



Report on strategic achievements for January-May 2012

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:**

- CommuniCare received a three-year accreditation from the Center for Accreditation of Rehabilitative Facilities.
- Each library location targets specific programming to teens in the library's area. From January 1 to May 8, 2012, the library presented 190 programs targeted to teens, with an attendance of 3,838. Programming occurred inside the library and at outside venues such as schools and recreation centers.
- The library is seeking grants to improve its technology, material collection and programming targeted to teens.
- Six community 4-H Clubs continue to meet monthly.

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

**Action steps/outcomes:**

- Detention Center Expansion Project:
  - Plans have been approved by the state Departments of Insurance and Health and Human Services.
  - Once final approval has been received from the City of Fayetteville, the project can be bid and the pre-bid meeting and bid opening dates can be established.
  - Two outreach meetings for subcontractors were held, and the project was advertised in the newspaper in efforts to obtain local participation for the project.
  - The preliminary schedule is for the commissioners to award the construction contract at their August 6 regularly scheduled meeting.
- Animal Control hosts citizens assigned to Community Service. Since January 1, 2012, 11 people have assisted at the shelter.
- As of June 30, 2012, the Day Reporting Center will no longer be funded through the Criminal Justice Partnership Program, which was abolished through the Justice Reinvestment Act of 2011, and will cease to exist as a county department. The state is providing funding through the Treatment for Effective Community Supervision program and a competitive bid process for services. Offenders will be referred by their probation officer to services that include substance abuse, Cognitive Behavioral Intervention, and support services such as housing, education, and employment. Because the county's DRC is not a direct provider of services, it does not qualify as a TECS program.

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

**Action steps/outcomes:**

- Consolidated Computer-Assisted Dispatch (CAD) between the city and county went live on February 29, 2012. A multi-jurisdictional steering committee is in place, and weekly meetings are held between county and city IS departments.
- Bi-Directional Antennas were installed at DSS and Health Center. Project completed on April 26, 2012.



- Upgrade to FireHouse records management software for Cumberland County fire departments:
  - 40 laptops and mounts have been purchased and are being installed in volunteer fire vehicles
  - Software has been purchased.
  - Service level agreement between the Fire Chiefs' Association and county is being finalized.
- Emergency Services held a full-scale training exercise regarding weapons of mass destruction on May 22 and participated in a state medical needs shelter exercise on May 2.
- Full implementation of Chameleon software at Animal Control is allowing for more accurate reporting and tracking measures.
- Mental Health Study Committee on Crisis Services is looking at over-utilization of the Cape Fear Valley Emergency Room:
  - On January 26, 2012, the LME participated in the Mental Health Study Committee meetings at Cape Fear Valley to begin the process of evaluating ways to address the over-utilization of the emergency room. Behavior health providers, advocates, county commissioners, law enforcement, DSS, Health Department, judges, and hospital representatives were among those who attended.
  - Mental Health hosted two follow-up meetings on February 23 and March 8 to address crisis services in Cumberland County and participated in a March 15 meeting to review data on utilization of the Emergency Room.

