

CUMBERLAND COUNTY BOARD OF COMMISSIONERS
FRIDAY, JANUARY 26, 2018 – 8:30 A.M.
CAPE FEAR VALLEY MEDICAL CENTER-TRUSTEE BOARDROOM-1638 OWEN DRIVE
SPECIAL MEETING MINUTES

PRESENT: Commissioner Larry Lancaster, Chairman
Commissioner Jeannette Council, Vice Chair
Commissioner Michael Boose
Commissioner Charles Evans
Commissioner Marshall Faircloth
Commissioner Jimmy Keefe
Amy Cannon, County Manager
Melissa Cardinali, Assistant County Manager
Tracy Jackson, Assistant County Manager
Sally Shutt, Assistant County Manager
Duane Holder, Assistant County Manager
Rick Moorefield, County Attorney
Brenda Jackson, Social Services Director
Jeffrey Brown, Engineering and Infrastructure Director
Vicki Evans, Finance Director
Geneve Mankel, Public Information Office
Mike Ruffin, Facilitator
Robert Van Geons, Fayetteville Cumberland Economic Development
Corporation President/CEO
Candice White, Clerk to the Board
Kellie Beam, Deputy Clerk
Press

ABSENT: Commissioner Glenn Adams

1. Call to Order and Welcome

Chairman Lancaster called the meeting to order and welcomed everyone in attendance.

2. Approval of Agenda

MOTION: Commissioner Council moved to approve the agenda.

SECOND: Commissioner Faircloth

DISCUSSION: Commissioner Keefe asked whether there were any items to be pulled from the agenda. No request(s) followed.

VOTE: PASSED (4-2) (Commissioners Evans, Council, Lancaster and Faircloth voted in favor; Commissioners Boose and Keefe voted in opposition)

3. Introduction of Mike Ruffin

Chairman Lancaster introduced Mike Ruffin as the facilitator for the goal setting session and provided a brief bio to include his past experience as a retired city and county manager and similar posts he held in Atlanta, Charlotte and Raleigh-Durham metropolitan areas for over 36 years. Chairman Lancaster stated he is a graduate of East Carolina University with a B.S. Degree in Urban and Regional Planning, holds a Master of Public Administration Degree from the University of North Carolina at Chapel Hill, and is a certified mediator having trained at the University of Georgia's Carl Vinson Institute of Government. Chairman Lancaster stated Mr. Ruffin also holds life memberships in the International City and County Management Association (ICMA) and the North Carolina City and County Management Association, and he received the Order of the Longleaf Pine in 2016. Mr. Ruffin provided the invocation.

4. Overview and Objectives

Mr. Ruffin outlined the order of business and objectives of the goal setting session as follows and stated the early part of the session will be devoted to reaching consensus.

- Survey Feedback – Strengths, Opportunities
- Background presentations/Discussion
- Survey Feedback – Goals
- Polling on Goals
- Priorities for Capital Planning Model
- Using survey software to gather feedback
- Objective for the day: Provide direction to staff on the Board’s top goals and capital planning priorities

5. Survey Feedback Review: Strengths, Opportunities for Improvement and Recommended Goal

Mr. Ruffin referenced the Board of Commissioners participation in a survey prior to the planning session and reviewed survey feedback for strengths and opportunities to improve as follows:

Feedback-Strengths

- Administration (works well together, tight-knit group)
- Communication with staff
- Workforce
- Fiscal control, financially conservative
- Able to come to workable solution
- Stable status, manager does not take risks
- Elected body has experience, respectful to each other

Feedback-Opportunities to Improve

- Board of Commissioners:
 - Communication
 - Providing more direction to staff about future of County; anticipating financial, operational issues
 - Being proactive instead of reactionary
- Employees:
 - Salaries
 - Retention & recruitment
 - Staff development (outside education)
 - Staffing needs of departments
- Management
 - Managers’ span of oversight (# of depts.); treat departments the same; demand more positive outcomes, performance, accountability
 - Listening to other opinions & styles about efficiencies, funding & operations
 - Invest in community; not merely provide services
 - Anticipate financial, operational issues before they happen
- Health Department
- Parks & Recreation
- Proactive communications, telling our story, informing citizens, information sharing
- Decaying infrastructure
- Long-range planning
- Collaboration with municipalities
- Stay in “our lane,” focus on core responsibilities
- Vision – being proactive
- Comments and additional opportunities for improvement
- Communication between the board and staff; feedback is important
- How to handle mixed messages
- Staff will bring issues back to committee
- Building consensus

Mr. Ruffin opened the floor for comments and discussion followed.

