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Chairman

W. MARSHALL FAIRCLOTH
Vice Chairman

GLENN B. ADAMS
JEANNETTE M. COUNCIL
CHARLES E. EVANS
JIMMY KEEFE
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**CUMBERLAND
★ COUNTY ★**
NORTH CAROLINA

BOARD OF COMMISSIONERS

CANDICE WHITE
Clerk to the Board

KELLIE BEAM
Deputy Clerk

MEMORANDUM

TO: Policy Committee Members (Commissioners Council, Evans and Keefe)
FROM: Kellie Beam, Deputy Clerk to the Board *KB*
DATE: September 25, 2015
SUBJECT: Policy Committee Meeting – October 1, 2015

There will be a regular meeting of the Policy Committee on Thursday, October 1, 2015 at 10:30 AM in Room 564 of the Cumberland County Courthouse.

AGENDA

1. Approval of Minutes – August 6, 2015 Regular Meeting (**Pg. 2**)
2. Discussion Regarding Citizen Advisory Boards (**Pg. 8**)
3. Update on Ban the Box (**NO MATERIALS**)
4. Other Items of Business (**NO MATERIALS**)

cc: Board of Commissioners
Administration
Legal
Communications Manager
County Department Head(s)
Sunshine List

CUMBERLAND COUNTY POLICY COMMITTEE
COURTHOUSE, 117 DICK STREET, 5TH FLOOR, ROOM 564
AUGUST 6, 2015 – 10:30 A.M.
MINUTES

MEMBERS PRESENT: Commissioner Charles Evans
Commissioner Jimmy Keefe
Commissioner Jeannette Council

OTHER COMMISSIONERS
PRESENT:

Commissioner Kenneth Edge
Commissioner Larry Lancaster
Commissioner Marshall Faircloth
Commissioner Glenn Adams

OTHERS PRESENT: Amy Cannon, County Manager
James Lawson, Deputy County Manager
Tracy Jackson, Assistant County Manager
Melissa Cardinali, Assistant County Manager for Finance/
Administrative Services
Sally Shutt, Governmental Affairs and Public Information
Officer
Rick Moorefield, County Attorney
Vicki Evans, Finance Director
Rochelle Small-Toney, City of Fayetteville
Sheila Cuffee, Human Relations Commission
Kathy Waddell, Human Relations Commission
Willie Ratchford, WPR Consulting, Inc.
Candice White, Clerk to the Board
Kellie Beam, Deputy Clerk to the Board
Press

Commissioner Evans called the meeting to order.

1. APPROVAL OF MINUTES – JUNE 4, 2015

MOTION: Commissioner Keefe moved to approve the minutes.
SECOND: Commissioner Evans
VOTE: UNANIMOUS (3-0)

2. PRESENTATION OF FINAL REPORT REGARDING JOINT HUMAN
RELATIONS COMMISSION BY MR. WILLIE RATCHFORD

DRAFT

BACKGROUND:

The County entered into an Interlocal Agreement in 2004 for the purpose of providing a joint Human Relations Commission and Department for our community. The mission of the Human Relations Commission is to provide equal opportunity by reviewing equal opportunity complaints, developing programs designed to improve human relations, resolving fair housing and landlord/tenant complaints, providing training, and providing strategies to resolve issues that discriminate citizens in any way. Specifically, our Community Development Department has provided services to the Commission by assisting with fair housing issues.

Mr. Willie Ratchford, with WPR Consulting, Inc., made a presentation to the Policy Committee in April and is prepared to share his final report with the Policy Committee.

RECOMMENDATION:

Receive the final report regarding continuation of the Joint Human Relations Function.

Mr. Ratchford stated WPR Consulting, LLC was retained by the City of Fayetteville to complete an assessment and alignment of the Fayetteville-Cumberland Human Relations Commission and Department (FCHRC) and to develop a process to hire a director for the Human Relations department.

Mr. Ratchford outlined the primary purpose of the process as follows:

- Legitimate business case for continuation of the FCHRC
- Revisit what should be the direction of the FCHRC
- Relationship between the City of Fayetteville and Cumberland County
- Scope of work for the FCHRC to make it more relevant
- Engage relevant segments of the community in this process for their feedback, input and ownership of the outcome
- Process to hire a new director

Mr. Ratchford stated information gathering consisted of conducting multiple interviews with various stakeholders, engaging focus groups, presentations on the importance of human relations work, surveys, reviewing documents provided by staff including relevant portions of the Human Relations Ordinance and facilitating focus groups and conducting a stakeholder group survey. Mr. Ratchford stated stakeholders consisted of the following:

- Members and staff of the FCHRC
- City and County Managers' Offices
- Fayetteville City Council members
- Cumberland County Commission
- Multiple community stakeholder groups, organizations and individuals

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Mr. Ratchford stated the focus groups and survey provided insight into aspects of the FCHRC that might be improved and an organizational chart was prepared on what the FCHRC might look like if it were expanded. Mr. Ratchford also stated a draft memorandum of agreement was developed aligning the FCHRC jointly with the City of Fayetteville and Cumberland County.

Mr. Ratchford stated the following steps were taken to prepare to hire a new FCHRC Director:

- Develop a list of desirable traits for the director position
- Job summary for the position
- Interview guide/questions and assessment tool
- Writing skills assessment
- Role play for a mock staff meeting
- Interview notes
- Assessment tool for persons who will interview candidates for the director's position.

Mr. Ratchford provided an overview of the fifteen (15) recommendations contained in the Final Report-June 2015 as follows:

- ❖ Recommendation #1: The City of Fayetteville and Cumberland County continue their support of the Fayetteville-Cumberland Human Relation Commission and prioritize the work of the FCHRC through strategic planning and with the necessary City and County funding and resources.
 - Stakeholder Feedback: Over 90% of stakeholder and survey respondents expressed a desire for the City and County to continue their support of the FCHRC.
- ❖ Recommendation #2: The City of Fayetteville and Cumberland County sign off on a Memorandum of Agreement for support of the Human Relations Department mission and programs.
- ❖ Recommendation #3: Increase the FCHRC current staff of 3.5 persons to six (6) full time positions with joint City and County funding (50/50); or four (4) full time positions with City funding if the County does not want to engage in this partnership.
 - Stakeholder Concern: Multiple stakeholders expressed concern that the FCHRC is understaffed and underfunded.
- ❖ Recommendation #4: Examine the structure and design of the FCHRC and make sure that it aligns with the tenets of the Fayetteville-Cumberland Human Relations Ordinance.
 - Core Services:
 - Develop, maintain and improve human relations, inter-group relations, inter-racial relations and community relations
 - Provide fair housing conciliations

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- Resolve community issues through mediation/group and individual
 - Fair housing, public accommodations and employment investigations
 - Fair housing education and outreach
 - Language access coordination
- ❖ Recommendation #5: Revisit the Vision and Mission of the FCHRC to make sure they are still relevant.
 - Vision First: Before a “mission” is defined, it is suggested that the FCHRC determine the organization’s “vision” for the Fayetteville-Cumberland community.

