

CUMBERLAND COUNTY BOARD OF COMMISSIONERS
AND
FAYETTEVILLE CITY COUNCIL
FRIDAY, SEPTEMBER 16, 2016 – 11:30 AM
CROWN COLISEUM BALLROOM
1960 COLISEUM DRIVE - FAYETTEVILLE, NC
SPECIAL MEETING MINUTES

CUMBERLAND COUNTY

PRESENT: Commissioner Marshall Faircloth, Chairman
Commissioner Glenn Adams, Vice Chairman
Commissioner Jeannette Council
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
Rick Moorefield, County Attorney
Vicki Evans, Finance Director
Sally Shutt, Governmental Affairs Officer
Candice H. White, Clerk to the Board
Kellie Beam, Deputy Clerk to the Board

ABSENT: Commissioner Kenneth Edge

CITY OF FAYETTEVILLE

PRESENT: Mayor Nat Robertson
H. Mitchell Colvin, Jr., Mayor Pro Tem
James W. Arp, Jr., Fayetteville City Council
William J. L. Crisp, Fayetteville City Council
Kirk deViere, Fayetteville City Council
Chalmers McDougal, Fayetteville City Council
Lawrence O. Wright, Sr., Fayetteville City Council
Kathy Jensen, Fayetteville City Council
Robert T. Hurst, Jr., Fayetteville City Council
Doug Hewett, Interim City Manager
Kristoff Bauer, Deputy City Manager
Jay Reinstein, Assistant City Manager
Tracey Boyles, Budget Director
Karen McDonald, City Attorney
Rebecca Rogers-Carter, Fayetteville Strategic Performance
Analytics Director
Pamela Megill, City Clerk
Jennifer Ayre, Mayor's Office

ABSENT: Theodore Mohn, Fayetteville City Council

OTHERS PRESENT Jack Rostetter, Fayetteville Cumberland County Economic
Development Corporation Board Chair
Russ Rogerson, Fayetteville Cumberland County Economic
Development Corporation President
Juawana Colbert, Economic Development Director
Press

1. CALL TO ORDER

Mayor Robertson called the special meeting of the Fayetteville City Council to order.

Chairman Faircloth called the special meeting of the Cumberland County Board of Commissioners to order and welcomed everyone in attendance.

2. INVOCATION

Council Member Wright provided the invocation.

3. APPROVAL OF AGENDA

MOTION: Council Member Arp moved to approve the agenda.
SECOND: Mayor Pro Tem Colvin
VOTE: UNANIMOUS (9-0)

MOTION: Commissioner Adams moved to approve the agenda.
SECOND: Commissioner Council
VOTE: UNANIMOUS (6-0)

4. ITEMS OF BUSINESS

A. ECONOMIC DEVELOPMENT UPDATE

Jack Rostetter, Fayetteville Cumberland County Economic Development Corporation (FCEDC) Board Chair, thanked Council Member Wright and Commissioner Edge for serving on the FCEDC Board of Directors, and thanked Sally Shutt, Cumberland County Governmental Affairs Officer, and Rebecca Rogers-Carter, Fayetteville Strategic Performance Analytics Director, for their assistance with the FCEDC's 2016-2017 Strategic Plan. Mr. Rostetter provided a brief history of how the Fayetteville Cumberland County Economic Development Corporation was organized and then provided highlights of the FCEDC's high level Goals 2020, the Vision 2026 and the Mission as follows:

Goal 1: To lead economic development through a unified strategic communications plan and an innovative marketing approach that promotes community assets and enhances competitiveness.

Goal 2: To create market access and aggressively recruit new and diverse industry that grows jobs and supports wages at or above the County average.

Goal 3: To collaborate with existing industry on job retention and creation through research and analysis of the corporate environment and the community's workforce.

Goals 4: To be a dynamic organization that provides professional customer service and achieves excellence in economic development.

Goal 5: To serve as a unifying force for successful economic growth efforts in the community.

Vision 2026: A vibrant Fayetteville and Cumberland County with a diverse and viable local economy, maximizing assets and building synergy with opportunities for all to thrive.

Mission: The FCEDC, with unified leadership, will unleash our community's potential through strong business recruitment, job growth and existing industry expansion with an innovative marketing approach.

A unified effort: The FCEDC brings together community leaders to support economic development by aligning interests through open dialogue and a results-driven focus on job growth and industry retention.

Mayor Robertson inquired about the FCEDC's program of rebranding. Mr. Rostetter stated a consulting firm has been hired to establish a visual brand identity that reinforces the overall brand for the community and economic development. Mr. Rostetter stated a visioning meeting with community stakeholders will also be held to determine how to brand and identify each

target sector in the community. Additional questions and discussion followed about marketing strategies and opportunities for a regional marketing approach.

