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**Minutes**  
**Cumberland County Board of Commissioners**  
**April 24, 2001, 7:00 p.m.**  
**Special Meeting with Fayetteville City Council**  
**The Arts Center**

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**PRESENT:**    **Chairman J. Lee Warren, Jr.**  
                  **Vice Chairman, Breeden Blackwell**  
                  **Commissioner Talmage Baggett**  
                  **Commissioner Jeannette Council**  
                  **Commissioner Kenneth Edge**  
                  **Commissioner John T. Henley**  
                  **Commissioner Billy R. King**  
                  **Mayor Milo McBryde**  
**Mayor Pro Tem Marshall B. Pitts, Jr.**  
                  **Councilmember Anne D. Fogleman**  
**Councilmember Bobby Hurst**  
                  **Councilmember Betty S. Milligan**  
**Councilmember Mable C. Smith**  
                  **Councilmember Darrell Haire**  
**Councilmember Nat Robertson, Jr.**  
**Councilmember Mark Kendrick**  
                  **Councilmember Curtis Worthy**  
                  **Councilmember Don Talbot**  
**Councilmember Rollin Shaw**  
**County Staff**  
                  **City Staff**  
                          **Mike Smith, Institute of Government**  
                          **Phillip Boyle, Institute of Government**  
                          **Press**

**ABSENT:**       **Councilman Robert A. Massey, Jr.**

**INVOCATION:** **J. Lee Warren, Jr.**

Chairman Warren and Mayor McBryde called their respective Boards to order.

Mayor McBryde noted the two boards were meeting to discuss a comprehensive planning process. Mr. Mike Smith and Mr. Phil Boyle from the Institute of Government would be speaking to the two boards.

Mr. Smith noted the process would be initiated by the City of Fayetteville and Cumberland County, but would eventually involve all municipalities and then other stakeholders. They want to design a process that would work for the long term. He noted specific issues would not be

talked about. They would begin with “white paper” issues that deal with what type of community they want to have and what they want in broad terms. They will then work on strategies that are adopted as a community to go with the process. They want this to be the community’s process. This will not be a process that is controlled. The County Commissioners and the City Council will provide leadership and the community will help guide the process along. They must have a process that the boards want to go through or it won’t be successful. The Institute of Government will start the conversation, give information and let the boards make the decision to move forward.

Phil Boyle then addressed the two boards. He stated the Institute wanted to help them find a common way to think about comprehensive planning. He noted they would want to reach out to other bodies besides the County Commissioners and City Council during this process. This process can only be undertaken collaboratively and together in order to fix this problem. They cannot deal with the details until they agree on how to fix the problem. The Institute wants to help them think about the kinds of problems they are facing and wants them to find communality on how the problems fit together. He then made an interactive presentation to the two boards.

Mr. Boyle stated the elected leadership must come together and talk about what they want to do. There are three questions they need to ask themselves:

1. What do they want to accomplish through comprehensive planning?
2. What are the next steps?
3. What is their role as elected officials?

He stated that government should help create the “good life” for its citizens. Elected officials should help create the “good life” in Cumberland County. Planning is a tool, a process for helping to create the good life. He then asked each of the Commissioners and Councilmembers to state what they saw as their role in government, why they are serving as elected officials and what they want for the city and county. Each Commissioner and Councilmember responded.

Mr. Boyle then asked the Commissioners and Councilmembers to tell what they would like to have in Cumberland County. Responses are listed below:

1. Good Schools
2. Good Jobs
3. Rich Cultural Opportunities
4. Quality, Affordable Health Care
5. Public Transportation
6. Safe Communities
7. Potable Water. Sewer
8. Clean, Attractive Community
9. Good Relations with Fort Bragg and Pope Air Force Base
10. Recycling

11. Recreation and Entertainment
12. Strong Economy
13. Affordable Housing
14. Effective, Customer-Driven Government
15. Teamwork
16. Churches
17. Parks
18. Freedom
19. High Speed Internet
20. Better Roads
21. Welfare
22. Want People to Come to Cumberland County to Live
23. Industry

Mr. Boyle noted that most all people would give the same list of wants for their community. These details tell the board the things that everyone wants to have in the "good life". Where it breaks down will be when they get to what everyone thinks is the most important things on the list. The items on the list represent values. Everyone will disagree about what the most important values are. The items represent four poles: Liberty (freedom and individuality), Prosperity (economy and efficiency), Community (safety and security) and Equality (fairness and equity). He noted that everyone puts a different level of importance on each of these values. He demonstrated his point by asking each of the Commissioners and Councilmembers to indicate which value was the most important to them by marking the diagram he provided. Very different responses were given. Mr. Boyle then noted it was important that governing boards have different values and differ on what is important. But they must work together to get "the good life". Public problems are conflicts about values such as planning, zoning, inspecting, enforcing, preserving, protecting, developing and consolidating. If they don't understand the problem they can't agree on a solution. Some of the problems include duplication, consolidation, merger, annexation and others. Understanding values and interests comes before solutions. He advised some of those solutions suggested were one stop building inspections, consolidating basic procurements and voting county representative on the PWC. They must deal with the issues that would arise from these items. Solution is a problem everybody understands. They must strike a balance with values to get to a solution to the issues or problems.