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

**Action steps/outcomes:**

- Animal Control assisted the Health Department with the annual rabies clinic during April. Rabies vaccinations were administered to 2,132 animals during the clinics.
- National County Government Month in April featured activities centered on “Healthy Counties, Healthy Families” theme.
- Project Homeless Connect, sponsored by the Cumberland County Continuum of Care on Homelessness, was held May 17. Community Development and several other county departments participated. County employees donated items to be distributed to the homeless population.
- Conservation education programs were presented by Soil and Water Conservation District to 2,381 students via: Soil Lessons for 1<sup>st</sup> and 3<sup>rd</sup> graders, Earth Day-Recycle programs, two Career Days and one Science Field Day.
- The Health Department provides Diabetes Self-Management Training to citizens who are referred by their medical providers. The goal is to help them better self-manage their diabetes and prevent its complications.
- The Employee Wellness Center is on track to open July 1.
- The NC FAST (Families Accessing Services through Technology) program will be fully implemented on July 1, 2012. In response, DSS is consolidating and centralizing Food and Nutrition Services on the third floor. Computer rooms have been identified on that floor to allow customers computer access to the on-line FNS application. Cumberland is one of eight counties to participate in State’s No Face-to-face Interview Pilot program beginning October 2012. Pilot will promote mail-in and computer automated application services for FNS services.
- The Board of Commissioners approved a request by Health Director and Board of Health to create smoke-free campuses at the Health Department, DSS and Historic Courthouse.
- The Fayetteville-Cumberland CIT steering committee reported that the program is one of the fastest growing in the state. Officers trained represent 15 law enforcement agencies.
- Cooperative Extension offered over 36 sessions of the Read Me a Story program in schools, day cares, etc. The program focuses on nutrition and reading. The Extension also provided a nine-week Steps to Health



Nutrition Program at Pauline Jones Elementary School for students in Kindergarten, 2<sup>nd</sup> and 3<sup>rd</sup> grade. The program focuses on healthy eating and physical exercise.

- From January through April, the library presented 20 adult customer programs and 3 youth oriented customer programs related to health topics. Adult customer programming had total attendance of 278. Youth oriented programming had total attendance of 59. The library also conducted 7 programs on consumer issues. Total attendance for the consumer programs was 103. The library presented: Let's Talk about Long-term Care with Mid-Carolina Area Agency on Aging on March 21.
- The library created a resource guide, "Community Resources for Those in Need," providing information on shelters, meal programs and food shelters, housing and other social service resources.
- The library received a grant through the Cumberland Community Foundation allowing the library to partner with UNC and the Lineberger Comprehensive Cancer Center Foundation to provide free health screenings as part of the library's semi-annual Job Fair. The combined job fair and health screening event is scheduled for August 15, 2012. In addition to UNC and the Foundation, the library has arranged for Cape Fear Valley Health System and other local agencies to participate in the health screening process and to provide healthcare information.
- The library participated as a partner and as venues for the North Carolina Science Festival, April 13-29, 2012. The programs promoted STEM (Science, Technology, Engineering and Math) education for all ages.
- DSS held its annual Senior Health Fair on May 16.

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

**Action steps/outcomes:**

- The library conducted three programs on the "green" topics.

**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:**

- Due to the focus that has been placed on the Detention Center Expansion and E. Newton Smith Center renovation, the inventory of all county facilities to determine usage, space availability, feasibility of retrofit, regulatory compliance and condition of infrastructure is 90 percent complete. Once the inventory is completed, then an assessment of space utilization and availability can be completed.
- The Engineering Department completed a Feasibility Study/Needs Assessment in February 2008. Since the completion of this report, various departments have been relocated. This report needs to be updated based on the current location and current needs of all departments.
- E. Newton Smith Center renovations and improvements are on schedule for the building to be occupied by the Board of Elections and the Wellness and Pharmacy Staff by July 1.
- Winding Creek Annex HVAC renovations have been completed and the building is on schedule for Community Development to move in by the end of June.
- The Alphin House needs some modifications to comply with ADA regulations since the use is changing from residential to office. The Fort Bragg Regional Alliance has expressed interest in leasing this structure for their office space starting July 1. The County will have to install drops for computers and phones.
- Vander Sewer Extension Project: PWC proposed an alternate route other than the route proposed in the Golden Leaf grant application. The alternate route will provide the ability for citizens to connect to PWC Sewer. PWC has agreed to contribute toward the construction of the sewer line based on the increased cost and the Engineering & Infrastructure Department has verified with the Golden Leaf Foundation that changing the proposed route will not jeopardize any of the grant funding.



