

CUMBERLAND COUNTY BOARD OF COMMISSIONERS  
THURSDAY, MARCH 7, 2013 – 8:00 AM  
CUMBERLAND COUNTY HEADQUARTERS LIBRARY – PATE ROOM  
SPECIAL MEETING – STRATEGIC PLANNING RETREAT  
MINUTES

PRESENT: Commissioner Jimmy Keefe, Chairman  
Commissioner Jeannette Council, Vice Chair  
Commissioner Kenneth Edge  
Commissioner Marshall Faircloth  
Commissioner Billy King  
Commissioner Ed Melvin  
James Martin, County Manager  
Amy Cannon, Deputy County Manager  
James Lawson, Assistant County Manager  
Rick Moorefield, County Attorney  
Sally Shutt, Chief Public Information Officer  
Candice White, Clerk to the Board  
Kellie Beam, Deputy Clerk to the Board  
Press

ABSENT: Commissioner Charles Evans

DEPARTMENT HEADS

PRESENT: James Silman, Risk Management/Benefits Manager  
Julean Self, Assistant Human Resources Director  
John Lauby, Animal Services Director  
Bobby Howard, Solid Waste Director  
Terri Robertson, Director of Elections  
Austin Keating, Child Support Director  
Howard Abner, Assistant Finance Director  
Ron Cooper, Fleet Maintenance Supervisor  
Karen Long, Civic Center General Manager/Chief Executive Officer  
Thanena Wilson, Community Development Director  
Lisa Childers, Cooperative Extension Director  
Randy Beaman, Emergency Services Director  
Jeffrey Brown, Infrastructure and Engineering Director  
Buck Wilson, Health Department Director  
Rodney Jenkins, Assistant Health Department Director  
Betty Clark, Information Services Director  
Jody Risacher, Library Director  
Hank Debnam, Mental Health Authority Director  
Tom Lloyd, Planning and Inspections Director  
Angie Cunningham, Printing/Reproduction Supervisor  
Brenda R. Jackson, Social Services Director

Aaron Donaldson, Tax Administrator  
Sharon Sanders, Veterans Service Officer

FACILITATORS: Dr. Stan Dixon and Ed Emory, N. C. State University Faculty Emeriti

Chairman Keefe called the special meeting to order and provided opening remarks. Chairman Keefe stated a recommendation had been made for the reversing of Items 2. and 3. on the agenda.

MOTION: Commissioner Melvin moved to approve the agenda with the adjustments as recommended.  
SECOND: Commissioner King  
VOTE: UNANIMOUS (6-0)

Item 1. 2011-12 Strategic Plan Final Report

Chairman Keefe recognized Sally Shutt, Chief Public Information Officer, who referenced the following 2011-2012 strategic plan final report. Ms. Shutt stated a check denoted items that had been accomplished or had ongoing action steps and highlighted items were remaining unaccomplished 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:

- √ Conduct an assessment of all youth development services currently being provided by county agencies and look for areas for collaboration and gaps in services.
- √ Provide youth development opportunities through 4-H, youth component of the County's Citizens' Academy, library youth services, and volunteer programs through various departments. NOTE: 4-H will partner to accomplish a Youth Citizens' Academy in the future.
- 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.

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

Action Steps:

- √ 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.
- √ Continue efforts to expand the Detention Center and address capacity issues.

Objective 3: Improve emergency response services to citizens.

Action Steps:

- √ Implement emergency and non-emergency notification system.
- √ Work with the Public Safety Task Force on recommendations to improve emergency response.
- √ Consolidate Computer Assisted Dispatch (CAD) between City and County.
- √ Integrate Cape Fear Valley EMS ambulances into county CAD system to provide ambulance location.
- √ Explore feasibility of a citizens watch telephone service.
- √ Upgrade FireHouse records management software for Cumberland County Fire Departments.
- √ Implement new hardware and communications software to decrease the response time for Animal Control.
- √ 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:

- √ Conduct community health needs assessments.
- √ Provide health, child/elder abuse prevention, mental health and nutrition education programs and consumer resources for children, citizens and employees.
- √ Provide rabies clinics and encourage spay and neutering programs.
- √ Provide mental health and human services programs that improve citizen health and well-being.

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

Action Steps:

- √ Promote recycling efforts through marketing and education.
- √ Increase concrete recycling by purchasing a concrete crusher and promoting more construction and demolition recycling.
- 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:

- Inventory and assess all County facilities to determine usage, space availability, feasibility of retrofit, regulatory compliance and condition of infrastructure.
- Develop a County facilities plan and explore opportunities to share and create needed office space.

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

Action Steps:

- √ 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.
- √ Continue road improvements through the thoroughfare planning process.
- √ Advocate for a direct flight from Fayetteville to Washington, D.C.
- Educate and encourage citizens to participate in ride-share/carpool programs.

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

Action Steps:

- √ Enforce ordinance and code regulations in order to maintain a visually friendly and safe environment.
- √ Enlist Master Gardeners to assist in beautification and green efforts by providing educational opportunities and consultation services.
- √ Promote Master Gardener hotline for citizens to contact regarding horticultural questions and concerns.
- √ Promote Community Development and other programs that offer rehabilitation assistance.

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

Action Steps:

- √ Move forward with Gray's Creek Water & Sewer District referendum.
- √ Seek resources to implement projects in other priority areas as outlined in Rural Water Feasibility Study.
- √ 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:

- 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.
- √ Promote development that is economically viable through responsible land use planning and zoning.
- √ Continue to support affordable housing development.
- √ 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. NOTE – County has a Doing Business with the County page
- 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.