Commissioner Council stated she agrees the mission needs to be updated and needs to be relevant to 2020 going forward. Commissioner Council further stated she feels the Cumberland County Board of Commissioners and the Fayetteville City Council should have been involved in the survey and assessment.

- ❖ Recommendation #6: Review annually and create new working/standing subcommittees to address human relations issues; in addition to appointing “ad hoc” subcommittees to address specific issues of the day.
 - Ordinance Authorization: Human Relations Ordinance authorizes the FCHRC, “at its discretion, to appoint subcommittees to concern themselves with specific human relations problems”.
- ❖ Recommendation #7: Engage stakeholders to assist in setting a strategic community wide agenda for HRC programs/services. This would determine what subcommittees would be needed.
 - Working Together: Human relations work requires community partnerships and collaborations.
- ❖ Recommendation #8: Raise the value of the Human Relations Department by doing an annual awareness campaign and be more proactive with public relations.
 - Awareness Campaign: Stakeholder groups suggested that the FCHRC needs to do a better job of promoting itself in the Fayetteville-Cumberland community.
- ❖ Recommendation #9: Community Forums be created to bring residents together for deliberative community dialogues on tough issues and community concerns.
 - Honest Dialogue: In Fayetteville-Cumberland County, racial, ethnic and socio-economic tensions could lead to public discourse and cause polarization in many segments of the community.
- ❖ Recommendation #10: Increase outreach to diverse populations in Fayetteville-Cumberland.

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- Cultural Competency: FCHRC needs to be in the forefront of providing culturally competent services and outreach to Fayetteville-Cumberland's growing diverse community.
- ❖ Recommendation #11: Provide diversity training to employees of the City and the County and their agencies on continuous basis.
 - A Changing Customer Base: As components of local government, the City of Fayetteville and Cumberland County are dealing with a customer/client base that has and will continue to become more diverse.
- ❖ Recommendation #12: Use community gatekeepers to keep the pulse of the various population needs.
 - Tolerance: Based on feedback received from the community in this process, there is a perception among some that tolerance is not a common human ideal in the community.
- ❖ Recommendation #13: Seek out ways to support organizations working to support Fayetteville-Cumberland's immigrant population in order to maximize their capabilities.
 - Language Access: A Language Access Plan (LAP) would call for City and County departments to identify LAP Liaisons who coordinate language access whenever a Limited English Proficiency (LEP) resident is trying to secure City or County services.
- ❖ Recommendation #14: FCHRC work to increase partnerships across the community with other organizations that have similar missions.
 - Leveraging Resources: FCHRC should continually seek ways to leverage resources through teamwork, collaboration and partnerships with local organizations that have similar visions and missions.
- ❖ Recommendation #15: Conduct quarterly member orientations for HRC commission members.
 - Educating the HRC: Members of the Commission expressed concern that at times they were confused about the work of the FCHRC. Most felt this could be addressed by having more frequent member orientations and not just doing so once a year.

Commissioner Evans stated he would like the Cumberland County Board of Commissioners to receive reports from the Human Relations Commission to keep the Board informed. Mr. Ratchford stated in the proposed Memorandum of Agreement there is a recommendation to have the Fayetteville-Cumberland Human Relations Commission, Fayetteville-Cumberland Human Relations Department and the Fayetteville-Cumberland Fair Housing Board individually and/or jointly submit a report of their activities and recommendations to the Fayetteville City Council and the Cumberland County Board of Commissioners no less than quarterly each year.

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Commissioner Keefe stated he would like to know how many cases the Human Relations Commission took on last year. Mr. Ratchford stated he does not have that information but he would make sure to get the information for Commissioner Keefe. Commissioner Keefe further stated he would like to know how many cases were in the unincorporated areas. Commissioner Faircloth asked Mr. Ratchford to also provide a list of all stakeholders that participated in the process.

Mr. Ratchford stated the Board of Commissioners is invited to provide feedback regarding the proposed recommendations.

No action taken.

3. OTHER ITEMS OF BUSINESS

No other items of business.

MEETING ADJOURNED AT 11:07 AM

KENNETH S. EDGE
Chairman



ITEM NO. 2

CANDICE WHITE
Clerk to the Board

W. MARSHALL FAIRCLOTH
Vice-Chairman


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BOARD OF COMMISSIONERS

**MEMO FOR THE AGENDA OF THE OCTOBER 1, 2015
MEETING OF POLICY COMMITTEE**

TO: Policy Committee Members (Commissioners Evans, Council and Keefe)
FROM: Candice H. White, Clerk to the Board 
DATE: September 25, 2015
RE: Discussion Regarding Citizen Advisory Boards
Requested by: Commissioner Keefe
Presenter(s): Commissioner Keefe; Candice White
Estimate of Committee Time Needed: 25 minutes

BACKGROUND:

In May of this year, there was consensus of the Board of Commissioners for the clerk to the board to conduct a survey of other county's procedures as it relates to their citizen advisory boards. Of particular interest were their nomination and appointment procedures, protocols as it relates to departments that have boards recommending new members and representation of their citizenry.

Sixteen counties were surveyed. Alamance, Buncombe, Cabarrus, Davidson, Durham, Guilford, Johnston, Mecklenburg, New Hanover, Onslow and Pitt counties responded. Catawba, Forsyth, Gaston, Union and Wake counties did not respond. (See Attachment B – Survey Responses)

Following completion of the survey, Commissioner Keefe and the clerk to the board met to talk about the current citizen advisory board process and proposals for the process moving forward.

Commissioner Keefe will present some of these proposals during the meeting of the Policy Committee. The clerk to the board also developed proposals consistent with the 2015-2016 Strategic Plan objectives under Goal 4 to increase citizen engagement and to improve communications and collaboration between the County and citizen advisory boards. (See Attachment A – Recruitment, Citizen Education, Citizen Advisory Board Training and an Assessment Survey)

RECOMMENDATION/PROPOSED ACTION:

Proposals presented to Policy Committee for consideration and discussion.