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

**Action steps/outcomes:**

- Fayetteville Regional Airport's US Airways round trip direct flight to Washington, DC began March 25.
- A public meeting was held May 17 at Savannah Missionary Baptist Church in Cedar Creek to discuss transportation services in that area.
- The Fayetteville Area Metropolitan Planning Organization, Cumberland and Hoke Counties, Cities of Fayetteville and Raeford, and the Town of Hope Mills are developing a plan to address transportation and land use issues in southwestern Cumberland County and northeastern Hoke County. They are seeking public input via an online survey at [www.congestionplan.com](http://www.congestionplan.com). A draft plan is tentatively scheduled to be released by December 2012.

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

**Action steps/outcomes:**

- Minimum Housing and zoning ordinance changes approved.
- Master Gardener volunteers gave over 425 volunteer hours for educating and consulting with the public about horticulture. Volunteers provided workshops to local organizations on gardening related topics.
- Cooperative Extension held Master Gardener training course and 11 new Master Gardeners graduated.

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

**Action steps/outcomes:**

- IS and Environmental Health updated the safe water web page by adding underground storage tanks data.
- Nine applications and contracts for NC Agriculture Cost Share Best Management Practices to protect water quality and prevent soil erosion were accepted and approved by Cumberland SWCD.

**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:**

- The shell building was sold. Systel plans to open a new distribution center at the location.
- During the period from January 1, 2012 through May 8, 2012, the library presented 69 business related programs having total attendance of 1,636.
- The library and the College and Career Readiness Office at Fayetteville Technical Community College are working together to improve employability skills, providing measurable results with the Career Readiness Certificate Program. One partnership has led to another with the NC Employment Security Commission referring clients to the library to attain certificates.
- The library's next job fair will be August 15, 2012.



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

**Action steps/outcomes:**

- Requests for payment, totaling \$19,141 in cost-share funding, were approved by Cumberland SWCD for six Cumberland County farmers.
- The Natural Resources Conservation Service approved six EQIP practices totaling \$150,271 for Cumberland County. These were for one biovator, four cropland rotation/grain sorghum and one forestland improvement.
- Cooperative Extension:
  - Utilized the Working Lands Protection Plan in the submission of a grant to conduct a feasibility study for a permanent location for a farmer's market.
  - Assisted farmers through educational meetings, research trials, and on-farm visits in order to help producers to maximize yields and profits of this crop on marginal soils within the county.
  - Held an "Extension Focus" event for students at Mac Williams Middle and Gray's Creek Middle to expose the students to careers in agriculture and Cooperative Extension.
  - Provided an agriculture tour for Leadership Fayetteville and hosted the annual Cooperative Extension Tour for county, state and congressional officials and community partners.
  - Continues work with Fascinate-U Children's Museum to develop a new interactive agriculture exhibit to show children how food gets from the farm to the tables.

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

**Action steps/outcomes:**

- The Crown Center reported sold out shows for Patti LaBelle, Tyler Perry's The Haves & The Haves Nots, Ron White, Jason Aldean and the WWE- Tribute to the Troops.
- Godwin Park held ribbon cutting on March 30.
- Between January 1, 2012 and May 8, 2012, the library presented programming targeted to all ages in a variety of topics and genre. The library hosted or presented a total of 1,545 programs with attendance of 33,156.
- The library's Summer Reading Club for kids, teens and adults runs June 4-July 31.
- The Library received grant funding to support several of its programs through the year. In particular, the library presented two "Let's Talk About It" series of programming. The programming occurring between January and May, 2012 is "Let's Talk About It: Mad Women in the Attic," a unique reading and discussion series led by local scholars. Similar library programming held in the previous six months: Civil War Quiz Bowl with Museum of the Cape Fear; Forbidden, Banned & Silenced: A History of Censorship in Classical Music with the North Carolina Symphony; Lollipops Concert: Pirates & Sailors with Southview High School Orchestra; Black History, A Musical Celebration with Fayetteville State University professors; and Black Valor: A History of African Americans in the Military.
- The library displayed art for the 30th Anniversary a Very Special Arts Festival, art created by students in the Exceptional Children's Services of Cumberland County Schools.