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

Action Steps:

- √ Utilize the Working Lands Protection Plan as a guide to promote the long-term use of agricultural land.
- √ Assist in the expansion of agriculture to include new markets, traditional commodities, and farmers markets in order to increase revenues of local farm products.
- √ Promote programs for young farmers and students to encourage the growth and development of careers in agriculture.
- √ 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 Step:

- √ Provide diverse events and programs to entertain, educate and enlighten.

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:

- √ Develop a Cumberland County Citizens' Academy for residents to learn more about their county government and encourage county employees to participate.
- √ Continue to participate in Institute for Community Leadership and the Chamber's Leadership Fayetteville.
- √ On application, ask applicants for county's boards and commissions to indicate if they have completed any of the leadership academies.
- √ Engage and educate citizens through public forums in various parts of the county on important issues.

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

Action Steps:

- √ Develop additional online services for citizens such as automated employment applications.
- √ 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.
- √ Expand use of Facebook, Twitter and other social media.
- √ Develop a telecommunications strategic plan.
- √ Update GIS website.

Objective 3: Improve internal communications.

Action Steps:

- √ Update and enhance Intranet and ensure all departments have access to site. NOTE: the Crown Center does not have access because they are on a separate system.
- √ 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. NOTE: Master personnel policy is in development.
- √ Update Human Resources policies by researching existing policies and revising or developing new policies and posting. NOTE: Policies in development.
- √ Update Human Resources web page to a customer-service focus providing service offerings and contact information.
- √ Utilize performance management evaluation system to enhance effective communications between supervisors and employees.

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

Action Steps:

- √ 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. NOTE: Different departments have strategic plan teams.
- √ 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.
- √ 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:

- √ Maintain schedule of joint meetings between Commissioners and various other governing boards.
- √ Collaborate with municipalities to adopt a unified Animal Control code.

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:

- √ Seek and implement automated systems that enhance or create new service delivery methods. For example, the state's NC FAST integrated system at Social Services.
- 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:

- √ Post directories in all departments with name and contact information for director and/or key staff.
- √ 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:

- √ Develop courses that target supervisors' and employees' training needs and promote customer service, teambuilding and leadership.
- √ Automate registration, tracking, monitoring, and reporting of training courses.
- √ Support department-specific licensure and certification training needs.

Objective 4: Recognize employees for their achievements

Action Steps:

- √ Recognize employees at the departmental level.
- √ Develop mechanisms to recognize departments and employees countywide for their achievements. Reintroduce 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.

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

Action Steps:

- √ 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.

Ed Emory, N. C. State University Faculty Emeritus, reviewed the Mission and Vision Statements and Core Values as follows:

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 and Excellent Customer Service.

Mr. Emroy highlighted the 2011-2012 strategic plan goals and asked participants to consider whether any of the broad categories would continue to be relevant for the 2013-2014 planning cycle.

## Item 2. Core Values / Service Survey Results

Mr. Emory stated in preparation for this year's planning session, department heads responded to a short survey related to the county's core values and customer service. Dr. Stan Dixon, N. C. State University Faculty Emeritus, referenced the suggestions recorded below and stated many of them dealt with motivating and training staff to work on customer service, enhancing and embracing more technology, intercommunication between departments and the sharing of resources to work more efficiently work on priorities and goals.

Do you have suggestions on how to improve services to citizens in other areas of county government?

- Educate Department Heads as to how to motivate staff to better serve the public.
- Start more programs like "Friends of the Library."
- Find new ways to motivate staff.
- Provide flexible work schedule options county-wide
- Develop management philosophy that will extend services where you can go to them, as opposed to them coming to you
- Designate a role that is specified as an "Ombudsman" that will facilitate the determination and/or resolution of citizen complaints or needs
- Management commitment to utilize training offerings that will enhance employee development in providing customer service
- Offering extended hours at all departments allows for a consistent and convenient service to the citizens
- Improving the parking constraint at the courthouse



- Embrace technology on a greater scale. Steps are being taken in the right direction, however the pace in which the county as a whole is moving is too slow.
- Indirectly, could we look at an electronic timesheet? It is time-consuming for staff, and that time could perhaps be better utilized in supporting customer service?
- Pick up the discussion again from the five year plan of services for people who want to start a business? There are lots of resources, but it is fragmented.
- Have a task force survey other communities for best practices (in specific areas)
- Re-start the "green" committee to further our commitment to a "greener" government
- More flexible hours to conduct county business for citizens that cannot conduct during existing hours
- Consumer friendly access to agencies/departments and designated points of contact for problem solving or questions
- Improved automation and technology
- Continue to develop and enhance technology for citizen response and open government
- Continue to provide citizen academy courses
- Enhance strategic planning of government services
- Develop facility planning initiatives for all county departments and department needs
- County entities should look at problems and solutions from various generational points of view and use advanced technology for improved and consistent customer service throughout the county
- Make the "Citizens Academy" material available on the intranet or website to all employees
- Improve understanding of services offered by other departments and helps staff to better refer citizens for services requested that are outside of our department's scope. Also, this will result in better understanding and communications between/among county agencies
- Incorporate the slogan "People are our business and We care about our people," into all county correspondence
- Encourage departments to work together when opportunities arise. For example – wellness educational programs for citizens and employees.

Mr. Emory reference changes departments had made as recorded below to show Professionalism, Respect, Integrity, Diversity and Excellent Customer Service (PRIDE) and stated he was struck by what departments had implemented, what was ongoing and the number of departments that were working with each other to better serve citizens of the county.

What changes have you made in your department to show PRIDE - Professionalism, Respect, Integrity, Diversity and Excellent Customer Service? List the new services you have started.