RECRUITMENT

1. **Media Releases**
 - Bimonthly for upcoming term expirations and hard to fill vacancies
 - Media releases will be shown on the website homepage headline
 - Chairman may read media releases at Board of Commissioner meetings
2. **Email blasts** to coincide with media releases using an email advertising service such as Constant Contact
3. PIO to shoot media releases to **Methodist University, FSU and FTCC** to promote student involvement
4. Citizen advisory boards to be promoted during spring and fall **Citizens Academy** and the **Institute for Community Leadership (ICL)** in October
5. Chairman to submit an **op-ed in September**
6. Advertisement to be placed in the **Fayetteville Observer and Up & Coming in March**
7. Governmental Affairs Officer to mention at monthly **Chamber Coffee Clubs** to recruit citizens from the business community
8. **Board of Commissioners** to promote citizen advisory boards during interactions with constituents

CITIZEN EDUCATION

1. Spotlight one citizen advisory board per month on **Cumberland Matters TV Program** (*department head/staff liaison and citizen advisory board chair will be on program and content will include an overview of the citizen advisory board, its role, its mission/vision, time commitment, responsibilities, any specialties related to the board, categories and any relevant experience required and how the board benefits the community*)
2. Run one column about a citizen advisory board each month in **Cumberland Matters Newspaper** (*Public Information Office staff will interview department head/staff liaison and/or a star citizen advisory board member for the column*)
3. Cumberland Matters in **Up & Coming** (*biweekly column with information pulled from media releases and Saturday Extra columns*)
4. Governmental Affairs Officer will spotlight on **WFNC radio** via “Sally’s Spot”
5. **Agendas and minutes** for citizen advisory board meetings will be posted on the county’s website in a central location for easy access by citizens. Central location being recommended is with other information regarding citizen advisory boards.

CITIZEN ADVISORY BOARD TRAINING

1. The clerk to the board will send an **Orientation Booklet** containing general information to all appointees. (See Attachment C – Sample Orientation Booklet)
2. The department head/staff liaison/board chair will provide a **full and complete orientation** for all new citizen advisory board members to cover information specific to their board.
3. The department head/staff liaison/board chair will provide a tour of the facility and encourage their new members to enroll in Citizens Academy for a countywide tour.
4. A **Welcome and Information Session** for citizen advisory board members will be held each October (*the session will cover the strategic plan, budget, how their board/department fits into the strategic plan, what’s happening in Cumberland County, what’s on the horizon and staying connected through the website and social media*)

ASSESSMENT SURVEY

Citizen advisory board members can be emailed a link to Survey Monkey and asked to participate in a survey to assess their experience and provide feedback. (See Attachment D – Sample Survey Monkey Questions)

1. Do citizens have to be a resident of your county in order to submit an application?

Alamance: Citizens can submit applications online. We ask on the application whether they are county residents. We have appointed just a few people that have worked with a community organization or the court system that are non-residents.

Buncombe: Yes

Cabarrus: Yes, but per the appointment policy, the commissioners can make exceptions in special cases.

Davidson: We do have a couple of boards where we take out-of-county applications when they work in the county.

Durham: Yes

Guilford: Yes

Johnston: Yes

Mecklenburg: Yes

New Hanover: Yes

Onslow: Yes

Pitt: Yes

2. Can applications be submitted year round or do you have a specific time of year during which citizens can apply?

Alamance: Currently, applications are submitted year round. We do the majority of reappointments in June and December.

Buncombe: We take applications at any time.

Cabarrus: We take applications year-round.

Davidson: They can apply during the year. We keep them on file in case they are needed.

Durham: Our applications are accepted year round.

Guilford: Year round

Johnston: We generally ask for applications to be submitted once specific positions are advertised; however, if someone turns in an application a few months before and it is for a board or committee they have been watching, I will accept and hold it.

Mecklenburg: Year round

New Hanover: Accepted year round but we have a schedule.

Onslow: I usually accept applications only if there is availability on the board/commission so I don't have to hold onto a stack of applications.

Pitt: Year round

3. Do you advertise your citizen advisory boards?

Alamance: We only advertise if the board requests it or if there is a lot of interest in the particular board such as the DSS board and the board of trustees for the community college.

Buncombe: Yes

Cabarrus: Yes, we advertise them on our website which is kept current.

Davidson: No

Durham: Yes

Guilford: Not currently but scheduled to in next budget.

Johnston: Yes

Mecklenburg: Yes, online and in the newspaper; however, the majority of applicants find out about vacancies online.

New Hanover: Yes, announcements on NHCTV, posted on our website, send monthly notice of vacancies to the media, local newspaper normally place a notice of current vacancies and anyone who signs up for the govDelivery receives a monthly notification of vacancies.

Onslow: Yes

Pitt: Yes

4. If so, how often do you advertise?

Alamance: Only if requested by the board of commissioners.

Buncombe: One month before the vacancy occurs.

Cabarrus: I post an annual ad in the newspaper in January, and continually update our vacancies listing on our website throughout the year.

Davidson: (no response)

Durham: We advertise as terms expire; our citizen advisory boards are joint with the City of Durham.

Guilford: Will be advertising twice a year in newspaper.

Johnston: Each month we advertise the specific boards/committees that have terms coming up for expiration or vacant positions.

Mecklenburg: The vacancy list is kept up to date daily.

New Hanover: Monthly

Onslow: We participate in a government TV station with the City of Jacksonville and we advertise our available slots a few weeks prior to expiration of a term or if we have a member resign.

Pitt: As needed

5. Do you do anything outside of your regular advertising to advertise specific/hard-to-fill vacancies on your citizen advisory boards?

Alamance: No

Buncombe: Yes, sometimes we do special PSA's when we are desperate for volunteers.

Cabarrus: No. Board members may mention hard-to-fill vacancies during a live recorded meeting so the information gets out to our television audience.

Davidson: Department heads, supervisors or county commissioners sometimes try to solicit interest.

Durham: We developed a list that includes faith based organizations, fraternities, etc.

Guilford: We do position specific recruitment for hard to fill positions.

Johnston: Sometimes the specific department heads that looks after that board or committee will try to recruit people to apply if it is a hard to fill spot. Our commissioners also try to help recruit people. We also have our local radio station announce the vacancies each month.

Mecklenburg: We sometimes reach out to trade associations.

New Hanover: No

Onslow: Just word of mouth.

Pitt: Yes, as needed.

6. Do some of your board of commissioners actively participate in your county's nomination and appointment process through a sub-committee such as a nominating committee?

Alamance: No

Buncombe: No
 Cabarrus: No
 Davidson: No, unless they are on the specific board or committee.
 Durham: No
 Guilford: Yes
 Johnston: We don't have an established nominating committee. The commissioners as a board look at the applications and make the appointments at their regular meeting. But, we have a commissioner representative that serves an ex-officio or liaison for most of our boards and committees so from time to time they will offer recommendations.
 Mecklenburg: Yes
 New Hanover: No
 Onslow: No, my office receives the application, it goes on an upcoming board of commissioners' agenda and it has to be board of commissioner approved.
 Pitt: No

7. If so, please explain how this process works in your county.

Alamance: N/A
 Buncombe: N/A
 Cabarrus: N/A
 Davidson: (no response)
 Durham: (no response)
 Guilford: Two commissioners volunteer to work with clerk and review applications when they have time. Not a formal committee.
 Johnston: See above.
 Mecklenburg: There are a few advisory boards that require applicants to be interviewed and for those, the chairman appoints an ad hoc committee of board members to serve. The ad hoc committee interviews applicants and brings forth a recommendation to the full board.
 New Hanover: N/A
 Onslow: (no response)
 Pitt: N/A

8. Does anyone vet, screen or review the credentials of applicants to insure adequate knowledge is available to accomplish the goals and objectives of your citizen advisory boards?