Mr. Rostetter spoke to opportunities associated with developing an Innovations Center driven by internet activities to include broadband and web-based platforms as they relate to creating jobs and opportunities. Mr. Rostetter stated the FCEDC is focusing on what steps to take and the type of plan that should be put together to provide the best opportunities for the future of the Fayetteville region.

Council Member Hurst asked how Goal 2, Objective 2.1 to attract 50 qualified new projects during 2017 was determined. Russ Rogerson, Fayetteville Cumberland County Economic Development Corporation President, explained that the FCEDC defines “projects” as putting a building and/or site in front of a client for consideration and evaluation. Mr. Rostetter stated recruitment likely lulled during the start-up of the new FCEDC entity and explained that the recruitment process also involves talking with consultants regionally, nationally and internationally. Mr. Rogerson expanded on the recruitment process and the 2015-2016 Year End Report.

Commissioner Adams inquired regarding outcome measures. Mr. Rostetter stated the FCEDC stood up a Measurement Committee for reporting Key Performance Indicators (KPIs) as they tie into the Strategic Plan and results. Mr. Rostetter stated this also ties into existing industry with jobs saved and jobs created. Commissioner Adams posed additional questions about how to measure what the economic development team is doing and how to determine whether the FCEDC entity being funded is successful. Mr. Rogerson stated to do so, it is necessary to understand what is under the control of the FCEDC, which is marketing to get companies to identify the community for potential location consideration; timely providing the data, information and people to companies that they need for their selection process; visiting buildings and sites; and all other steps involved prior to a company’s decision. Mr. Rogerson stated the FCEDC is ultimately measured by the decision companies make so to determine whether the FCEDC is successful is to measure its effectiveness in increasing the numbers of prospects it can impact. Mr. Rogerson stated the KPIs set up in the Strategic Plan are used to determine whether the FCEDC is driving more opportunity to the community and then evaluating those areas in which the FCEDC needs to improve. Mr. Rogerson stated the Garner Report is also used to identify the FCEDC’s strengths and areas in which it should see more success. Additional questions and comments followed.

Commissioner Keefe stated he thinks elected officials look at the FCEDC Board of Directors as an advisory board that is supposed to be composed of qualified people knowing economic development that can come to the elected bodies with a purposeful plan to help move things forward. Commissioner Keefe stated in his opinion, he does not believe elected officials are getting this and there are a lot of questions about everyone’s function, responsibility and purpose. Mr. Rogerson stated the Garner Report is the basis for all of the FCEDC’s planning, and the tenets of the report run through the entire organization and the FCEDC stays within that for its updates and reports. Mr. Rostetter stated there have been a handful of people who have done 80% of the work which is typical of Boards and as things evolve, there will be an opportunity to improve on the Board as part of the recruitment process to change leadership of the body. Mr. Rostetter stated the FCEDC is in a position of vulnerability that has got to be addressed. Mr. Rostetter stated he cannot speak to how the Board was vetted in the first place but from the standpoint of expertise, capabilities, influence, etc., his hope is to end up with a very strong Board that will be impressive to the elected bodies and the community. Mr. Rogerson stated the Strategic Plan is important because along with the Garner Report and current information that has been collected, it outlines activities that will drive projects, that will drive business development and that will drive incentive requests. Mr. Rogerson stated if the FCEDC’s activities are not accomplishing this, they need to be revisited, evaluated and adjusted accordingly. Mr. Rogerson stated this is a work in progress and economic development is a marathon, not a sprint, and a team sport with everyone pulling together in the same direction.

Mr. Rostetter recognized Juawana Colbert, Economic Development Director, who will serve as the FCEDC Interim President following Mr. Rogerson’s departure. Council Members and Commissioners thanked Mr. Rogerson for his service and extended their best wishes to him.

B. PROPOSED JOINT 911 CENTER

Kristoff Bauer, Deputy City Manager, stated the information to be provided on the proposed joint 911 Center will include the following:

- Study Process
- Key Study Findings
- Key Recommendations
- Policy Body Actions
- 911 Board Funding
- Next Steps

Mr. Bauer provided highlights of the key studying findings below stating that Mission Critical Partners (MCP) is a consultant that works in the industry in North and South Carolina and has been the most successful in securing 911 grant funding for consolidation projects in the state. Mr. Bauer stated this type of funding is oftentimes a challenge and these types of projects are expensive. Mr. Bauer stated MCP was brought in to perform an assessment and found that current operations are pretty good, when vacancies occur they are staffed appropriately and there are already a lot of resources with which to coordinate operations.

