

CUMBERLAND COUNTY BOARD OF COMMISSIONERS
STRATEGIC PLANNING RETREAT
TUESDAY, MARCH 31, 2015 – 8:00 AM
CROWN COLEISUM BALLROOM-1960 COLISEUM DRIVE-FAYETTEVILLE, NC
SPECIAL MEETING MINUTES

PRESENT: Commissioner Kenneth Edge, Chairman
Commissioner Glenn Adams
Commissioner Charles Evans
Commissioner Jimmy Keefe
Commissioner Larry Lancaster
Amy Cannon, County Manager
James Lawson, Deputy County Manager
Melissa Cardinali, Assistant County Manager
Tracy Jackson, Assistant County Manager
Sally Shutt, Governmental Affairs Officer
Tammy Gillis, Director of Internal Audit and Wellness Services
Vicki Evans, Finance Director
Dr. John Lauby, Animal Services Director
Bobby Howard, Solid Waste Director
Eric Redrick, Veteran Services Director
Keith Todd, Information Services Director
Buck Wilson, Health Department Director
Tom Lloyd, Planning and Inspections Director
Jeffrey Brown, Engineering and Infrastructure Director
Donna Foster, Soil and Water Conservation Administrative Program
Officer
Austin Keating, Child Support Services Director
Joe Utley, Tax Administrator
Ron Cooper, Central Maintenance Director
Julean Self, Human Resources Assistant Director
Randy Beeman, Emergency Services Director
Jody Risacher, Library and Information Center Director
Lisa Childers, Cooperative Extension Director
Angie Cunningham, Printing and Graphic Services Director
Callie Gardner, Pre-Trial Services Director
Sylvia McLean, Community Development Director
Candice White, Clerk to the Board
Kellie Beam, Deputy Clerk to the Board
Press

ABSENT: Commissioner Marshall Faircloth, Vice Chairman
Commissioner Jeannette Council

Following a networking breakfast, Chairman Edge called the meeting to order and welcomed everyone in attendance. Amy Cannon, County Manager, also welcomed everyone and stated in-house resources would be used to facilitate this strategic planning session.

An ice breaker exercise followed.

Sally Shutt, Governmental Affairs Officer, stated during the March 10 strategic planning session, 21 issues were mentioned as having an impact on Cumberland County and department heads were surveyed and asked to select their top five priority issues that County government can directly impact. Ms. Shutt stated the following top five priority issues were identified from the survey:

1. Homelessness
2. Military Drawdown/Economic Development
3. Aging Infrastructure/Capital Improvements
4. Employee Health
5. Intergovernmental Relations

Ms. Shutt stated each of five teams that were established during the March 10 strategic planning session will be assigned two of the five goals and asked to:

- Review existing objectives and decide if they have been accomplished;
- Recommend new objectives based on the top priorities outlined in the survey;
- Suggest action steps that can be taken in meeting each objective outlined.

Ms. Shutt asked each team to assign a spokesman for the group to present their recommendations and to assign a clerk or reporter to prepare the written reports. Each team was assigned their first goal.

Chairman Edge called a fifteen minute break following which the meeting reconvened.

Each team was assigned their second goal for review, recommendations and suggested action steps.

Each team reported to the entire group on goals, objectives and action steps as follows:

GOAL 1: Ensure a safe and healthy community by providing needed services to our citizens in a timely manner - Homelessness was one of the top issues from survey.

New Objective 5: Homelessness

Take proactive steps to reduce homelessness and at-risk homelessness in our community.

Action Steps:

- Research models from other communities that have been successful in addressing homelessness and best practices; Community Development, Administration, Alliance Behavioral Healthcare
- Identify the underlying issues that contribute to homelessness and identify the many community partners; Alliance Behavioral Healthcare, community partners, faith community, CoC, Community Development
- Develop a comprehensive and sustainable plan to provide resource and referral, case management, housing and employment services to the homeless; municipalities, County, CoC, Alliance Behavioral Healthcare, faith community
- Seek grant opportunities and other funding sources to assist in development of a comprehensive day center for delivery of services; federal lobbyist, municipalities, County, Alliance Behavioral Healthcare, community partners
- Collaborate with community partners to improve services to minimize homelessness
- Create and maintain inventory of available resources to impact reduction in homelessness

Existing Objective 1:

- Help keep youth engaged in the summertime by educating County departments and seeking their interest in partnering with the school system and Workforce Development program to provide on-the-job training for summer youth.