Alamance: We ask that the particular board or committee review the applicant and submit for appointment.
 Buncombe: Yes, for various boards such as Adult Care Home, Nursing Home, Economic Development, etc.
 Cabarrus: Board members are provided copies of applications on file so they can consider and potentially contact the applicant prior to voting on someone to fill a vacancy.
 Davidson: Sometimes this is done by the board or committee if necessary.
 Durham: No. We only make sure the tax bills are paid.
 Guilford: Currently implementing a new system that records and tracks resumes and skills to help match candidates with positions.
 Johnston: For some of our boards that require specific qualifications, I will ask either the department head that looks after the board or that board chairman for assistance in make sure the applicants are eligible.

Mecklenburg: Yes

New Hanover: No. If applicant is a county resident, application is submitted for the board's consideration.

Onslow: Yes, I check their residency, voter status and make sure they are able to serve if it is a categorical position (nurse, engineer, etc.).

Pitt: Yes

9. If so, who conducts the screening or review?

Alamance: The advisory board/committee

Buncombe: Our Land of Sky Regional Council reviews Adult Care Home and Nursing Home and members of our Chamber Economic Development review the Economic Development Coalition and Tourism Development boards.

Cabarrus: (no response)

Davidson: (no response)

Durham: (no response)

Guilford: Clerk

Johnston: See above.

Mecklenburg: Screening is done by clerk's office staff and for the Adult Care Home and Nursing Home, by the local Centralina Council of Governments ombudsman to ensure there not a conflict of interest on the applicant's part.

New Hanover: N/A

Onslow: See above.

Pitt: Commissioners and staff

10. Does your board accept recommendations for vacancies from the citizen advisory boards?

Alamance: Yes, always.

Buncombe: Yes.

Cabarrus: Not formally. If someone recommends a person, we just tell them to fill out an application.

Davidson: No

Durham: No

Guilford: Yes

Johnston: If a recommendation is offered, they will consider it.

Mecklenburg: Yes

New Hanover: Sometimes a recommendation is submitted from some of the advisory boards.

Onslow: Certain boards such as our Hospital Authority will provide their recommendations in a letter and they are taken into consideration by the board of commissioners.

Pitt: Yes

11. If so, from whom and must the recommendation be in writing?

Alamance: Either the chair of the board/committee or the staff contact person for the board/committee

Buncombe: Anyone, but recommendation must be in writing.

Cabarrus: Sometimes people are recommended for appointment at which time we accept an optional letter of recommendation for that person.

Davidson: (no response)

Durham: (no response)
 Guilford: Recommendations must be in writing from board chair.
 Johnston: Generally, the recommendation comes from the board or committee chair.
 Mecklenburg: The recommendations normally come from the chairman of the advisory board in the form of a letter.
 New Hanover: When a recommendation is submitted, it is given by the board chair.
 Onslow: (no response)
 Pitt: Chairs of particular boards and committees and must be in writing.

12. Does your board ever nominate a citizen who has not submitted an application?

Alamance: No
 Buncombe: Yes
 Cabarrus: No
 Davidson: (no response)
 Durham: No
 Guilford: Yes, if appointed, the clerk will follow up with the citizen to secure a completed application within the first 10 days of appointment.
 Johnston: In my time, this has only happened when no one else has applied for the position. Since these are commissioner appointments, they can consider a person even if no application is submitted.
 Mecklenburg: If this occurs, the Board member either consents to waiting until the next round of openings or they may request nominations remain open to allow the person that's interested to put in an application. It's rare; however, for this to happen but it has happened.
 New Hanover: No. The commissioners would postpone the appointment until the next month to get the application.
 Onslow: No
 Pitt: Yes

13. Does your board ordinarily nominate to fill vacancies at one meeting and appoint at the next meeting?

Alamance: No
 Buncombe: No, sometimes they interview at one meeting and appoint at the next but it is usually done the same day.
 Cabarrus: No. Appointment items are prepared and board members vote to fill the vacancy.
 Davidson: No. The applications are sent out to board members for review and then they are put on an upcoming agenda for approval.
 Durham: No. Our appointments are made at the second meeting of the month.
 Guilford: No
 Johnston: No, they discuss and appoint at one meeting.
 Mecklenburg: Yes
 New Hanover: No
 Onslow: No
 Pitt: No

14. How does your board handle difficult-to-fill vacancies?

Alamance: These have never been addressed.
Buncombe: (no response)
Cabarrus: Keep requesting applications.
Davidson: Through word of mouth.
Durham: We continue to advertise and solicit the assistance of others who may know someone who is interested.
Guilford: Direct solicitation, recommendations and/or advertisement.
Johnston: They contact and try to recruit people they know from the community to serve.
Mecklenburg: We continue to advertise and appeals are made at the meeting by board members encouraging persons to apply.
New Hanover: Sometimes we may need to advertise 2 to 3 months until we get sufficient applications.
Onslow: We keep advertising on TV and asking some of the other board members to try to locate applicants.
Pitt: Recruit citizens to serve.

15. Does your county hold an orientation or coordinated training program for newly appointed citizen advisory board members?

Alamance: No
Buncombe: No, only for the Regional Council trainings and the Adult Care Home and Nursing Home boards.
Cabarrus: No. It varies from board to board because differing ones have different requirements, training and initiation associated with them.
Davidson: Sometimes the individual boards or committees hold training for new members.
Durham: Yes
Guilford: Yes, by clerk or board staff liaison who is trained by clerk.
Johnston: No.
Mecklenburg: No. It may be done; however, by an individual advisory board but currently there's no countywide formal process.
New Hanover: Staff support for each of the advisory boards would provide any training.
Onslow: Each board chairman or department head associated with the advisory board or committee is responsible for the training/overview of that board.
Pitt: For some boards and committees

16. If so, who conducts the orientation or coordinated training program?

Alamance: N/A
Buncombe: (no response)
Cabarrus: Varies by board.
Davidson: (no response)
Durham: Clerk and senior assistant attorney
Guilford: Clerk
Johnston: We leave it to the department head or chair of the board or committee to handle.
Mecklenburg: (no response)
New Hanover: Advisory board staff
Onslow: See above.
Pitt: Board or committee chairs

17. What topics are covered in the orientation or coordinated training program? (i.e., roles, responsibilities, best practices, citizen board governance, negotiating conflict, applicable statutes/county ordinances, ethics, etc.)

