



**Report on strategic achievements between September 2011 and January 2012.**

**Mission statement:** To provide quality services to our citizens while being fiscally responsible.

**Vision statement:** To grow as a regional destination for employment, economic development, commerce and cultural pursuits.

**Core values:** Serving Cumberland County citizens with PRIDE:

- Professionalism
- Respect
- Integrity with accountability
- Diversity
- Excellent Customer Service

Recognizing that all people are different, we treat everyone with dignity and serve our diverse population with professionalism, respect, integrity, diversity and excellent customer service (PRIDE).

**Goals, Objectives and Action Steps**

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

**Objective 1: Assist with reducing youth crimes and gang involvement by providing youth development program opportunities.**

**Action steps/outcomes:**

- **Conduct an assessment of all youth development services currently being provided by county agencies and look for areas for collaboration and gaps in services.**
  - **Collaboration:** HR is providing a trainer for the “Team Building” module of Parks & Recreation’s Youth Training Program. (Presented on 10/6/11 and 1/14/12).
  - **Federal grant:** N.C. State University received a federal grant to improve education stability for foster children in Cumberland County. The Fostering Youth Educational Stability (YES) project will run for 17 months. It is a partnership between Cumberland County Schools, Cumberland County DSS, Cumberland County LME, the court system and other community partners.
- **Provide youth development opportunities through 4-H, youth component of the County’s Citizens’ Academy, library youth services, and volunteer programs through various departments.**
  - Mental Health and CommuniCare co-sponsor two “Teens Making a Change” (T-MAC) programs.
  - Between June 30 and Dec. 31, 2011, the library presented 1,130 children’s programs (attendance totaled 30,196) and 237 teen programs (attendance totaled 5,078). Total attendance for youth-oriented programming was 35,274.
  - 4-H:
    - Worked with 846 youth in 2011.
    - Reached out to military youth with 21 4-H clubs located on Fort Bragg.
    - Youth representatives were selected for the 4-H Honor Club, attended the NC Association of County Commissioners annual meeting, and participated on NC Spin, a televised political show.
    - Added the 4-H Expanded Food Nutrition Education Program to teach youth the importance of nutrition and physical activity.



- **Coordinate application and administration of grant funding available for youth development initiatives.**
- **Advocate with the Board of Education for alternatives to the high school academic track and seek an increased focus on vocational and military programs to combat the drop-out rate.**
  - Dr. Larry Keen (FTCC) and Chip Lucas (CCS) presented update at 10-17-11 BOC meeting on Career and Technical Education Program.

**Objective 2: Assist with efforts to reduce crime by repeat offenders.**

**Action steps/outcomes:**

- **Continue well-structured Pre-trial Release and Day Reporting Center programs featuring education classes, employment and life skills training, cognitive behavior intervention, drug classes, alternative care services and curfew monitoring.**
    - Mental Health will fund full-time licensed jail coordinator position for offenders who have mental health/substance abuse diagnosis, coordinate care, set up treatment plans, work to coordinate care post release.
    - Veterans Services Director and the Deputy County Manager attended national training with District Court representatives on establishing a Veterans Court.
    - Mental Health staff met with representatives from Critical Access Behavioral Health Agencies (CABHA) to further discuss their involvement in community initiatives with Carolina Collaborative Community Care, the local primary-care network; the Juvenile Justice Substance Abuse Mental Health Partnership Program; and Cumberland County Schools. Providers are identifying resources and internal protocols for working with these groups.
    - Animal Control regularly allows persons ordered to perform Community Service to work in the shelter.
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- NOTE - After July 1, the Day Reporting Center will no longer fall under the Criminal Justice Partnership Program grant and will go out to bid. The director reports that services will be offered to the agency that wins the bid in order to continue drug treatment, GED services, anger management, life skill classes and employment assistance through various agencies.
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- **Continue efforts to expand the Detention Center and address capacity issues.**
    - Project is expected to be bid out in April and construction to begin in May, with a 13-month construction period. Estimated completion date is June 2013.

**Objective 3: Improve emergency response services to citizens.**

**Action steps/outcomes:**

- **Implement emergency and non-emergency notification system.**
  - CodeRED went online in August 2011. Promotion is ongoing.
- **Work with the Public Safety Task Force on recommendations to improve emergency response.**
- **Consolidate computer Assisted Dispatch (CAD) between City and County.**
  - Backup site for CAD data completed. Project schedule finalized. True redundancy in place.
  - Steering committee formed with multi-jurisdictions. Procedures developed and approved by committee.
  - Weekly meetings with county IS and city IS.