Existing Objective 2:

- Continue to seek grant funding for the Mental Health Court

Existing Objective 3:

- Improve technology to enhance efficiencies in emergency response

Existing Objective 4:

- Continue school funding agreement instead of “negotiate and approve” school funding agreement
- Create, improve and grow programs to promote responsible pet ownership so that it is ongoing in private schools and in public schools within the next year

GOAL 2: Provide adequate infrastructure consistent with orderly growth of a dynamic county - Aging Infrastructure and Capital Improvements were two of the top issues from survey.

Existing Objective 1:

- Include aging infrastructure and capital improvements as identified from the survey; department heads, County Management, County Commissioners
- Overall ensure Crown Complex is included in the existing four action steps; need community input
- Prioritize and identify funding; consider fees and fee structure; department heads, County Management, County Commissioners

Existing Objective 2:

- Update survey to assess the County's departmental recycling practices that are in place
- Revive the Green Committee to research best practices and develop a feasible and fiscally responsible County wide three-year action plan with consistent departmental green procedures and "education provided by recycling coordinator"
- Add recycling containers in County building public areas
- Also a recommendation to remove Objective 2

Existing Objective 3:

- Continue implementation of a County wide digital records system; revisit and prioritize for different departments
- Obtain wireless internet access throughout County facilities
- Retain three-year technology plan and maintain a yearly update to the technology plan
- Finalize implementation of the VoiceOverIP system next year
- Continue the enhancement of customer service through the application of modern technology
- Develop a central phone number to serve as the primary contact for a public phone tree that will include County departments and court system
- Create a framework for the interdepartmental business partnership

Existing Objective 4:

- Encourage "Adopt a Highway" throughout the County; Solid Waste and County Management coordinating with NCDOT
- Also a recommendation to remove Objective 4

GOAL 3: Promote economic development by creating and retaining jobs, and providing career opportunities, quality education, cultural and recreational services - Economic Development and Military Drawdown were two of the top issues from survey.

Existing Objective 1: One recommendation to remove Existing Objective 1 after Task Force completes its review.

- Continue to identify expectations for economic development including but not limited to existing incentive programs and policies, utilization of existing business sites and industrial parks and job creation
- Review existing economic incentives to ensure they are consistent with N. C. General Statutes that are conducive to attracting new businesses to Cumberland County
- Create a culture that supports a user friendly approach to the growth and development of the industrial base and local workforce; examples are "one-stop" or consultant/advocate to walk through process
- Establish policy that promotes the use of local businesses for products and services as allowed under N. C. General Statutes

Existing Objective 2:

- Remove Action Steps "Accept feasibility report on farmers market and work with local entities to create a market" and "Establish a Local Foods Council"
- Provide classes, technical assistance and support to veterans (military drawdown) transitioning to agriculture; promote through Veterans Services and Cooperative Extension and other County agriculture organizations
- Continue to raise awareness and promote the economic impact of agriculture; Soil and Water, Cooperative Extension, and other County departments that can assist
- Continue to promote the local foods movement including community gardens, farmers' markets and marketing agriculture awareness; Soil and Water, Cooperative Extension, Employee Wellness, Planning Department

- Promote economic development for the preservation of natural resources, farmlands and the County's agriculture industry
- Continue to utilize the Working Lands Protection Plan as a guide to promote the long-term use of agricultural lands
- Support farmers' markets throughout Cumberland County
- Promote and support agricultural awareness and events throughout Cumberland County

Existing Objective 3:

- Continue to provide quality cultural and recreational services
- Also recommendation to remove Objective 3

New Objective 3:

- Develop a flexible proactive approach to the expansion and contraction of the military in Cumberland County (action steps needed)

GOAL 4: Educate, inform and engage employees, citizens, elected and appointed officials through effective and efficient communications - Intergovernmental Relations (municipalities, military, schools, state, federal etc.) was a top issue from survey.