Alamance: N/A
Buncombe: (no response)
Cabarrus: N/A
Davidson: (no response)
Durham: Ethics, role of board member, open meeting laws, attendance policies
Guilford: Guidelines, procedures, attendance requirement, o-charts, bylaws, parliamentary procedures, open meetings law, public records
Johnston: (no response)
Mecklenburg: (no response)
New Hanover: (no response)
Onslow: I would have to check with the advisory boards or committees regarding their particular training procedures.
Pitt: All of the above

18. Does your county have an official set of expectations or handbook it gives to citizen advisory board members?

Alamance: N/A
Buncombe: No, but we should.
Cabarrus: No
Davidson: (no response)
Durham: Yes
Guilford: No
Johnston: No
Mecklenburg: No, but we have started including in appointment letters a copy of the conflict of interest policy.
New Hanover: We have a committee policy that is given to the new member when written notification of appointment is mailed.
Onslow: Most advisory board or committees have their own bylaws that they would be responsible for abiding by.
Pitt: No

19. Does your board keep attendance records?

Alamance: No
Buncombe: No
Cabarrus: No. Individual boards keep their own attendance records. They are not submitted to the board of commissioners.
Davidson: No. Many of the individual boards and committees do.
Durham: Yes
Guilford: Yes
Johnston: We ask the board and committees to keep attendance records and submit to the commissioners upon request.
Mecklenburg: Yes

New Hanover: No
Onslow: No
Pitt: Yes

20. If so, who is responsible for tracking attendance?

Alamance: The advisory board/committee
Buncombe: (no response)
Cabarrus: (no response)
Davidson: (no response)
Durham: Liaisons for boards are responsible for submitting attendance to clerk.
Guilford: Staff liaisons report attendance to the clerk annually.
Johnston: Board or committee chairs
Mecklenburg: The staff person that's assigned to work with a particular advisory board.
New Hanover: Staff support for the advisory board
Onslow: Each advisory board secretary or chair
Pitt: Board or committee chairs

21. If so, when is attendance reported to your board?

Alamance: N/A
Buncombe: (no response)
Cabarrus: The only time our board would hear about attendance is if someone is not meeting the required 75% meeting attendance. At that point, our board would receive an appointment item requesting the removal of the member due to lack of attendance.
Davidson: (no response)
Durham: Clerk notifies board when attendance is not satisfactory and member should be terminated.
Guilford: Annually
Johnston: Upon request
Mecklenburg: Annually in January, advisory board contacts submit annual attendance reports to the clerk's office.
New Hanover: Only if there is a problem with a member not attending as required.
Onslow: Only if a member misses a certain amount of meetings and it states in the bylaws they will have to either be warned or removed. This doesn't happen often.
Pitt: Yearly

22. Does your county have term restrictions? (i.e., not serving more than two consecutive terms or must be off at least one year before reapplying)

Alamance: No, only if there are statutory restrictions on term limits.
Buncombe: Yes, on all 55 boards we only allow 2 terms with the exception of the Adult Care Home and Nursing Home.
Cabarrus: Yes. We have an appointment policy which our board frequently waives when there aren't others to fill the position.
Davidson: Varies throughout the boards and committees and depends on some of the bylaws.
Durham: Yes, according to policy. No specific time to be off before reapplying.
Guilford: Yes

Johnston: Unless otherwise stated by statute, all terms of office are 2 years. No citizen may serve more than 3 consecutive terms or a total of 10 years in any one position. This may be waived one time if the board of commissioners determines that the removal of a number of individuals made ineligible by this statute would be detrimental to the functioning of that board, commission, committee or authority. This waiver may be reconsidered if no other applications are received for the appointed position.

Mecklenburg: Yes. Persons are allowed to serve 2 full consecutive terms. Persons initially appointed to fill unexpired terms are allowed to still serve 2 full consecutive terms of their own. If a person has previously served, they must wait a year before they can reapply.

New Hanover: Our policy is not serving more than 2 consecutive terms or must be off at least one year before reapplying.

Onslow: Each advisory board is different in their term structure. We only allow citizens to serve on 2 advisory boards or committees at once.

Pitt: Yes

23. Have any issues occurred over time with your county's application, nomination, or appointment process?

Alamance: Yes, we have had to create new application forms because the old forms did not do an adequate job of providing information on the applicant.

Buncombe: (no response)

Cabarrus: None come to mind.

Davidson: No

Durham: In the past, members stayed on forever. We had to come up with tighter term limits.

Guilford: Yes

Johnston: No

Mecklenburg: The attendance requirement of 75% of meetings has been questioned.

New Hanover: With politics, there can be issues. Our process seems to work fine otherwise.

Onslow: No, it's been pretty consistent over the years.

Pitt: No

24. If so, how have those issues been resolved?

Alamance: See above.

Buncombe: (no response)

Cabarrus: (no response)

Davidson: (no response)

Durham: Enforced term limits.

Guilford: The board chairman will work with the clerk and board members to review positions and candidates.

Johnston: N/A

Mecklenburg: A committee of the board will further discuss the matter to see if change is needed and if so, provide options to the full board.

New Hanover: Whatever 3 of the 5 commissioners agree with.

Onslow: N/A

Pitt: N/A

25. Have you as the clerk done anything to make your county's citizen advisory board process more efficient or effective for your Board?

- Alamance: Yes, created a new application form and online application submission.
Buncombe: Wish I could say we have an orientation process but it's still on my to-do list.
Cabarrus: The day after people are appointed, I email the head people for the respective board and notify them of the action. Applicants receive a letter in the mail congratulating them on their appointment.
Davidson: Yes
Durham: (no response)
Guilford: Recently purchased Granicus boards and commissions software; implemented orientation training for new members; preliminary clerk training for staff liaisons responsible for notices, open meetings and minutes. In the past year, the board has converted several boards and commissions to have a one-to-one relationship with a commissioner district; example is for a Planning Board with 9 members, there will be 1 appointment to the Planning Board from each commissioner district.
Johnston: I try to make sure all the applicants are eligible by getting assistance from the department heads or board chairs and I send the board emails every other week advising them of what appointments are coming up. I also keep them informed of the applications we receive so they can have the information in plenty of time to do their own research or review and ask questions ahead of the meetings where the appointments will be made.
Mecklenburg: Yes
New Hanover: Yes
Onslow: (no response)
Pitt: Monitor quarterly to update information.