- Preliminary data audit completed.
- Waiting on MOU to be finalized.
- **Integrate Cape Fear Valley EMS ambulances into county CAD system to provide ambulance location.**
  - Waiting on Cape Fear Valley EMS for implementation. EMS is revamping the automatic vehicle locator solution.
- **Explore feasibility of a citizens watch telephone service.**
- **Upgrade FireHouse records management software for Cumberland County Fire Departments.**
  - Funds approved and project to be completed by end of 2012.

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NOTE ADDED ACTION STEP

- **Implement Bi-directional Antennas for DSS/health department**
    - Funds approved.
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- **Implement new hardware and communications software to decrease the response time for Animal Control.**
    - Project completed on May 18. With the implementation of new software, Crystal Reports has been added in order to provide accurate reporting to local and state officials.
  - **Meet national standards for dispatch emergency calls.**
  - **Plan for regional back-up 911 Center.**
  - **Move toward Nextgen 911.**
  - **Establish a consolidated Public Safety Answering Point between City of Fayetteville and County within the next five years.**

**Objective 4: Promote a healthy community by providing educational, health and human services programs and resources to citizens.**

**Action steps/outcomes:**

- **Conduct community health needs assessments.**
  - Health Department will be conducting a citizens' survey for two months to assess the level of service the department provides and what kinds of health care services citizens in general are using in the community. Survey will be conducted online and via paper copies.
  - Health Education section submitted its annual report to the state.
- **Provide health, child/elder abuse prevention, mental health and nutrition education programs and consumer resources for children, citizens and employees.**
  - DSS participated in the development of the Family Justice Center, which opened in February, through efforts by the Fayetteville Police Department to centralize and streamline domestic violence services in the community.
  - DSS received a Child First Grant in collaboration with Child Advocacy Center, Fayetteville Police Department and DSS agencies in Hoke, Robeson and Sampson Counties to develop a training and



certification program for forensic interviewers who work with child victims of sexual and physical abuse. Mental Health staff assisted.

- Library presented adult and youth programs with a total attendance of 721 people on health issues. In addition, the library conducted three staff training webinars on addressing health or work-related stress issues.
  - The employee Wellness Center (pharmacy, express-care clinic and wellness clinic) is scheduled to open by July 1. The Health Department will oversee the operation and is hiring staff.
  - The Crisis Intervention Team (CIT) conducted its sixth training academy with 24 law enforcement officers successfully graduating. A total of 182 law enforcement officers have now received CIT certification through the program.
  - Soil & Water Conservation District presented conservation education programs to children at public libraries, elementary schools and after-school groups.
- **Provide rabies clinics and encourage spay and neutering programs.**
- The Health Department and Animal Control will offer rabies clinics in April. There will be three clinics operating every Tuesday and Thursday throughout the entire month.
- **Provide mental health and human services programs that improve citizen health and well-being.**
- DSS was one of eight counties to participate in the Reaching for Excellence and Accountability Program (REAP) state pilot. Community agencies, citizens, and partner agencies worked as a team to develop plans to improve child protective services. An achievement plan has been completed and will be rolled out to the community in March 2012.
  - Health Department implemented quality improvement initiatives in the adult clinic and was recognized by the NC Center for Public Health Quality with a “Most Improved” award.
  - Community Development provided funding to the following agencies under the Public Services program:
    - Myrover Reese Fellowship Homes, Inc – \$15,200 to assist in providing literacy and life skills training to homeless individuals.
    - Better Health of Cumberland County – \$32,000 for healthcare assistance and education programs to low income citizens.
    - Cumberland County Drug Treatment Courts – \$30,000 to Drug Treatment Courts, encompassing the Adult Treatment Court (ADTC), Family Drug Treatment Court (FDTC), and Sobriety Court (SC), to assist in breaking the cycle of substance abuse and crime.
  - Cooperative Extension offered 55 classes related to nutrition, weight management and physical activity in 2011. More than 500 youth and adults participated.
  - Mental Health received an additional \$414,794 for the Road to Resilience grant to continue services until June 25, 2012. The total grant was \$555,000 to hire crisis counselors and support personnel to assist county residents affected by the April 16, 2011 tornados.
  - Mental Health’s Patient Assistance Program provides the medications at no charge if the patient meets eligibility criteria. From September-December 2011, 149 patients were served. The approximate cost of medications: \$100,000.