**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:**

- The six-session Citizens' Academy is scheduled for September 25-October 30. Sessions will be held Tuesdays from 6 to 9 p.m. at various county locations. Departments are developing their presentations and promotion will start in mid-June.
- Between January 1 and May 18, 2012, the library hosted three public forums for a total attendance of 111. Topics were the Occupy Wall Street movement, the involvement of France in the Revolutionary War, and Alzheimer's and the needs and concerns of the patient and his or her caregiver.
- The Cumberland County Cares Award was presented to a county volunteer on January 17 and upcoming on June 18.
- Child Support gave a presentation on the DSS Careers Class at FTCC explaining the functions of the department.
- Animal Control hosted a Pet Adoption Event in conjunction with Pet Smart Charities in March 2012. During the three-day event, 155 animals were adopted.
- Animal Control staff attended two Community Watch meetings and an elementary school event since January 2012.
- Animal Control has implemented a new Foster Program that assists with fostering adoptable animals until permanent homes can be found. Since January 1, nine families are fostering animals.
- The Animal Control Volunteer Program currently has 24 regular volunteers assisting socializing, walking, bathing and grooming animals. In addition, FTCC's Pet Grooming Instructor has been bringing the students to Animal Control on a monthly basis to groom adoptable animals.
- Mental Health:
  - On February 6, 2012 the Area Director met with Fort Bragg officials to discuss the referral of soldiers and families to mental health resources and to address preventative measures pertaining to domestic violence.
  - Staff conducted training with Cumberland County school psychologists on February 20, 2012. Topics included Medicaid Waiver, transition to MCO, changes to the service delivery system during the next year and communication protocols to meet the needs of children.
  - Mental Health is hosting meetings twice per month of the Dissemination/Communication Plan Committee for the Domestic Minor Sex Trafficking (DMST) initiative. This project is addressing training for professionals (treatment providers, law enforcement, judges and district attorneys, other professionals), public awareness and outreach activities to the community, rapid response protocols for law enforcement and emergency shelter resources for youth in crisis due to DMST.

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

**Action steps/outcomes:**

- County launched redesigned website on April 17, 2012.
- 4-H now has Facebook and Twitter.
- Telecommunications strategic plan:



- Implementing Phase I for Headquarters Library and all branches. RFP is being finalized and cabling updated for data in all libraries.
- Currently updating phone software for Cobra coverage system for 911.
- Updating GIS website:
  - Established voter polling places on internal site for the May primary and will be ready launch for external website before November election.
- Crown Center is in developmental stages of updating its website.
- With the implementation of the Chameleon Software, Animal Control is able to upload pictures of animals coming into the shelter within minutes to the County Animal Control website and Pet Harbor, which allows continuous updated pictures so that residents can readily see all animals available for adoptions and also to search for lost pets.

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

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

- IS and working with Human Resources to update the internal human resources web page.
- HR is preparing to launch an online employee orientation.
- Utilize performance management evaluation system to enhance effective communications between supervisors and employees. County management approved the new performance management system, which will go into effect July 1. Department heads and supervisors attended training for the new system in April and May. All staff will attend mandatory sessions offered June 13, 14, 19 and 20.

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

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

- Set and work toward specific department strategic or work plans and report progress on a regular basis.
  - DSS held staff information sessions in January to roll-out its 3-Year Strategic Plan objectives, action steps, and brochure. The Management Team in partnership with NCSSA hosted a variety of activities for County Government Week to include employee appreciation luncheon and agency-wide community service project to assist Operation Inasmuch.
  - The DSS Strategic Planning Team, made up of over 65 employees, is working on the development of staff surveys and focus groups to give customers and employees an opportunity to be heard on matters important to them. Data will be used to benchmark strategic goal outcomes. DSS is working closely with Fayetteville State University and Performance Matters, Inc. to help ensure surveys and focus group data are statistically valid.
  - The Cooperative Extension plan of work for 2012 was submitted for approval.
  - Child Support - The state sets certain percentage goals for Child Support to obtain, which then determines the department's goals. Child support receives a quarterly visit by the local Child Support Regional Representative.
  - Health Department to present its strategic plan to Board of Commissioners on June 4.