26. Is so, please share what you have done.

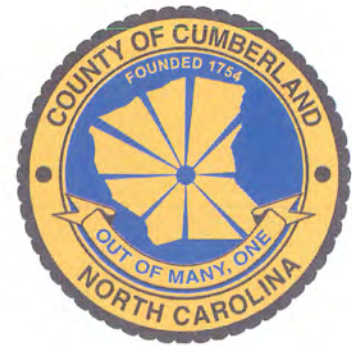
- Alamance: I created the online application submission as the 1st and 2nd step was to have them routed to the particular department to be reviewed by that advisory board/committee. For example, Board of Health online applications are routed to the staff contact to be placed on a Board of Health agenda for review and recommendation for the board of commissioners' appointment.
Buncombe: (no response)
Cabarrus: (no response)
Davidson: Stay in contact with the various boards and committees to stay on top of vacancies and streamlined the appointment/reappointment process.
Durham: (no response)
Guilford: (no response)
Johnston: See above.
Mecklenburg: We've made enhancements to our advisory board appointment system software which enables us to provide the board with better reports. Enhancements were made as well to our website. We also recommended policy changes which enhanced the process and made it more efficient. Additional policy changes may be forthcoming.
New Hanover: Making sure to follow the monthly process that is in place and keeping records accurate and current.
Onslow: (no response)
Pitt: Send out procedure for board appointments.

27. How does your board recognize its citizen advisory board members?

- Alamance: We currently send a letter of thanks and appreciation when someone has served on a board/committee for a number of years. We are looking at implementing a citizen volunteer of the year program.
- Buncombe: We used to have a luncheon but it was poorly attended. This year we sent them a letter that they could turn in at the box office for free tickets and a hotdog and drink during the Southern Conference Basketball Tournament.
- Cabarrus: When requested, at times we give a plaque recognizing long-term service on boards or committees.
- Davidson: (no response)
- Durham: We started holding a reception for our appointed board members during Volunteer Appreciation Week and presenting them with a certificate handed to them by the board members.
- Guilford: Nothing at this time.
- Johnston: When they come to a regular commissioner meeting, our chairman recognizes them and thanks them for their service.
- Mecklenburg: Thank you letters are sent to members when their term ends. For those advisory board that report annually to the full board at commissioner meetings, thanks and recognition are expressed at that time.
- New Hanover: A letter and certificate of appreciation are sent to members after their terms expire.
- Onslow: We have 27 advisory boards and committees so we usually leave it up to them. We do send a thank you for serving letter.
- Pitt: By way of letters of appreciation

28. Are your citizen advisory board members given any type of assessment at the end of their term? If so, please provide a copy.

- Alamance: No
- Buncombe: No, but what a great idea.
- Cabarrus: No
- Davidson: (no response)
- Durham: (no response)
- Guilford: No
- Johnston: No
- Mecklenburg: No
- New Hanover: No
- Onslow: No
- Pitt: No



Citizen Advisory Boards

Cumberland County, North Carolina



Orientation Booklet



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KENNETH S. EDGE
Chairman

W. MARSHALL FAIRCLOTH
Vice-Chairman

GLENN B. ADAMS
JEANNETTE M. COUNCIL
CHARLES E. EVANS
JIMMY KEEFE
LARRY L. LANCASTER



CUMBERLAND
COUNTY
NORTH CAROLINA

BOARD OF COMMISSIONERS

CANDICE WHITE
Clerk to the Board

KELLIE BEAM
Deputy Clerk

Date

John Doe
1234 Any Street
City, North Carolina 28999

Dear Mr. Doe:

On behalf of the Cumberland County Board of Commissioners, I would like to thank you for volunteering to serve on a Cumberland County citizen advisory board. Volunteer citizen advisory boards are an integral part of county government and are a way for local government to engage citizens in the democratic decision-making process. Volunteer citizen advisory boards aid the process of effective, responsible and efficient government. As you will discover, the activities of Cumberland County government range widely – all in an effort to achieve the overall Mission and Vision of the County.

As a volunteer and representative of the Board of Commissioners, it is assumed that you will attend meetings, participate in the board's discussions and work assignments, respect differences in approach and point of view, and contribute your knowledge and perspective. All appointees must uphold County policies pertaining to the work of the committee and comply with the County Code of Ethics. Article IX. Code of Ethics is enclosed.

We are excited to have you as part of the team and look forward to working with you in the years to come.

Sincerely,

Kenneth S. Edge, Chairman
Cumberland County Board of Commissioners

County Commissioner Contact Information

DISTRICT #1 Glenn B. Adams 407 Hilliard Drive Fayetteville, NC 28311 910-223-1400 (Work) gadams@co.cumberland.nc.us	DISTRICT #2 Jimmy K. Keefe 370 Echo Lane Fayetteville, NC 28303 910-323-1791 (Work) jkeefe@co.cumberland.nc.us
DISTRICT #1 Jeannette M. Council 3310 Lake Bend Drive Fayetteville, NC 28311 910-499-0691 (Home) jcouncil@co.cumberland.nc.us	AT-LARGE Charles E. Evans 926 Fleetwood Drive Fayetteville, NC 28305 910-978-6643 (Cell) cevans@co.cumberland.nc.us
DISTRICT #2 Kenneth S. Edge 6874 Towbridge Road Fayetteville, NC 28306 910-425-0918 kedge@co.cumberland.nc.us	AT-LARGE Larry L. Lancaster 2602 Dartmouth Drive Fayetteville, NC 28304 910-484-2774 (Home) llancaster@co.cumberland.nc.us
DISTRICT #2 W. Marshall Faircloth 2307 Rolling Hill Road Fayetteville, NC 28306 910-323-1917 (Work) wmfaircloth@co.cumberland.nc.us	 CUMBERLAND COUNTY NORTH CAROLINA

COURTHOUSE CONTACT INFORMATION

Candice H. White, Clerk to the Board
PO Box 1829
Fayetteville, NC 28302
910-678-7771
cwhite@co.cumberland.nc.us



CUMBERLAND
COUNTY
NORTH CAROLINA

STRATEGIC PLAN

2015 – 2016

MISSION

TO PROVIDE QUALITY SERVICES TO OUR
CITIZENS WHILE BEING FISCALLY RESPONSIBLE.

VISION

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

EXCELLENT CUSTOMER SERVICE

RECOGNIZING THAT ALL PEOPLE ARE
DIFFERENT, WE TREAT EVERYONE WITH DIGNITY
AND SERVE OUR DIVERSE POPULATION WITH
PROFESSIONALISM, RESPECT, INTEGRITY, AND
EXCELLENT CUSTOMER SERVICE.

STRATEGIC PLAN

2015 – 2016

GOALS AND OBJECTIVES

GOAL 1

ENSURE A SAFE AND HEALTHY COMMUNITY BY PROVIDING NEEDED SERVICES TO OUR CITIZENS IN A TIMELY MANNER.

- **Objective 1** Provide youth development program opportunities that promote good citizenship.
- **Objective 2** Assist with efforts to reduce crime by repeat offenders.
- **Objective 3** Improve emergency response services to citizens.
- **Objective 4** Promote a healthy community by providing educational, health and human services programs and resources to citizens.
- **Objective 5** Collaborate with community partners to improve programs and services to reduce homelessness.