The steps outlined by Mr. Boyle were as follows:

1. Meet with and invite other municipalities and elected officials.
2. Connect with related efforts, e.g., MetroVisions, Greater Fayetteville Futures.
3. With elected officials as conveners, form a steering group composed of representatives from government, business and community groups.

He noted they must be inclusive and representative, comprehensive and genuine. They must build on existing efforts. They must focus on interests and values, not positions and solutions. They must have a plan that the stakeholders want to implement. One

that benefits the county as a whole. Elected officials must work together before others will want to be a part of the process. They must want to create the best life in the county. Elected officials' roles in comprehensive planning are education, participation and representation of the people. They need to educate people about the problems and trade-offs. They must provide opportunities for people to participate in public problem solving and decision making and they must represent all the people.

Councilmember Haire asked what the next step would be once they all agree to make things better.

Councilmember Kendrick noted his concern with the inclusion of other municipal governments. He wants to know how certain actions will have an impact on other municipalities.

Mr. Boyle stated the Institute of Government would reach out to these other parties if the Commissioners and Councilmembers decide they want to work with the Institute on this project. The Institute will determine if there is a common framework and then would go to the steering committee phase.

Councilmember Kendrick stated they would need to let the municipalities know that they would be full partners in this process.

Councilmember Shaw stated that if they can seize the opportunity to move beyond turf and go to an area where all borders are equal but have different responsibilities, it would provide a wonderful way to move into a shared responsive mode.

**MOTION: Councilmember Shaw offered a motion for the Fayetteville City Council to proceed in this process.**

**SECOND: Councilmember Haire**

**VOTE: UNANIMOUS**

**MOTION: Commissioner Edge offered a motion for the County Commissioners to move forward in this process.**

**SECOND: Commissioner Council**

**VOTE: UNANIMOUS**

Mr. Smith stated he had spoken with Ms. Leslie Stewart of the Greater Fayetteville Futures Project. In light of the work being done by this organization, he wanted to include them so that the Institute would not "reinvent the wheel" during this process.

Ms. Stewart stated that the project the boards had just voted to proceed with would work with the Greater Fayetteville Futures Project. They are currently in the process of gathering information on what the people around the county think about what the community should look like. The information they gather will feed into the Institute's process. A comprehensive plan and working together is an asset for economic development as well as other things.

Mr. Smith noted the Institute will be bringing Ms. Stewart into this process along with others.

Mayor Pro Tem Pitts stated the decision made by the boards at this meeting was the easy part. He is glad that other municipalities will be involved. They must put personalities aside.

Councilmember Hurst stated he wants them to remain focused and have a progressive, positive attitude.

Mayor McBryde thanked the City and County Managers for starting this process with the Institute.

Mr. Smith noted the next step is to reach out to other communities. They will then put together an agreement about what they want to do. He thanked the boards for the opportunity to do this project.

Chairman Warren stated it is important to involve the eight municipalities in the County. They must realize they are in on the "ground floor". One way to help accomplish that is to have both the City Council and the Board of Commissioners vote to include the municipalities in this process.

**MOTION: Vice Chairman Blackwell offered a motion that the County Commissioners approve including all the municipalities in the county in this process.**

**SECOND: Commissioner Baggett**

**VOTE: UNANIMOUS**

**MOTION: Councilmember Worthy offered a motion that the City Council approve including all the municipalities in the county in this process.**

**SECOND: Councilmember Haire**

**VOTE: UNANIMOUS**

**MOTION: Councilmember Smith offered a motion that the City Council approve including the School Board in this process.**

**SECOND: Councilmember Worthy**

**DISCUSSION: There was discussion among the City Council about including the school board in the comprehensive planning process.**

**VOTE: UNANIMOUS**

**The County Commissioners unanimously voted on a motion that was properly seconded to adjourn.**

**The City Council unanimously voted on a motion that was properly seconded to adjourn.**

Meeting adjourned at 8:40 PM.

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Deputy Clerk