#### ANIMAL CONTROL

- Increased hours of operation to better serve the public
- Installed new software that allows better communication with the public.
- Instigated volunteer program to assist our shelter staff in handling the animals.
- Started better methods of disease control.

- Brought training classes to the shelter instead of having to send staff off to different sites for training. CET, CI, ACO training,
- Rewrote county ordinances, SOP's, Training manuals, job descriptions
- Removed staff that abused or mistreated animals.
- Trained our ACO's to serve the public and Help the victim.
- Increased revenues by 300 percent from improved licensing programs.

#### CHILD SUPPORT

- Partnering with Cumberland Library System for Non Custodial Parents who are unemployed to receive job training skills. This is a part of the Tri Metro Work Force Collaborative between Guilford, Mecklenburg and Cumberland Child Support Departments from the demonstration grant that was awarded to us by the Federal Office of Child Support to run a test group of participants to see if this may indeed be a viable project to continue on a larger scale.
- Establishing a working relationship with Cape Fear Valley Hospital Registrars office and with other medical providers directly involved in birthing so as to attempt to increase the establishment of paternity rate for children born out of wedlock. Part of this also includes the county covering the participants cost involved for paternity testing cost

#### COMMUNITY DEVELOPMENT

- We have not initiated any new services, but continue to serve our clients with PRIDE, and provide the best customer service possible

#### COOPERATIVE EXTENSION

- Implemented a Pride Board which features letters, kudos and thank you notes from our citizens to our staff.
- Ensure citizens' soil samples are delivered weekly.
- Ensure a live person answers our department's phone 95% of the time as opposed to the automated system.
- Increase/improve interior and exterior signage to direct citizens when they visit our facility
- Established a reception area to meet, greet and direct citizens upon entering our facility.
- Provide monthly team building exercises with staff during staff conference.
- Staff is required to attend Customer Service Trainings

#### CROWN

- Increased interaction with citizens through social media pages; thereby decreasing response time in address citizen inquiries
- Participated in career day at local high school
- Scheduled speaking engagements at various County schools to address marketing classes
- Attend Fayetteville-Cumberland Advisory Council for People with Disabilities meetings to ensure up-to-date requirements and needs are being met
- Provide Customer Service workshops to Crown Staff as well as contract services providers

## EMERGENCY SERVICES

- Department initiation of Facebook page augmenting the Cumberland County general Facebook page and will develop further communication with citizens of the county.
- The department continues to bring online more CERT groups (Citizen Emergency Response Teams). These groups are totally volunteer and support emergency response in respective communities and the groups have increased by 5 for a total of 6 active CERT teams.
- Department infrastructure improvements through the addition of Bidirectional Antenna installation within the EOC for improved wireless communications.
- Enhancement of Code Red technology and development of rapid response groups and notification protocols within various county departments.
- Installation of ARM360 (software to assist with damage assessment) which provide in the field real time live data feed to the county EOC during the initial damage assessment phase of recovery efforts.

## ENGINEERING & INFRASTRUCTURE

- I feel that I have empowered employees to do their jobs to their fullest potential. I got the feeling that employees felt that they were being held back from making decisions on their own. I honestly feel that employees want the ability and opportunity to make a difference and I feel that I am in the process of providing that to them. I have tried to show them that as the Department Head I am there to serve them and not necessarily there to direct them what to do each day.
- My team and I are trying to implement standard operating procedures and protocols to improve the overall services of the Department.

## GOVERNING BODY

- Embraced leadership objectives and strategies, and principles and policies that guide public services (Professionalism)
- Worked closely with elected officials and maintained political neutrality (Professionalism)
- Treated internal and external customers courteously; showed consideration for all individuals by acknowledging ideas, viewpoints and differences of opinion (Respect/Diversity)
- Managed potential conflicts of interest for elected officials or the appearance/perception thereof (Respect/Integrity)
- Upheld the public trust through ethical behavior and fiscally responsible administration of county resources (Integrity)
- Objective 1: Improved operational efficiencies through innovation, automation and technology (iPad for paperless agendas/email/board of commissioner calendar appointments; county website; public hearing/public forum display timer; Facebook, Twitter, and other social media to promote citizen interest in advisory boards; online automated advisory board application)
- Noticed special board of commissioner meetings and meeting cancellations

- Recorded board of commissioner meetings to ensure transparency and citizen access to information (posted to county website board of commissioner meeting agendas, action agendas and minutes and schedule of regular meetings, special meetings and meeting cancellations)
- Ensured business of Cumberland County citizens received follow up through sharing of board of commissioner actions/recommendations with county administration
- Objective 2: Participated in Session 1: “Introduction to County Government” of the Cumberland County citizens’ academy
- Participated in the Institute for Community Leadership to promote citizen interest in advisory boards
- Expanded advertisement of advisory boards to include Saturday Extra column, Up and Coming Weekly (advertised twice a year), county news releases, county public service announcement, Cumberland Matters, Facebook/Twitter/Time Warner
- Encouraged citizen engagement and feedback opportunities through public comment and public hearing opportunities
- Objective 3: Maintained commitment to continuous self improvement and professional growth/development (Municipal and County Administration course; Clerk’s Certification course; county Human Resource training courses to include training on leadership challenge)
- Objective 4: Coordinated National County Government Month and board of commissioner recognition of veteran county employees
- Served on Cumberland County Employee Recognition Committee
- Coordinated Cumberland County Cares Awards recognitions by board of commissioners
- Objective 5: Participated in update to the county classification system
- Implemented county performance management system
- Facilitated board of commissioner annual evaluation of the county manager, county attorney and clerk to the board