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.
- **Objective 2** Strengthen the County's green and energy-efficiency initiatives.
- **Objective 3** Advance the County's automation and technology capabilities.
- **Objective 4** Increase gateway and other beautification efforts to create a more aesthetically appealing community.

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.
- **Objective 2** Promote economic development through the preservation of natural resources, farmland and the county's agricultural industry.
- **Objective 3** Provide quality cultural and recreational services.
- **Objective 4** Develop a flexible, proactive approach to the expansion and contraction of the military.

STRATEGIC PLAN

2015 – 2016

GOALS AND OBJECTIVES

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 advisory board applications, meeting attendance and program participation.
- **Objective 2** Enhance communications systems and transparency so citizens can readily access information.
- **Objective 3** Improve internal communications.
- **Objective 4** Improve communication and collaboration between the County and other governmental entities, including boards, committees and commissions.

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.
- **Objective 2** Encourage citizen engagement and provide feedback opportunities through various outlets as it relates to service delivery.
- **Objective 3** Implement staff development and training programs.
- **Objective 4** Recognize employees for their achievements.
- **Objective 5** Support the development and maintenance of a competitive pay and position classification system.
- **Objective 6** Recognize the importance of the employee's health and fitness for the benefit of the employee as well as the entire organization.

ARTICLE IX. CODE OF ETHICS

Sec. 10-201. Declaration of policy.

It is the policy of the county that the proper operation of democratic government requires that public officials and employees be independent, impartial and responsible to the people; that governmental decisions and policy be made in proper channels of the governmental structure; that public office not be used for personal gain; and that the public have confidence in the integrity of its government. In recognition of these goals, a code of ethics for all county employees is adopted.

This code has four (4) purposes.

- (1) To encourage high ethical standards in official conduct by county employees;
- (2) To establish guidelines for ethical standards of conduct for all such employees by setting forth those acts or actions that are incompatible with the best interests of the county;
- (3) To require disclosure by such employees of private financial or other interests in matters affecting the county; and
- (4) To serve as a basis for disciplining and/or punishing those who refuse to abide by its terms. (Ord. of 11-6-89, § 201)

Supp. No. 16

Sec. 10-202. Definitions.

As used in this article, the following terms shall have the following meanings, unless the context clearly indicates that a different meaning is intended:

Business shall mean a corporation, partnership, sole proprietorship, firm, organization or other legal entity carrying on business;

Confidential information shall mean information which is not available to the general public and which is obtained only by reason of an employee's position.

County shall mean the County of Cumberland.

Employee shall mean all officials, officers, members and employees, whether elected or appointed and whether paid or unpaid, of the government of county and of all of its agencies. Employees shall include former employee if the violation occurred during county employment.

Financial interest shall mean any interest which shall yield, directly or indirectly, any monetary or other material benefit to a county employee. The term "financial interest" shall not include the employee's salary or other compensation received pursuant to county employee. The fact that an employee owned ten (10) per cent or less of the stock of a corporation or has a ten (10) per cent or less ownership in any business entity or is an employee of said business entity does not create a financial interest.

Official act shall mean an official decision, vote, approval, disapproval or other action which involves the use of decision-making authority.

Personal interest shall mean any interest arising from blood or marriage relationships or from employment or business whether or not any financial interest is involved. A blood or marriage relationship for the purpose of this section shall mean wife, husband, mother, father, brother, sister, daughter, son, grandmother and grandfather, grandson and granddaughter, aunts and uncles. Included are the step, half, in-law, loco parentis relationships and persons living within the same household.

Political activity shall mean any act aimed at supporting or opposing the election of any candidate for public office or supporting or opposing a particular political party. (Ord. of 11-6-89, § 202; Ord. of 1-26-93)

Supp. No. 21

Sec. 10-203. Standards of conduct.

(a) *Generally.* Employees must in all instances maintain their conduct at the highest standards. Official conduct guided by high ethical standards gives the public confidence in the integrity of its government and assures the public that government is responsible to the people. The following standards of conduct are goals which public employees should strive to attain so as to avoid even the appearance of impropriety in the conduct of the public's business.

- (1) Employees have an obligation to act morally and honestly in discharging their responsibilities.
- (2) Employees shall conduct themselves with propriety, discharge their duties impartially and fairly and make continuing efforts toward attaining and maintaining high standards of conduct.
- (3) Employees shall not improperly use, directly or indirectly, their county positions to secure any financial interest or personal benefit for themselves or others.
- (4) Employees shall not use nor attempt to use their positions to improperly influence other employees in the performance of their official duties.
- (5) Employees in the conduct of their official duties shall not nor request other employees to grant or make available to any person any consideration, treatment, advantage or favor beyond that which it is the general practice to grant or to make available to the public at large.

(b) *Exception.* This section shall not be subject to the provisions of section 10-212. (Ord. of 11-6-89, § 203)

Sec. 10-204. Use of county resources.

(a) No employee shall use or permit the use of county employees or county-owned material, property, funds, or other resources of any kind for the private gain, personal benefit, or political advantage of any person, except where such use is made available to the public at large. Nothing herein shall be interpreted or construed to limit the use of county-owned facilities for public gatherings.

(b) County-owned vehicles shall not be used for the personal business of any employee. No county automobile shall be used by a county employee going to or from home, except when such use is for the benefit of the county and such use has been authorized by the county manager or other authorized official. (Ord. of 11-6-89, § 204)

Sec. 10-205. Conflict of interest.

(a) No employee shall engage in any employment or business which conflicts with the proper discharge of his official duties.

(b) No employee shall have a financial interest, directly or indirectly, in any transaction with any county agency as to which he has the power to take or influence official action. No employee shall take or influence official action in any transaction with any county agency that would confer a benefit based on a personal interest where such benefit is not made available to the public at large.

(c) If an employee has any direct or indirect financial interest in the outcome of any matter coming before the agency of which he is a member or by which he is employed, such employee shall disclose on the record of the agency or to his superior or other appropriate authority the existence of such financial interest. An employee having such an interest shall not engage in deliberations concerning the matter, shall disqualify himself from acting on the matter and shall not communicate about such matter with any person who will participate in the action to be taken on such matter. However, the excusal from voting by members of the board of county commissioners shall be governed exclusively by General Statutes section 153A-44.

(d) No employee shall represent or appear on behalf of any individual or entity, either personally or through an

associate or partner, against the interests of the county or any of its agencies in any action or proceeding in which the county or any of its agencies is a party, unless the action or proceeding is sufficiently remote from his official duties, so that no actual conflict of interest exists.

(e) Nothing herein shall be interpreted or construed to prohibit any employee from exercising his legal rights as to his own personal interests in processing a claim against or request to the county or any of its agencies or in defending a claim made against him by the county or any of its agencies, or to prohibit an employee from testifying as a witness in any administrative or judicial proceeding. (Ord. of 11-6-89, § 205; Ord. of 1-26-93)

Sec. 10-206. Confidential information.