### **Objective 5: Strengthen the County’s green and energy-efficiency initiatives.**

#### **Action steps/outcomes:**

- **Promote recycling efforts through marketing and education.**
- Cardboard recycle container is in place for use by Agri-Center and Coliseum Complex.
  - Crown installed low-energy usage light-bulbs.



- **Increase concrete recycling by purchasing a concrete crusher and promoting more construction and demolition recycling.**
  - Crusher has been purchased. Awaiting air-quality permit from the state.
- **Establish County government-wide green programs and policies.**

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

**Objective 1:** Explore strategies to address the County's need for more office space, and ensure facilities are well-maintained.

**Action steps/outcomes:**

- **Inventory and assess all County facilities to determine usage, space availability, feasibility of retrofit, regulatory compliance and condition of infrastructure.**
  - Inventory is 90 percent complete.
- **Develop a County facilities plan and explore opportunities to share and create needed office space.**
  - Renovation work continues at the E. Newton Smith Center for the new employee Wellness Center (pharmacy, express-care clinic, wellness clinic) and the relocation of the Board of Elections. Demolition is 90 percent complete. HVAC work is set to begin in February. Plans and specifications for pharmacy up-fit are 80 percent complete.
  - HVAC renovations continue on the Winding Creek Annex. Construction timeframe is four months. Community Development will move to this facility.

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NOTE: HR is seeking a training facility to support staff development efforts and Veterans Services would also like to move out of the DSS building.

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**Objective 2: Improve transportation services in rural areas and promote expansion of van, rail and air systems.**

**Action steps/outcomes:**

- **Conduct an assessment of current transportation needs to include review of: usage, points of interest, locales and best practices from other communities.**
- **Provide portal-to-portal transportation to rural residents.**
  - Community Transportation Program expanded its services for rural residents who need transportation for job access. The needs-based service provides transportation for citizens who do not own their own vehicles and need transportation to and from work.
- **Continue road improvements through the thoroughfare planning process.**
- **Advocate for a direct flight from Fayetteville to Washington, D.C.**
  - Direct service between Fayetteville and Reagan National Airport is scheduled to begin March 25.
- **Educate and encourage citizens to participate in ride-share/carpool program.**
  - Promote SharetheRideNC.org website in employee newsletter and during Air Quality Week promotions.



**Objective 3: Increase gateway and other beautification efforts to create a more aesthetically appealing community.**

**Action steps/outcomes:**

- **Enforce ordinance and code regulations in order to maintain a visually friendly and safe environment.**
  - Planning department promoted and approved two subdivision density developments which preserve green space.
- **Enlist Master Gardeners to assist in beautification and green efforts by providing educational opportunities and consultation services.**
  - Master Gardener volunteers gave over 8,800 volunteer hours for educating and consulting with the public about horticulture. The estimated value of their services to Cumberland County citizens is \$176,000.
  - Master Gardener volunteers provided workshops to local organizations on gardening related topics.
- **Promote Master Gardener hotline for citizens to contact regarding horticultural questions and concerns.**
  - Over 400 telephone calls and 500 face-to-face contacts were made by the Master Gardener hotline concerning horticultural questions and concerns.
- **Promote Community Development and other programs that offer rehabilitation assistance**
  - As of Jan. 17, 22 citizens have had their homes repaired through Community Development programs and two investors have received repairs through our Rental Rehabilitation Program (RRP) on properties with the intent to rent to low income families.

**Objective 4: Continue efforts to provide safe water to all citizens.**

**Action steps/outcomes:**

- **Move forward with Gray's Creek Water & Sewer District referendum.**
  - Bond Referendum failed on 11-08-12 with 165 voting in favor and 883 voting in opposition.
- **Seek resources to implement projects in other priority areas as outlined in Rural Water Feasibility Study.**
  - County has been approved for a principal-forgiveness loan from the NC Department of Environment and Natural Resources for the Southpoint project. Consulting engineers Koonce, Noble and Associates plan to bid out the project in approximately 45 days.
- **Continue work of Safe Water Task Force.**
- **Update the Safe Water web page.**



**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.**

Action steps/outcomes:

- **Identify expectations for economic development through partnership with the Chamber of Commerce to include existing incentive program and policy, utilization of existing business sites and industrial parks, and job creation.**
  - **Continue to support economic development and incentive plan for businesses.**
    - Received two Golden LEAF Foundation Grants related to Economic Development.
    - Began work on Vander sewer project. Request for Qualifications for engineering services prepared and sent to local engineering firms, responses received on Jan. 20 and selection committee met on Feb. 2.
  - **Promote development that is economically viable through responsible land use planning and zoning.**
  - **Continue to support affordable housing development.**
    - As a part of the HOPE VI Project and Old Wilmington Road Revitalization, four multi-family apartment complexes have been constructed totaling 404 affordable rental units, 349 of those units are occupied. Additional affordable housing developments are under construction. Fayetteville Metropolitan Housing Authority has requested Community Development continue to provide Housing Quality Standards inspections for the HOPE VI project.
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- **NOTE: Community Development suggests the following addition to action step- Continue to support affordable housing development and support community efforts in developing shelter, transitional and permanent housing, and provision of supportive services to the homeless.**
- CD is seeking funds for an Affordable Housing Development - Robin's Meadow Phase II: 16 units of permanent housing for homeless families. (Grant through North Carolina Housing Finance Agency requires a 50 percent cash match, which would be approximately \$400,000)
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- **Provide engineering technical assistance to Chamber regarding existing business and industrial parks.**
  - **Establish a user-friendly customer referral process to include a web page to answer frequently asked business-related questions.**
  - **Explore assigning an economic development case manager to provide information and referral to new and existing businesses as they navigate the County's permitting and other regulatory processes.**
  - **Provide small business programs, databases, job and career centers, and skills training.**
    - The library received a Golden LEAF Foundation Grant allowing the library to provide each of its eight locations with a mobile computer lab equipped with 10 computers. The library is leveraging its availability of space, trained staff and equipment to form community partnerships with agencies such as FTCC's Career Readiness Certificate program.



- From July 1-Dec. 31, 2011, the library presented 72 business related programs having total attendance of 1,214 and provided 23 individuals with one-to-one professional service in improving business skills such as resume building, assistance with online job applications or learning basic computer skills through Book-a-Librarian.
- DSS “Fall into Work Job” Fair in October 2011.

**Objective 2: Promote economic development through the preservation of natural resources, farmland and the county’s agricultural industry.**

**Action steps/outcomes:**

- **Utilize the Working Lands Protection Plan as a guide to promote the long-term use of agricultural land.**
  - Cooperative Extension assisted Farm Bureau and the Farm Advisory Board in utilizing the plan to promote finding a permanent location for a farmers market.
  - The plan has also been utilized to promote participation by local agriculture groups to become actively involved in local government issues pertaining to agriculture including the farmer’s market, utility issues, transportation issues, and zoning issues.
- **Assist in the expansion of agriculture to include new markets, traditional commodities, and farmers markets in order to increase revenues of local farm products.**
  - The Fayetteville Farmers Market experienced a 25 percent increase in vendor participation and a 33 percent increase in income over 2010.
- **Promote programs for young farmers and students to encourage the growth and development of careers in agriculture.**
  - Cooperative Extension agents assisted 4-H members and local FFA chapters with livestock judging and forestry competitions; attended local school career fairs to promote agriculture and Extension careers; and worked with the Cumberland County Farm Bureau in selecting the Young Farmer of Year, who now holds a seat on the Board of Directors. Young farmers were appointed to the Farm Advisory Board through Cooperative Extension recommendations, and one young farmer served as the president of the State Agri-Tourism Association.
- **Promote agri-tourism as economic opportunities for farmers.**
- **Promote the expansion of the Cape Fear River Trail.**

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

**Action steps/outcomes:**

- **Provide diverse events and programs to entertain, educate and enlighten.**
  - Between July 1- Dec. 31, 2011, the library presented 1,628 programs with a total attendance of 38,542.
  - The Godwin Park will open March 30.



**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.

**Action steps/outcomes:**

- **Develop a Cumberland County Citizens' Academy for residents to learn more about their county government and encourage county employees to participate.**
  - Modules in development. Promotion to start in March. Scheduled to run four Tuesday nights in May in Rooms 118-119. ICL class will graduate in April.
- **Continue to participate in Institute for Community Leadership and the Chamber's Leadership Fayetteville.**
  - County hosted October session and Clerk to the Board promoted advisory boards.
- **On application, ask applicants for county's boards and commissions to indicate if they have completed any of the leadership academies.**
  - Completed.
- **Engage and educate citizens through public forums in various parts of the county on important issues.**
  - Animal Services implemented a volunteer program and staff attended four Community Watch programs to provide educational materials. Dr. Lauby spoke to Kiwanis Club of Fayetteville.
  - Tax Administration staff spoke to senior citizens group in December and has been invited to speak to veterans group to discuss tax laws.
  - A Veterans Services' town hall meeting drew approximately 100 people.
  - The Child Support Director and the department's lead legal counsel appeared on "Dimensions of Justice" community channel television show with District Court Judges Keever and Tucker.
  - Community Development held several community meetings at various locations in the county in January and February.
  - The Spring Lake Branch Library held a public forum for citizens to meet local candidates seeking election.