## HUMAN RESOURCES

- Provided access to computers to support the public in applying for positions that are now submitted on-line
- On-line application process implemented in 2011; now in process of redesign with more robust features for easy access, referral status, attachments
- Implemented an e-learning environment with select courses now offered on-line
- Implemented both an Executive and Supervisory Training Academy county-wide
- Implemented a three-tier staff development program that incorporates (1) Career Growth, (2)Policy/technical (3) Leadership Development
- Implemented a new Performance Management System in 2012, where training has involved a county-wide effort, with tools now developed for access and use on the county intranet
- Phase one of the Classification Study completed 7/1/12; impacted 1200 positions; conducted comprehensive market pay analysis; developed pay structure by classification; updated class specifications; specifications are now being placed on-line
- Reviewing county policies and revising based on new laws and regulations

## INFORMATION SERVICES

- Stress to staff the importance to our department/county of providing excellent customer service
- Discussions around methods of collecting customer satisfaction information (helpdesk, assessments)
- Working to establish key drivers to obtain customer service feedback (response time, effectiveness, attitude, availability, reliability)
- Support for volunteer fire stations for public safety
- Work with employees on flexible time if needed for extenuating circumstances.
- Establish more on-call personnel
- County pride sign has been posted with director picture at entrance

## LIBRARY

- We added new services in the past year:
  - book bundles for busy parents
  - tutor.com that provides tutoring with certified teachers by computers
  - a new downloadable audio book service
  - deposit collections in places where we hope to identify new customers--dental clinic in the health dept, for example.
  - partnered with child support in a program to help build job skills in non-custodial parents
  - taken an active role in the county training program. Several library staff assist with classes and we've been offering computer skills training to other county employees

## MENTAL HEALTH

- Training offered to staff on quality management, confidentiality, due process and rights of consumers (competency based)
- Training for all staff, including administrative support, on how to report a complaint or grievance made by anyone about any aspect of the department and forward for review and/or investigation
- LME is becoming part of the MCO Cultural Competency Committee that will include development of specialized policies and procedures, a comprehensive Cultural Competency Strategic Plan
- New Services: Established LME/MCO Departments as follows
  - Intellectual and Developmental Disabilities Care Coordination
  - Mental Health/Substance Abuse Care Coordination
  - Provider Network Account Specialists
  - Community Relations Liaisons (Jail, Court, System of Care, Housing, Generic including the military)

## PUBLIC HEALTH

- Extended Hours (WIC; HIV and Syphilis Testing; Immunization; Environmental Health; Child Birth Education Classes)

- Updated website which is being utilized more frequently by patients/citizens
- HIPAA Improvements
- Lead on Community Wellness Teenage Pregnancy Prevention Task Force
- Number system in CC Medication Access Program

#### PUBLIC INFORMATION

- Implemented Citizens' Academy
- Increased Facebook postings to include severe weather alerts, adoptable animals, etc.
- Established a YouTube channel for video postings
- Added headlines section to homepage that includes rotating graphics

#### SOCIAL SERVICES -

- DSS established eight core standards as part of our department's strategic planning process that began prior to the county's strategic plan development. Our eight core standards include defined validating behaviors. The county's core values PRIDE fit nicely in our existing values; therefore we conducted all staff information sessions for 640 employees that demonstrated to them how PRIDE already was already incorporated in our department's core values.
- We created a tagline for our core values which states "Together our core values mean we serve Cumberland County citizens with PRIDE." We demonstrate the core values in our operation and service delivery.
- companies to be sure that all veterans are getting the benefits they are entitled to

#### TAX ADMINISTRATION

- Taking credit/debit cards at the counter
- Modified dress code of business casual to designate every Friday as "jean" Friday
- One supervisor began sending e-mails of appreciation to her staff on their employment anniversary date. Other supervisors to follow
- Added an additional year of paid tax receipts for retrieval online
- Implemented and trained staff on the county's new (ARM360) damage assessment software
- Added business extension request form to website for online filing

#### VETERANS SERVICES

- We now have a Customer Service Survey that is completed after the client's visit
- A Pension Workshop for all nursing homes, assisted living facilities and home-based care

Has your department set any goals in terms of PRIDE? List them.

#### ANIMAL CONTROL

- Protect and Serve the public.
- Increase the adoption rate from 10% of the adoptable animals to 50%.
- Decrease euthanasia to <25% of adoptable animals.
- Increase Rabies vaccination rates to 75% of dogs and cats in our county.

- Increase Licensing of dogs and cats to 75% of those animals vaccinated.
- Evaluate all job applicants equally to insure everyone qualified has an equal chance of being hired

#### CHILD SUPPORT

- The county strategic plan is mentioned often to staff members and is in fact a part of the Performance Management Evaluation System that was implemented this calendar year
- Staff training, whether county or state sponsored, is required and encouraged of all staff

#### COMMUNITY DEVELOPMENT

- No we have not; however, we continue to establish programmatic goals and action plans.

#### COOPERATIVE EXTENSION

- In progress

#### CROWN

- To maintain respect for others and value each other's opinions
- To maintain the integrity of the Crown Center as well as our individual integrity by being transparent in decision making
- Pursue various types of diverse entertainment to capture a wider audience base
- Increased the social network and website activities by releasing up to date information thereby decreasing the response time to questions and concerns
- Put forth the upmost effort in making our customers experience at the Crown Center a memorable experience

#### EMERGENCY SERVICES

- Plans to investigate technology for fire inspections services through or inspectors.
- Updates to communications for P25 compliance
- Acquisition of shared facilities with City of Fayetteville for consolidation of communications as a secondary location when one or both communication centers must evacuate their primary location.
- Continue public education of fire prevention and support the county fire departments
- Continue to update the department website along with updating various documents which are outdated.