Existing Objective 1:

- Establish community engagement through information sessions throughout the County in the nine municipalities and Ft. Bragg
- Educate County Commissioners on the involvement of the boards and committees and the time commitment required
- Engage schools of higher learning to encourage student involvement

Existing Objective 2:

- Provide an automatic link to the County's website on library computers
- Within the County's website, provide links to municipality websites, schools and Ft. Bragg

Existing Objective 3:

- Ensure access of intranet and email for all employees
- Update and revise County personnel ordinance and disseminate

Existing Objective 4: Change objective to "enhance collaboration among governmental entities including boards, committees and commissions"

- Maintain schedule of joint meetings between County Commissioners and various other governing boards, staff and community leaders
- Recruit new members that will enhance collaboration based on their experiences and education
- Place more emphasis on the military
- Ensure each new board member receives a full and complete orientation to the new board, including attending County wide welcome/information session and a tour of County departments

New Objective 5: Increase communication and collaboration between the County and all municipalities, Ft. Bragg schools and state and federal agencies; Public Information Office, County Manager and County Commissioners

- Be fully engaged in Mayors' Coalition and Fayetteville-Cumberland Liaison Committee
- Invite Garrison Commander to participate in the Mayors' Coalition
- Continue meetings with Board and legislative delegation on a quarterly basis
- Communicate with congressional leaders to keep local issues at forefront and meet with them at least annually
- Publish the agenda and minutes for all of those meetings online

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 - Employee health was one of the top issues from the survey.

Existing Objective 1:

- Explore the feasibility of allowing flexible work schedule for employees
- Relocate action step “implement digitization process to enhance service delivery” to Goal 3, Objective 3
- More emphasis on employee safety as it relates to key card access in different areas of the County

Existing Objective 3:

- Facilitation by Human Resources for a detailed succession plan for each County department to address turnover due to the County’s aging workforce
- Prepare a risk assessment to determine safety issues that may affect employees actually in the workplace; County Management, Human Resources, Policy Committee
- Detailed succession planning to include training and essential requirements

Existing Objective 2:

- Still need feedback system but comment cards do not apply when considering efforts are to move forward with an automated system
- Use prominent button on homepage that would say “Tell Us About Your Experience” that citizens/employees can easily find

Existing Objective 3: Change objective to “Implement staff development, wellness and training programs”

- Conduct wellness surveys of employees to find out what they want included in the wellness program
- Promote healthy lifestyles with improved opportunities for physical activities and classes

Existing Objective 4:

- Identify ways department heads can recognize their employees and hear what other department heads are doing
- Develop best practices approaches to employee recognitions; Human Resources develop employee recognition training

Existing Objective 5:

- Update as it pertains to pay and labor market issues
- Ongoing so as not to get behind curve

New Objective 6: Recognize importance of employee health and fitness

- Develop a communication plan to educate the workforce on the importance of employee health and wellness participation; Wellness Staff and County Administration, Public Information Office
- Offer incentives to employees for their participation in the wellness program; Wellness Staff and County Administration, Public Information Office
- Assess opportunities available to the County and encourage physical activity through some type of voucher program to local gyms or spas; Wellness Staff and County Administration

Each team submitted their written reports to Ms. Shutt. Ms. Shutt stated the first draft plan will be sent to Leadership Team for review and/or additional recommendation. Ms. Shutt stated the final draft plan will be submitted to the Policy Committee on May 7 for review/recommendation and to the Board of Commissioners on May 18 for approval.

Ms. Cannon expressed her appreciation to department heads and the Board of Commissioners for their time and participation. Chairman Edge provided closing remarks and thanked everyone for attending.

There being no further business, the meeting adjourned at 11:50 a.m.

Approved with/without revision:

Respectfully submitted,

Candice H. White
Clerk to the Board