**Objective 2:** Enhance communications systems and transparency so citizens can readily access information.

**Action steps/outcomes:**

- **Develop additional online services for citizens such as automated employment applications.**
  - Tax Administration:
    - updated electronic payment information for the county website with active links to information.
    - added credit card payments at the customer service counter.
    - updated several of the annual tax listing abstracts to 'auto-fill' versions, including the AV-9 for Elderly/Disabled Homestead & Military Exclusion Applications.
    - cross-linked references on the website to pertinent information and forms.
    - automated the on-line annual extension request form for business personal property that automatically generates confirmation back to taxpayer.



- Information Services developed inactive inmate lookup for CCSO website.
- Online job application access on county website completed in September.
- Sanitation ratings page updated to include comments.
  
- **Establish a web team to update and enhance the County's public web site to ensure ease of use and posting of pertinent information i.e., Board of Commissioners committee agendas and minutes.**
  - Information Services is redesigning content layout for county website.
  - Mental Health Center updated its website to reflect changes in the center's mission and services. Information was reorganized into three distinct menus: About CCMHC, Consumers and Families, and Providers.
  
- **Expand use of Facebook, Twitter and other social media.**
  - Cooperative Extension is working with IS to establish a Facebook page.
  - County Facebook page has 774 likes, up from 600 in September; Twitter has 236, up from 167 in September.
  
- **Develop a telecommunications strategic plan.**
  - Information Services is finalizing Phase I for Library.
  
- **Update GIS website.**
  - Information Services is implementing Cobra coverage system to detail exact county location for 911.
  - Upgraded server and working with various templates to solidify the final website.
  - Tax Administration worked with IS to enhance GIS program.

### **Objective 3: Improve internal communications.**

#### **Action steps/outcomes:**

- **Update and enhance Intranet and ensure all departments have access to site.**
  - Tax Administration created system-generated reports to eliminate man-hours used for data entry to produce the reports.
  - Motor pool reservations are now automated on the Intranet.
  - HR page features training registration, training calendar.
  - Child Support has an in/out board on intranet.
  - All departments have connectivity to the intranet with exception of the Crown.
  
- **Hold monthly meetings with department heads and their administrative assistants to provide updates and facilitate dissemination of information to employees.**
  
- **Determine which employees in each department do not have access to e-mail and ensure they receive county-wide employee e-mail notices.**
  
- **Repeal the existing personnel code and adopt the contents therein as a master County personnel policy.**
  - HR and legal are in the process of writing the new Personnel Ordinance. The rewrite is 50 percent complete.



- **Update Human Resources policies by researching existing policies and revising or developing new policies and posting.**
  - HR implemented its new background check policy on 9/26/11.
- **Update Human Resources web page to a customer-service focus providing service offerings and contact information.**
  - HR website is developed and in test phase. The roll out is projected after launch of redesigned county website.
- **Utilize performance management evaluation system to enhance effective communications between supervisors and employees.**
  - An HR-led committee completed a policy and system draft on 1/3/12. System is in review and approval stage. Management training is scheduled for April-May of 2012.

**Objective 4: Develop and promote the County's strategic plan to employees and the public.**

**Action steps/outcomes:**

- **Develop and approve a county strategic plan by April 2011. Review plan after budget process and provide update. Provide annual "State of the County" update.**
- **Develop a committee to monitor strategic planning.**
- **Display mission, vision, and core values in all departments.**
- **Set and work toward specific departmental strategic or work plans and report progress on a regular basis.**
  - DSS selected a manager for its Budget and Strategic Planning Unit effective Jan. 1.
  - Cooperative Extension plan of work for 2012 will be submitted by March 2012 for approval.
- **Incorporate any applicable County goals, objectives and action steps into departmental reports to appropriate boards and staff.**

**Objective 5: Enhance collaboration between county government and other boards, committees and commissions.**

**Action steps/outcomes:**

- **Maintain schedule of joint meetings between Commissioners and various other governing boards.**
  - Commissioners held joint meetings with county legislative delegation (9-27-11); Fayetteville Observer editorial board (10-31-11); Fayetteville City Council and Chamber of Commerce for Federal Legislative Agenda Development, 11-30-11.
  - Cumberland County legislative delegation attended the Aug. 30 DSS Board meeting to discuss issues affecting DSS.
- **Collaborate with municipalities to adopt a unified Animal Control code.**



- On 1-17-12, Commissioners decided to send the draft ordinance to the Fayetteville City Council for additional input.