#### ENGINEERING & INFRASTRUCTURE

- Staff is aware of the importance of getting work orders completed in a timelier manner and have been encouraged to develop a strategy to address outstanding work orders.

#### GOVERNING BODY

- Continue to embrace leadership objectives and strategies, and principles and policies and establish goals consistent therein.

#### HUMAN RESOURCES

- Personnel Manual developed and communicated on-line for employee and supervisors easy access
- Establish space needs that incorporates consolidating all HR staff in one location; that would assist our department heads, supervisors, and employees in providing their HR needs and services
- Complete and implement phase two of the classification study for human service agencies (Health, DSS, Mental Health)
- Assist departments in review of their SOPs
- Begin the communication process of new personnel policies and procedures and impact to their organization
- Initiate project to become (paperless) for personnel records
- Audit personnel practices at the department level for adherence to county standards and consistency with employment law practices
- Incorporate the Mediation Dispute Resolution Practices where applicable to resolve employee grievances

#### INFORMATION SERVICES

- Establish cost-effective procedures by helping departments with technology to adhere with their business procedures.

#### LIBRARY

- We have had an extensive staff training program for many years. PRIDE connects us to the rest of county staff

#### MENTAL HEALTH

- All LME staff will work to ensure there is not an interruption in services or access to local resources as a result of the implementation of 1915 (b)(c) waiver. This includes responding to crisis calls, requests for assistance from Alliance and others, facilitating meetings with others in the community on changes, ensuring the LME is responsive to all requests for information.
- All staff will be fully trained in their roles in the MCO and show competency in performance of those roles within the first 30 days of waiver implementation.
- Community Relations Liaisons will meet with key partners in their respective areas and share information with others.
- LME staff will share information from MCO Cultural Competency Plan with others in the agency, Consumer Family Advisory Committee, Community Collaborative and other community partners.
- LME will develop formal protocols to support network providers in providing the best services to consumers and their families so their treatment/rehabilitative outcomes can be met.

#### PUBLIC HEALTH

- Increase the frequency of spirit team events—specifically for the direct benefit of employees



- Health and Wellness by implementation of the Internal Wellness Committee - working to utilize the wellness room for the employees
- Development of the Facilities Preservation Committee to preserve the building

#### SOCIAL SERVICES

- Our core values are the foundational belief that we hold most important in our behavior with our customers, the community, our partners and with one another as we work to achieve our four strategic goals for our organizations.
- Continued engagement to strengthen relationships with our customers & community partners. Defining, measuring and improving our department's effectiveness. Optimizing service delivery through innovation, automation, and technology. Sustaining a committed workforce in an ever changing world

#### SOIL & WATER CONSERVATION DISTRICT

- In addition to the already excellent customer service provided by our department, we strive to answer and address questions and concerns of customers in no more than 24 hours from their initial call or visit to our office.

#### TAX ADMINISTRATION

- Give each employee the opportunity to attend two personal growth training classes each year in addition to required training programs
- Implement new daily check processing software to shorten staff processing time and better expedite daily deposits
- Promote the slogan "People are our business and We care about our people"
- Add a customer ID # to all tax records to tie together all records/amount of taxes held by one taxpayer, making it easier to retrieve all the records.

#### VETERANS SERVICES

- Our goal is to try to give each veteran or dependent the best Customer Service we can provide. We are striving for 85%-90% approval on submitted claims

Mr. Emory asked for commissioner comments regarding suggestions brought forward by department heads. Chairman Keefe suggested that a "nontraditional ombudsman" who could work internally and interdepartmentally be considered. Chairman Keefe stated this would be in addition to an ombudsman who would work with citizens.

#### Item 3. Force Field Analysis

Mr. Emory stated in preparation for the 2013 planning session, department heads completed a force field analysis which would serve as the core of what was to be accomplished during the current session. Mr. Emory referenced the positive/restraining internal and external forces as recorded below.

#### Positive External Forces (# of Responses)

What are the positive forces and influences external to Cumberland County government that affect how the county conducts business and serves citizens?

- Engaged Community (8)
- Positive and Negative Feedback from Citizens (6)
- Military Influence (6)
- Engaged and Effective Community and Non-Profit Organizations and Agencies (6)
- Quality of Life/Location/Infrastructure (5)
- Relationship with News Media (Newspaper) (4)
- Diverse Community (2)
- Outside Grants/State Cost-Share (2)
- Relationship with State Legislature (2)
- Quality of Public and Private Education (schools, colleges, universities) (2)
- Good Medical Care (1)
- Political Environment (1)
- Strong Local Economy and Tax Base (1)

Mr. Emory asked commissioners whether any positive forces should be added. Chairman Keefe stated Cumberland County's geographic location was a positive force.

#### Restraining External Forces

What are the restrictive/negative forces and influences external to Cumberland County government that affect how the county conducts business and serves citizens?

#### FINANCIAL

- Budget restraints
- Economy
- Available funding not adequate for needed services
- Legislative changes that place more financial responsibility on the county. For example, the state seems to be looking for any avenue to alleviate cost from the state and placing on the county. For example, our department is now paying for court fees that used to be waived since we are a government entity but the state is now requiring payment with the obvious result being increased revenue for the state but increased cost to the county.
- The economy. Diversifying our local economy would be very good so that we are not so dependent upon the military. But attracting new businesses will require a major focus on the quality of life issues.
- The external influence of the local economy. Increase underemployed and unemployed has negative influence. There are times when the military deployments impact the local business community impacting sources of revenue. The fluctuations of military population have a latent effect on all levels of service in the county and local communities.
- National and state budget cuts
- Unfunded mandates; shift of state responsibilities to counties
- Economic uncertainty
- Fuel prices
- Unfunded mandates.