Mr. Ruffin reviewed survey feedback on goals.

Feedback-Goals

- Water expansion. Work with PWC as designated county water provider. Countywide public water. GenX
- Finish negotiations: Sales Tax Distribution, 911, Civil War Center, School funding, Baseball funding, Community Development, Parks & Rec, Shaw Heights
- Volunteer Fire Service
- Employee retention
- Health Department
- Economic Development
 - Aggressive economic development supporting jobs at all levels
 - Work with municipalities to jointly lead, support initiatives to enhance area. Have proactive, forceful voice of consensus when requesting from state and federal representatives
 - Streamline regulatory, permitting processes
 - Provide business assistance and offer local financial incentives for small businesses
- Capital Projects
 - 911 Center
 - Expand County office space, Courthouse space issues
 - Decision on Crown and theater
- Improve public sector performance while containing expenditures
- Maintain financial strength

Mr. Ruffin opened the floor for comments and additional goals for consideration.

6. Polling on Goals from Survey

Mr. Ruffin reviewed goals from the survey as indicated below and stated the poll on goals from the survey will be the first cut or tier. Mr. Ruffin stated this initial slice will determine whether there is any emerging consensus around any of the goals from the survey. Sally Shutt, Assistant County Manager, stated the software being used for the polls will also enable the creation of any new goals. Mr. Ruffin pointed out that specific capital projects or priorities will be polled separately. Questions followed.

- A. Capital Projects
- B. Economic Development
- C. Employees
- D. Financial Strength
- E. Fire Service
- F. Health Department
- G. Negotiations: sales tax, school funding, baseball, etc.
- H. Performance and efficiencies
- I. Water
- J. Other

Following a break, a poll for the top three goals was conducted. Mr. Ruffin reviewed the following results and stated negotiations came in a close fourth. Mr. Ruffin stated another poll will be taken following the presentations under Item 7.

- 1. Water
- 2. Capital Projects
- 3. Financial Strength

7. Background Presentations/Discussion

- A. Updating the Gray's Creek Water and Sewer District Preliminary Engineering Report and Environmental Assessment

Jeffery Brown, Engineering and Infrastructure Director, provided the following presentation.

Background Information

- County Wide Rural Water Feasibility Study completed in August 2009
- Completed by Marziano & McGougan, PA
- Cost of project was \$136,980
- Recommendation was to create four new districts

Mr. Brown displayed map depicting the Cumberland County water feasibility proposed water districts and infrastructure. Mr. Brown stated a decision was made to move forward with the southwest district, which was created by the Board of Commissioners and became known as the Gray's Creek Water and Sewer District on October 19, 2009. Mr. Brown stated Marziano & McGougan completed a preliminary engineering report at a cost of \$57,125; however, the bond referendum failed to pass. Mr. Brown continued his presentation:

Gray's Creek Water and Sewer District

- Marziano & McGougan, PA no longer in business
- On list of qualified professional consultants approved by the BOC on December 3, 2015
- Familiarity working with PWC and Cumberland County
- Local firm

Mr. Brown displayed a map depicting Gray's Creek Water and Sewer District with first three phases to be built within seven to ten years at an estimated construction cost of \$21 million. Mr. Brown continued his presentation:

Overview of Why PER Needs Updating

- Report is nearly 10 years old
- Scope of work has expanded from 2009
- Fire flow protection added
- More comprehensive - includes funding applications to various agencies
- PER requirements from USDA have changed
- District characteristics have changed
- Increase in population
- Increase in water demands

Why Moorman, Kizer and Reitzel?

- Marziano & McGougan, PA no longer in business
- On list of qualified professional consultants approved by the BOC on December 3, 2015
- Familiarity working with PWC and Cumberland County
- Local firm

Overview of Proposal

- Work by MKR (cost \$129,330) to:
 - Update PER
 - Recreate hydraulic model
 - Assist County in submitting funding applications
- Prepare NEPA Environmental Assessment (EA)
 - Cost - \$53,570 (work to be completed by sub consultant)

Options Moving Forward

- Move forward with MKR to complete PER and EA
- Move forward with MKR to complete PER
- Issue a Request for Qualifications (RFQ) and select the most qualified firm

Questions and discussion followed.