**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.**

**Objective 1: Optimize service delivery through innovation, automation and technology to enhance current services and create new service opportunities.**

**Action steps/outcomes:**

- **Seek and implement automated systems that enhance or create new service delivery methods.**
  - In the November 2011 elections, the Board of Elections used electronic pollbooks in 70 of the 77 precincts in the county and trained 210 officials on the electronic pollbooks. On track to have all precincts using electronic pollbooks in May and training additional poll officials.
  - Tax Administration:
    - is working on automating annual listing forms.
    - posted an automated on-line extension request form.
    - is working closely with Animal Control on conversion to their new software program for tracking pet license data.
    - created system generated reports to eliminate man-hours used for data entry to produce the reports.
  - Information Services:
    - is developing code enforcement application for planning.
    - expanded zones to match city zone fields for GIS.
    - installed HR training software and damage assessment software (Emergency Management) on GIS server.
  - DSS call center won state award.
  - RFID technology for self-checkout has been installed in seven of eight libraries. Final installation expected to be complete by March.
- **Reintroduce and promote the Employee Suggestion Program to motivate employees to develop innovative ideas and suggestions to save the county money or otherwise make service delivery more efficient.**

**Objective 2: Encourage citizen engagement and provide feedback opportunities through various outlets as it relates to service delivery.**

**Action steps/outcomes:**

- **Post directories in all departments with name and contact information for director and/or key staff.**
  - Department heads signs with contact info created and holders ordered.
  - DSS and Cooperative Extension have ordered more detailed signage.
- **Respond to complaints from public within 24 hours.**
- **Ensure comment box suggestions, webmaster e-mails and other feedback are reviewed and responded to by appropriate staff member.**



**Objective 3 – Implement staff development and training programs that include classroom and online delivery methods.**

**Action steps/outcomes:**

- **Identify training needs and areas of improvement.**
  - Child Support identified the need for a full-time trainer position specific to department needs.
- **Develop courses that target supervisors' and employees' training needs and promote customer service, teambuilding and leadership.**
  - HR presented the 2012 Training Plan in December 2011.
  - Software has been purchased to support on-line e-learning and on-line new employee orientations. Module(s) in development to support both management and employee training.
  - Executive Training Academy for department heads: Plan to be presented by 3/1/12. Modules in development. Classes offered online and classroom by 7/1/12.
  - Supervisory Training Academy for front-line supervisors and managers: Modules in development. Classes offered online and in the classroom by 7/1/12.
  - Mental Health conducted an "All Staff Training" in September on the 1915 (b) (c) waiver, divestment issues for the agency's services side, as well the Inter-local Agreement between The Durham Center, Johnston LME and Cumberland LME, and opportunities facing our LME in the next 12-18 months.
- **Automate registration, tracking, monitoring, and reporting of training courses.**
  - Tracking and monitoring system of classes completed and implemented by 9/30/11.
- **Support department-specific licensure and certification training needs.**

**Objective 4: Recognize employees for their achievements**

**Action steps/outcomes:**

- **Recognize employees at the departmental level.**
  - Child Support initiated and established a designated reserved parking space for an employee to be selected each month as the "Child Support Employee of the Month."
- **Develop mechanisms to recognize departments and employees countywide for their achievements. Reinroduce and promote the Employee/Team Recognition Program designed to spotlight outstanding employees and teams for the work they do to strengthen the quality of life of our citizens.**
  - The Employee/Team Recognition Program has been re-launched. Quarterly awards will be presented at Commissioners' meetings. Winners will receive a framed certificate, four hours of paid time off, and the department will display a traveling trophy during the quarter.

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

**Action steps/outcomes:**

- **Update salary/compensation plan after conducting a labor market pay analysis.**



- **Update position classification plan and salary schedule to incorporate labor market data in pay ranges and develop pay policies that allow for movement within the pay range.**
  - Interviews are 99 percent complete due to scheduling and job description collection challenges. The study team is presently formulating study recommendations, writing the report, and collecting labor market information.
  - Recommendations for new salary administration policies and procedures will be presented to the county manager in mid-February in conjunction with the proposed classification and compensation study results.