Key Study Findings

- Mission Critical Partners (“MCP”)
 - Facility Needs Assessment
 - ✦ Available Facilities – Space Requirements
 - ✦ Co-Location
 - ✦ Emergency Operations Included
 - Technology / Equipment
 - Operations / Staffing
 - Financial Feasibility
 - Governance
 - Location

Mr. Bauer stated the challenge is that the city and county facilities are not designed to be survivable in the event of a real emergency and the risks associated with the current locations serve as the impetus to look at a new location. Mr. Bauer provided details of the needs assessment and displayed aerial views and details of potential sites. Mr. Bauer stated all the sites considered have the potential for co-location with a fire station.

- Existing Conditions
 - High Risk
 - Inadequate Space
- Needs Assessment
 - 32,500 square feet + 7,500 square feet of storage = 40,000 SF (to include Emergency Management and EOC operations)
- Potential Sites
 - Risk Assessment
 - Cedar Creek Business Park (owned by the County) / Fields Road (owned by the City)
- Estimated Project Cost – Emergency Operations
 - ≈ \$30 million

M. Bauer highlighted key findings below and explained how standards for 911 are increasing:

- Advantages of a joint Fayetteville – Cumberland 911 Emergency Operations Center
 - Improved operational efficiencies
 - Streamlined information flow
 - Improved situational analysis
 - Improved disaster response and recovery
 - Ability to address changing technology

Mr. Bauer explained the following key recommendations:

- Construction and Implementation of a joint facility
- Fully assess and prioritize “risks” that were identified in the study
- Develop a strong Executive Steering Committee and project team
- Confirm Site Location

- Develop Funding Model
- Apply for NC911 Board Grant

Tracy Jackson, Assistant County Manager, stated in June both the City Council and Board of Commissioners adopted resolutions of support, the feasibility study has been completed and the Steering Committee that was formed meets today. Mr. Jackson stated part of the discussion for the Steering Committee is cost, the goals, the vision for the agency, how it will be governed and how operational costs will be funded long-term. Mr. Jackson stated state grants will continue to be relied on for operational costs and there will also be an opportunity to apply for funds that will help with construction, engineering and architectural design of the potential facility. Mr. Jackson stated Fayetteville/Cumberland County will be competing with other agencies for this funding and the understanding is that the next grant cycle in April 2017 will put Fayetteville/Cumberland County in a better position for funding on this scale. Mr. Jackson stated the unified voice of the City and County in terms of interest in consolidation will also contribute and help drive the potential funding on the front end, the amount of which is not known at this time. Mr. Jackson stated although work under the contract with MCP is finished, staff is requesting an extension of the contract to assist with the grant process. Mr. Jackson stated grant funding can depend on other projects submitted for funding and the amount of funding available each year. Mr. Jackson stated one of the concerns of staff is that funds in each grant cycle may dwindle over time.

Questions and discussion followed. Mr. Jackson stated there is a state funding model and because the rules change from time to time, one has to stay abreast of the rules to know what will be allowed. Mr. Jackson stated on a positive note, both local governments have placed this project in their Capital Improvement Plan (CIP) as a planning project that needs to be addressed and applications are looked on more favorably when multiple agencies join together in the development of the 911 Center. Mr. Jackson stated there is a level of interest with Ft. Bragg and the possibility of doing a separate study and assessment of their needs if they are so inclined; however, there needs to be further conversation. Mr. Jackson concluded the presentation by stating the consultants are interested in assisting with the grant process and the master plan for consolidation, and MCP will need to be engaged in a timely manner in order to make the next grant cycle. Mr. Bauer clarified the funding application process is in April 2017 and the funding decision will be made in August 2017 or FY2018.

Mayor Robertson suggested scheduling another joint meeting after the first of the year. Commissioner Evans asked to have homelessness issues discussed at that time. Comments followed.

5. ADJOURNMENT

MOTION: Council Member Arp moved to adjourn the special meeting of the Fayetteville City Council.
SECOND: Council Member Wright
VOTE: UNANIMOUS (9-0)

MOTION: Commissioner Council moved to adjourn the special meeting of the Board of Commissioners
SECOND: Commissioner Keefe
VOTE: UNANIMOUS (6-0)

There being no further matters of business, the special meeting of the Board of Commissioners and Fayetteville City Council adjourned at 1:05 p.m.

Respectfully submitted,

Candice H. White
Clerk to the Board