B. Update on Public Safety Task Force Activities

Commissioner Keefe began his update with by providing background information about the Public Safety Task Force and revitalization of the task force with consultant Greg Grayson. Commissioner Keefe stated there are 13 voluntary independent nonprofits working under contract with the County to provide fire services, and there are 19 fire stations. Commissioner Keefe stated the contracts have not been updated in 30 years and in those 30 years, the nonprofits have also taken on the responsibility of first responders providing emergency services via negotiations with

the hospital and the County. Commissioner Keefe stated there has been no additional funding provided for the added responsibilities, nor are there the level of certifications expected by the community. Commissioner Keefe stated of the 13 districts, 5 do not make enough money to run effectively and some of the fire stations have difficulty finding volunteers. Commissioner Keefe stated this is a statewide issue with different methods of taxing the fire districts and some counties have instituted a special tax. Commissioner Keefe stated the task force is talking with and getting feedback from its partners at the City of Fayetteville, Hope Mills and Spring Lake, and volunteer fire departments and the Fire Chiefs' Association. Commissioner Keefe stated feedback has been requested on things that will help with service provision for citizens and criteria for levels of certification and response. Commissioner Keefe stated a target date has been set for budget year 2019.

In closing, Commissioner Keefe stated the belief is that the current system is archaic and will not allow the County to sustain fire protection in the unincorporated areas. Commissioner Keefe stated because the fire tax is at its cap, it cannot be increased without a vote of the district. Ms. Cannon stated staff have been working with Commissioner Keefe and the task force to come back with recommendations to the Board during the budget process.

8. Discussion of Goals and Repolling of Goals

Mr. Ruffin stated from the initial poll that was conducted prior to the updates being given, it appears to him as though the Board has the following four goals:

1. Water
2. Capital Projects
3. Financial Strength
4. Negotiations

Mr. Ruffin asked the Board to consider whether they want to adopt the four goals from the initial poll or give further consideration to other goals. Discussion followed. An additional poll was conducted.

MOTION: Commissioner Keefe moved to accept the following goals as the six priorities with all human services departments being included with the goal of performance and efficiencies.

1. Water
2. Capital Projects
3. Financial Strength
4. Negotiations
5. Economic Development
6. Performance, Efficiencies and Human Services

DISCUSSION: Commissioner Boose asked whether the goals were in order of priority. Mr. Ruffin stated should the Board so desire, another poll can be conducted to establish an order of priority.

SECOND: Commissioner Boose

VOTE: UNANIMOUS (6-0)

A poll was conducted to prioritize the six goals with the following results:

1. Capital Projects
2. Water Expansion
3. Economic Development
4. Financial Strength
5. Performance, Efficiencies and Human Services
6. Negotiations: sales tax, school funding, baseball, etc.

9. Review of Capital Planning Survey

Mr. Ruffin displayed a list of possible capital projects as recorded below. Ms. Cannon stated the

list was derived from the second survey that was conducted prior to the planning session. Questions and discussion followed.

- A. 911 and Emergency Operations Center
- B. Gray's Creek Water
- C. Administration Building
- D. Courthouse Renovations
- E. Crown Theatre Replacement
- F. Performing Arts Center
- G. Civic War and Reconstruction History Center
- H. PWC
- I. Human Services
- J. Occupancy, Food and Beverage Tax
- K. Salaries
- L. Shaw Heights

10. Establish the Capital Planning Model Priorities

A poll was conducted to rank the capital projects with the following results:

- A. County Water/Gray's Creek Water
- B. 911 and Emergency Operations Center
- C. Crown Theatre/Performing Arts Center
- D. Civil War and Reconstruction History Center
- E. Administration Building/Courthouse

Ms. Cannon stated as the next step, the priority projects will be plugged into the Capital Planning Model, and staff will work with the County's financial advisors and bring back to the Board in March along with a policy. Questions and discussion followed about Shaw Heights, employee recruitment/retention/salaries, PWC, and possible regionalization of county departments of social services, the County's human services departments. Consensus was for staff to reach out to the School of Government for information about the options for the organization and governance of Cumberland County's human services.

11. Adjourn

There being no further business, the meeting adjourned at 1:15 p.m.

Approved with/without revision:

Respectfully submitted,

Candice H. White
Clerk to the Board