- Transfer of state mandates to county without funding
- State and federal fiscal problems

#### INFRASTRUCTURE

- Lack of transportation
- Poor roads
- We need to support the park bond and push it forward. Our comparison to Greensboro with regard to the number of parks/green spaces is pitiful and sad.
- We do not attract major retail stores that would enhance our reputation as good place to live.
- Our gateways by road are not attractive.
- Transportation continues to be a problem. Getting people to work and shopping--how to manage this?
  - Community planning improvements creating walkable communities.
  - The need for and utilization of public transportation and multiple-modal forms of transportation.

#### PUBLIC PERCEPTION

- Citizens often do not take advantage of the information provided on tax bills, website, in newspaper, and on public announcements that would benefit them and result in a more positive perception of government services.
- The public's negative perception of government is often a hindrance.
- Negative image of Fayetteville
- Public perception. I feel that in some instances the fear of how the public will perceive things prevents things from getting done that would have a positive impact for the employees as well as the community.
- Public view of county government and how it operates
- Perception that lack of forward thinking to conduct business with the county (parking; have to come to the courthouse, etc)
- Poor reporting habits of newspapers, TV, and radio.
- Groups or organizations that are worldwide that use the internet to cause havoc and disrupt business for their causes

#### CRIME

- Crime in our county
- crime rate

#### GOVERNMENT

- Governmental priorities.
- New legislative actions-Federal, State and local-ADAA, FMLA, new laws, changes in existing laws-increases workload and stress in trying to comply.
- Limitations of industry practices due to government law (general statute)
- Lack of services to meet needs of at-risk juveniles and the mentally ill/disabled
- Military deployments and cuts in civilian jobs affect tax base,
- We could work more closely with the city to decrease duplication of effort and work solidly towards common goals.

- Animal control issues need continuing attention. Dr. Lauby is top-notch, but he needs stronger ordinances to decrease the number of animals euthanized. This is another area where working with the city would be so beneficial for CC citizens.
- Surrounding local governments impact county services through property annexation. Pressures of population growth impact congestion of roadways.
- Political pressures
- Regulatory compliance
- Public climate
- Reduced public/private partnerships

#### QUALITY OF LIFE

- Lack of opportunities for citizens to purchase locally grown foods.

#### MISCELLANEOUS

- Lack of a scanning department that could reduce storage needs, improve accessibility to information, free up employees for other duties, reduce stress and improve morale. (INTERNAL RESTRAINING)

Mr. Emory asked commissioners what they thought was the main external force affecting the county. Chairman Keefe stated financial and budgetary constraints. National and state mandates were pointed out, as well as cuts to the military and ongoing mental health reform. Comments followed regarding the relationships between crime and infrastructure; crime, education and financial restraints; and crime, mental health services, jail health and financial restraints.

What are the positive forces and influences internal to Cumberland County government that affect how the county conducts business and serves citizens?

#### COUNTY MANAGEMENT/ADMINISTRATION/LEADERSHIP

- County management provides excellent support to department heads.
- County Management exhibits a high level knowledge, leadership and professionalism when addressing issues
- County management is supportive.
- Department Heads are creative, progressive and have the ability to navigate the county and state bureaucracy
- County leadership, management and departments are active in professional associations that promote county services.
- A strong well trained staff and knowledgeable administration
- good manager/board leadership
- The fact that leaders recognize that our environment/climate was somewhat "toxic" is good.
- The leadership challenge is a step in the right direction; however, employees must buy-in.
- County is external customer service focused
- Good relationships between dept. heads and county management.
- Maintaining the Strategic Plan.
- I also think we work hard to develop teamwork.
- Support of management for new technology

- Our county management is highly competent.
- I am not micromanaged, but I receive support when I ask for it and always encouragement.
- I feel that overall the Departments throughout the County work well together to address issues that come up.
- I have not had an experience yet where I felt that I could not get the assistance or support from another Department to solve a problem or address an issue.
- Management and elected officials instill a positive attitude and support of staff and department initiatives.
- Positive department interaction with other departments and sense of cooperation and teamwork.
- Positive community relationships with other local governments and agencies including the business community.
- Departments cooperating/working together
- Informed elected officials
- Quality/knowledge/competence of leadership/management/staff
- Knowledgeable administration
- Department Heads committed to the success of their organizations
- County Management's willingness to listen to new ideas and give serious consideration for implementation
- Management training sessions on importance of our Mission and PRIDE.
- Department Heads regular meetings with staff to discuss problems and remind staff of our mission to serve and protect.

#### FINANCIAL/FISCAL/BUDGETS

- Financial stability of county government
- Sound fiscal county policy
- Improved salaries
- Accountability
- County makes resources available to departments to get the job done.
- County commissioners allocating funds to allow departments to better accomplish our missions.

#### PUBLIC INFORMATION

- Public Information Department—excellent communication system in place
- With the work of Public Information Office, I think the county has greatly improved its image in the county and helped to get the word out about what county is doing for its citizens.
- Coordination with the public information office in regards to the dissemination of public information
- Public information disseminated through social media outlets along with conventional public venues.

#### COUNTY EMPLOYEES/BENEFITS/TRAININGS

- Wellness Clinic –ensures we have a healthy workforce that is ready to serve citizens.
- County trainings –excellent training opportunities for employees to improve their skills.
- Employee benefits
- Majority of employees strive to give excellent public service and take pride in their work.