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

- Board of Commissioners held joint meetings with FTCC Board of Trustees on April 16 and legislative delegation on April 24. The Chairman or Vice Chairman attended Mayor's Coalition meetings in February and May. The commissioners will be meeting with Board of Education on June 6.



- Collaborate with municipalities to adopt a unified Animal Control Code: The BOC approved the revised code on May 21 and the Fayetteville City Council approved the code on May 29. It will be effective July 1, 2012.
- DSS:
  - Reaching for Excellence and Accountability Program (REAP) achievement plan was completed and rolled out to the community on March 2012.
  - Continues to work on a federal grant with Cumberland County Schools and NC State University to improve education stability for foster children.
  - Continues work with Family Justice Center through an effort by the Fayetteville Police Department to centralize and streamline domestic violence service in the community.
  - Completed first phase of the Child First Grant forensic social work training and certification program in child welfare practice.
  - Continues to work with Cumberland Disaster Recovery Coalition.

**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:**

- The library completed implementation of RFID technology for self-service check out and expanded library hours at three branches in April 2012.
- The library submitted a technology grant through the State Library of North Carolina to allow further expansion of the public computer lab at Cliffdale Regional Branch Library. If the library receives the grant, additional computers will substantially reduce the current wait time experienced by customers wishing to use the public computers.
- The library is exploring possible reconfiguration of the floor plan at Hope Mills Branch Library and the relocation of the adult public computer lab. If determined feasible, the library will seek further grant funds to pay for the proposed changes.
- IS is finalizing a code enforcement application for internal use in the Planning & Inspections department.
- Tax data zone expansion is expected to be completed July 1, 2012
- HR training scheduling software installed
- IS conducted damage assessment training for multi-jurisdictions on March 21

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

**Action steps/outcomes:**

- Director's placards displayed in departments and directors photos posted on website.

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

**Action steps/outcomes:**

- HR is completing online version of orientation training and developing an executive academy for department heads.



- On March 21, 2012, Animal Control Director instructed Certified Euthanasia Technician (CET) training to 11 staff members. On March 29, 2011, Dr. Williams, State Veterinarian, came on-site and provided Certified Rabies Vaccinator (CRV) training to 15 staff members.
- DSS Director continues to provide teaching and training opportunities during the All Staff Information Sessions and Supervisor Information Sessions. Sessions were held in March and April.
- Library held Staff Development Day in May.

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

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

- Employee Recognition Program forms revised to better clarify criteria for nomination and nomination procedures. Award to be presented June 4.
- Managers of Child Support held a pizza party for the staff during lunch for employee appreciation on April 20 and presented service pins for years of service.

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

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

- HR completed Phase I of its classification and pay study. They collected information, interviewed employees and managers, and updated job descriptions. The study included all departments, except the health and human services agencies (Mental Health, DSS and Health Department), which are subject to the State Personnel Act. The second phase of the study will include this group.
- The Classification System Study was presented to the BOC at its May 11 planning session. The county manager's recommended budget for FY2013 includes the study's recommendations.
- DSS is continuing the development of the Budget and Strategic Planning Unit, which became effective January 1, 2012. This unit will be responsible for the agency's Performance Management Unit. DSS conducted a business redesign and restructured the Personnel and Staff Development Unit to move forward to address retention, long-term service, embrace employee creativity and improve recruitment.
- DSS purchased NeoGov automated employee recruitment system for on-line application, qualification and interview processes.