways of acknowledging employee achievements. The Marketing Department began a monthly staff e-newsletter that includes employee recognition.
- CCDPH utilizes an internal newsletter as a forum for staff to recognize one another for their achievements.

• **Objective 5**: *Explore competitive pay based on labor market analysis and update classification system.*

- Child Support experienced retention success with only one position having to be filled due to a vacancy
- CCDPH began discussions with Human Resources about exploring a competitive pay plan for mid-level healthcare providers.