- New performance system training programs
- Staff is knowledgeable, motivated and committed to public service.
- A strong well trained staff
- Employee benefits
- Diverse work force
- Taking PRIDE in our work.
- A commitment to customer service has been emphasized through the adoption of the PRIDE and 5 year plan.
- Staff training and development has also been bolstered in the past few years.
- The classification study resulting in pay grades was a truly wonderful development for this county. We are competitive now in our salaries.
- As far as my Department, there have been several vacancies that have been filled with new employees. This allows us to view things differently since we have fresh ideas being introduced to enhance the service that we are responsible for providing day in and day out.
- The department has a solid knowledge base of the respective disciplines.
- Staff is responsive to the needs of the public and most instances their public interaction involves extreme circumstances.
- Comparable employee benefits and enhancement of wellness initiatives.
- Honest, knowledgeable, pleasant, punctual, cooperative employees with good work ethic.
- Training opportunities
- Health & Wellness program
- Motivated staff
- Adequate training and supervision.
- Good communication/teamwork
- Desire by employees to exhibit effective customer service and department heads commitment to ensure implemented

## COMMUNITY

- Citizen's Academy
- Overall community partnerships are good and work well together
- Improving the first impressions citizens get when coming to our county.

Mr. Emory opened the floor for comments about positive internal forces related to county administration, county management and county leadership. Highlighted were management and elected officials instilling a positive attitude and supporting staff and department initiatives; positive department interaction with other departments; sense of cooperation and teamwork; absence of micromanagement; and departments cooperating/working together.

Mr. Emory asked department heads for their input regarding county management and county administration. Highlighted were the following:

- communication has improved within the county
- more sharing of resources
- more willingness to help
- library serves as a public access to computer technology to better engage citizens
- management staff is open; departments are embraced and part of the team

- legal department handles a large volume of work
- knowledge based group; will research if more information is needed
- engineering department is doing an outstanding job
- good collaboration between departments

Mr. Emory stated although financial, fiscal and budget appeared as external restrictive/negative forces, they were also considered to be positive internal forces. Mr. Emory further stated survey results included sound fiscal policy, improved salaries, accountability, the county making resources available to get the job done, county commissioners allocating funds to better accomplish their mission, and the county's financial stability. Commissioner King stated county management's conservative spending/use of fund balance has been an advantage to the county during challenging times. Commissioner King stated other counties have not been so fortunate. Favorable comments followed regarding the county's Public Information Office and county employees' benefits and training. Mr. Emory asked participants to remember and recognize the value of the positive internal forces when moving forward with the 2013-2014 plan.

Mr. Emory stated an important part of the planning process would be to make positives out of the priority internal restraining forces which would enable the county to be where it wanted to be. Mr. Emory referenced the internal restraining forces as recorded below.

#### Internal Restraining Forces

What are the restrictive/negative forces and influences internal to Cumberland County government that affect how the county conducts business and serves citizens?

#### BUDGET

- Lack of budget
- Lack of resources, financial and man power that allow us to provide all of the necessary and needed services
- lack of money for budget
- Non-competitive wages
- available funding.....funding!
- Budget cuts
- Lack of or stagnant revenues

#### PERSONNEL

- The increased paperwork in the new hiring process is very time consuming. By the time the hiring packet is completed and approved, the best candidate has taken another position outside the county.
- High stress in employees' personal lives spills over into workplace
- Generational divides
- Increased time off, FMLA, or poor performance results.
- Inconsistent policies, practices between county departments-timesheets, dress code, being late etc.
- Having a County Personnel Code rather than a County Personnel Policy.

- County HR has difficulty maintaining objectivity especially as it relates to employee complaints and often pit employees against their management
- County policies are implemented without procedures or necessary tool to implement at the department level
- For our department the only internal issue that is affecting our ability to "do better" is keeping/retaining experienced staff. This should improve since the reclassification study was completed.
- Unproductive employees
- Paid sick leave. This is an antiquated system to pay workers not to work. It is not done in the private business world because it is detrimental to getting the job done. At a minimum it should be cut in half or done away with completely. Anyone at any time can see a medical person and tell them "I am sick" and get 3 to 5 days off with pay.
- HR should only be contacted after going through chain of command. Allowing workers to go directly to HR does not give supervisors or Department Heads the opportunity to examine and fix problems in our departments. When HR does an investigation it closes down the working ability of any department and adversely affects public service.
- Takes too long to fill positions.
- The probationary period should be one year and the first six months work should be "at will" employment. This would allow department heads to remove people who don't fit into or cause disruption of work without going so far as being written up, disciplinary hearings, and termination hearings.
- One huge hurdle for us and every organization and business is healthcare. We have a wonderful system but it cannot force people to make personal changes. I don't have a solution except to continue to encourage and support through our ongoing wellness programs
- People don't like change and people also don't like to be held accountable.

#### COMMUNICATION

- Lacks communication with departments and their employees about changes that affect them which affects moral; usually read about policy changes in the newspaper
- Lack of communication between departments
- Internal communication is sometimes a problem. I have to temper that to say that it's any organization's biggest challenge and I think we are improving.
- I feel that the lack of internal communication is one of the most negative forces facing the County today. I get the feeling that departments understand what their responsibilities are and that they want to handle them the best that they see fit. In other words, they have their own way of doing things and they want to continue to do them the way that they are doing them now. This is true for my Department as well.

#### INTERACTION BETWEEN DEPARTMENTS

- Lack of department's working together on initiatives.
- Operates in silos and a "cookie cutter" mentality or one size fit all
- Defensive cultures/operating in silos

#### FACILITIES

- Lack of adequate parking is a constant irritant to the citizens and employees.



- Crowded working conditions, old equipment, and non-ergonomic furniture.
- Lack of office space
- While we keep improving in the area of energy consumption, lack of funds for infrastructure improvement means lost dollars in the future. Imagine a fleet of clean, electronic vehicles (or at least hybrids).

#### MANAGEMENT

- Meeting some of the required training schedules for staff and participating in the HOPE 2013 Program and still serves the public and get required work task completed by deadlines is a challenge.
- Lack of knowledge of the dynamics and needs of the various County departments
- Fails to engage departments in matters that significantly impact their operations or employees
- Department Head meetings either do not occur or when done lack substance
- Resistance to change or lack of compelling need to change
- Lack of accountability
- Rigidity of work practices
- Lack of county authority over human service agencies/boards
- Too much bureaucracy.
- County does not appear to have an enterprise wide business approach, that impacts finance, purchasing, technology and personnel matters. Business is stove piped in departments. Example: Business Contracts should be evaluated to determine if multiple departments may benefit, as opposed to one; this may be in IS, HR, Finance). It is typically not known when departmental are looking at such contracts and vendor options and choices. Outdated technology systems that do not support business needs Decentralized management approach for business that includes (HR, IS, Finance, Purchasing); this is difficult where responsibilities may overlap, and result in inconsistencies, with authorities blurred and ambiguous. Very stove piped where each dept. will go off on their own, that may not be the best result for the county at large.
- Review the county organizational structure to assess its effectiveness in the 21st century
- Review county-wide policies to update and develop those needed in the 21st century.

#### PURCHASING

- Most small business operations do not understand how to properly become a service vendor/provider and become frustrated with the process.
- The county continues to improve on public and private information through use of electronic media and perhaps may consider posting of requests for goods, materials and services.

#### TECHNOLOGY

- Lack of comprehensive and integrated technological and automated business operations
- I feel that the county is very slow to embrace technology. There are several things that I see the need to automate to make staff more efficient. In doing so, I am confident that there will be cost savings associated with these improvements.

#### MISCELLANEOUS

- Lack of adequate and convenient lodging to host various events (external)
- Lack of adequate roadways throughout county to accommodate needs of population (external)

- Ordinances that don't allow protection of the public

Mr. Emory opened the floor for comments regarding budget as a restraining force. Chairman Keefe stated he was surprised non-competitive wages were listed since the county recently went through position reclassifications. Chairman Faircloth asked whether the county was losing employees because of wages. Mr. Martin stated he was not aware of any. Buck Wilson, Public Health Director, stated the Public Health Department was losing physicians, nurses, and other medical personnel. Hank Debnam, Mental Health Authority Director, stated the Authority was losing psychologists and other clinical/medical personnel to Cape Fear Valley Hospital System and Womack Army Hospital because they did not receive salary increases at the same rate while working with the county. Mr. Debnam stated the county needs more industry in the area to produce jobs and increase the tax base. Commissioner Edge commented that the new Veterans Administration hospital would likely cause a restructure of clerical personnel in the area once it became operational.

Mr. Emory opened the floor for comments regarding personnel related restraining forces. Discussion followed about probationary periods with the first six months being "at will" employment, and whether the tools/processes were in place to address and/or remove nonperforming employees.

The lack of free parking was identified as a restraining force for county facilities. With regard to the lack of county authority over human service agencies/boards/directors, Commissioner King stated it had been rumored that some health and human services manager indicated to their boards that they work for them and not for the commissioners. Commissioner King stated this message was not well received by the commissioners because everyone is part of the county's team and should work together. Brenda Jackson, Social Services Director, suggested that annual joint meetings between the commissioners and human services boards might foster a better understanding of the relationships and better communications.

Ms. Jackson spoke to the lack of comprehensive integrated technology, automated business operations, and the need for a countywide technology plan. Chairman Keefe stated electronic records/documents needed to be embraced. Betty Clark, Information Services (IS) Director, stated IS is working on a high dollar, comprehensive countywide system/policy to digitize records. Commissioner Edge spoke to challenges that face commissioners when it comes to balancing the county's many needs with the budget.

Mr. Emory lead participants through an exercise designed to identify three large-category restraining forces that would benefit the county if they could be turned into positive forces. The exercise resulted in the following:

- Budget - 26
- Personnel - 22
- Communication - 9
- Interaction between departments - 1
- Facilities - 12
- Management - 1

- Purchasing - 1
- Technology - 19

Item 4. Goal Setting

Mr. Emory stated goal setting would be based on the former plan and opened the floor for comments about plans/goals for the future. Chairman Keefe stated he would like for the county to continue working on customer service and customer feedback. Dr. Dixon suggested that it be retrofitted into the plan. Chairman Keefe agreed.

Mr. Emory and Dr. Dixon lead participants through exercises for the following:

- Overview of Priorities
- New Items / Issues to Consider
- Narrowing Focus and Setting Priorities

Item 5. Group Discussion on Action Steps

Dr. Dixon broke participants into groups, assigned each group a restraining force and asked them to come up action plans and steps that would turn them into positive forces. Commissioners joined the groups.

Item 6. Group Reports Presented

Each group reported on the action plans and steps for their assigned restraining force. Work sheets/plan sheets were turned into Ms. Shutt for use by the writing team. Ms. Shutt asked that additional items be sent to her within the next two weeks.

Chairman Keefe provided closing comments.

MOTION: Chairman Keefe moved to adjourn.  
SECOND: Commissioner Council  
VOTE: UNANIMOUS (6-0)

There being no further business, the meeting adjourned at 12:00 p.m.

Approved with/without revision:

Respectfully submitted,

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Candice H. White  
Clerk to the Board