(a) No employee shall, without legal authority, disclose confidential information concerning the personnel, property, government or affairs of the county.

(b) No employee shall use confidential information to advance his own financial or personal interest or the financial or personal interests of any other person.

(c) Nothing in this section shall be interpreted as prohibiting the disclosure of information required by law to be disclosed. (Ord. of 11-6-89, § 206)

Sec. 10-207. Gifts, gratuities and favors.

No employee shall knowingly solicit or accept a gift, whether in the form of money, things, favor, loan or promise, or gratuity from any person who or entity which to his knowledge is interested directly or indirectly, in any manner whatsoever, in a transaction with any county agency as to which he has the power to take or influence official action. This section is not intended to prevent the gift and or receipt of the following:

- (1) Honorariums in an amount not to exceed twenty-five dollars (\$25.00) or expenses to include meals, travel and lodging for participating in meetings, seminars, conferences, grand openings, or anniversary celebrations of businesses, or other similar activities where the official or employee is either a speaker, participant or invited in his or her official capacity;
- (2) Nominal advertising items or souvenirs of twenty-five dollars (\$25.00) or less in value, or meals furnished at banquets;
- (3) Customary gifts or favors received by any employee from friends, relatives or other employees where it is clear that it is the relationship of the donor which is the motivating factor for the gift or favor; and
- (4) Gifts, favors, discounts, and gratuities offered by commercial enterprises to members of the general public.
- (5) Political contributions by elected county officials. (Ord. of 11-6-89, § 207)

Sec. 10-208. False statements prohibited.

(a) No employee shall willfully make any false statement, or in any manner commit any fraud, conceal any wrongdoing or fail to answer fully and truthfully questions about wrongdoing connected with the business of the county or connected with the work-related conduct of any county employee.

(b) No employee shall willfully make any false statement, certificate, mark, report or rating with the intent to obtain public funds or other public benefit for himself or another to which he or such other person is not by law entitled or otherwise authorized.

Supp. No. 21

(c) No person seeking appointment to, or promotion in, the service of the county, shall either directly or indirectly give, render or pay any money, service or other valuable thing to any person for, on account of or in

connection with his or her test, appointment, proposed appointment, promotion or proposed promotion; provided, however, that this provision shall not apply to payments made to duly licensed employment agencies or educational institution. (Ord. of 11-6-89, § 208)

Sec. 10-209. Nepotism prohibited.

No relative of a County employee, by blood or marriage, may be employed in any position with the county in which the employee may be able to supervise directly, control or influence the work or employment status of the relative or the affairs of the organizational unit in which the relative is employed. Relative for the purposes of this section shall mean wife, husband, mother, father, brother, sister, daughter, son, grandmother and grandfather, grandson and granddaughter, aunts and uncles. Included are the step, half, in-law, loco parentis relationships and persons living within the same household. (Ord. of 11-6-89, § 209)

Sec. 10-210. Outside employment.

Except for county-elected officials or appointees, no employee shall engage in outside employment without prior approval of the employee's department head. Approval will be granted except where the employment has a probability of creating a conflict with the performance of the county's business or creating a division of loyalty, or where the performance of the outside duties would most likely impair the employee's ability to perform his official duties. (Ord. of 11-6-89, § 210)

Sec. 10-211. Political activity.

(a) *Generally.* Every employee of the county has a civic responsibility to support good government by every available means and in every appropriate manner except where in conflict with the law. County employees may join or affiliate with civic organizations of a political nature, may attend political meetings, may serve as officers of civic or political organizations, and may advocate and support principles or policies of civic or political organizations in accordance with the Constitution and laws of the United States and North Carolina.

(b) *Prohibitions.* No employee of the county shall:

- (1) Engage in any political activity while on duty, unless serving as an elected county official;
- (2) Place any pressure, direct or indirect on any employee to support any candidate or party, contribute to, solicit for, or act as custodian of funds for political purposes; or
- (3) Offer any county position, promotion, job related benefit, remuneration or other advantage to any person as a reward for political activity or support.

Supp. No. 16

- (4) Take adverse action against any employee based on that employee engaging in or refusing to engage in permitted political activity.
- (5) Permit or require any county employee to engage in political activity while the employee is on duty.

(c) *Candidates running for public office, etc.* Engaging in political activity while on duty shall not include the casual greeting or encounter by employees with persons running for public office. Candidates for public office visiting public offices shall be received and treated with respect. For the purpose of this section, employees who are on authorized breaks or on lunch periods shall not be deemed to be on county time. (Ord. of 11-6-89, § 211)

Sec. 10-212. Violations.

Any violation of this article shall be deemed improper conduct and may subject such employee to disciplinary action, dismissed, or removal, as appropriate. Additionally, a violation of section 10-204, use of county resources, or section 10-208, false statements prohibited, is declared a misdemeanor and may be punished as provided by law.

The board of county commissioners, upon notice and hearing, may declare void and rescind any contract, grant, subsidy, license, right, permit, franchise, use, authority, privilege, benefit certificate, ruling, decision, performance of any service, or transfer or delivery of anything which the board determines was awarded, granted, paid, furnished, or otherwise performed in violation of this article. (Ord. of 11-6-89, § 212)

Secs. 10-213-10-220. Reserved.

Board of Health

The Board of Health is the policy-making, rule-making and adjudicatory body for the Cumberland County Health department. The Board has the responsibility to protect and promote the public health and has authority to adopt rules necessary for that purpose.

Statutory Authorization: NCGS 130A-35

Member Specifications:

11 Members with Specific Categories:

- Veterinarian (1)
- Physician (1)
- Dentist (1)
- Registered Nurse (1)
- Optometrist (1)
- Pharmacist (1)
- Engineer (1)
- General Public (3)
- County Commissioner (1)

Term: 3 Years

Compensation: None

Duties:

- Protect and promote the public health;
- Adopt rules necessary to promote and protect public health (includes environmental health issues);
- Impose fees for services, except where prohibited by statute or where an employee of the Health Department is performing the services as an agent of the state;
- After consultation with the Board of County Commissioners; may appoint a local health director.

Meetings: Third Tuesday of each month at 6:00 PM. July and September meetings take place only if desired.

Meeting Location: Cumberland County Health Department Board Room 1235 Ramsey Street Fayetteville, NC

Citizens of Cumberland County

Board of County Commissioners

Red Type Boards and Commissions for which citizens can make application for consideration of appointment.

Yellow Highlight Employs and evaluates director.

County Manager

Clerk to the Board
Tourism Development
Authority

County Attorney

Assistant County Manager Support Services

Animal Control
Animal Control Board

Central Maintenance

Community Development

Cooperative Extension

Emergency Services
*Cumberland County Local
Emergency Planning Committee*

Engineering & Infrastructure

Planning & Inspections
*Air Quality Stakeholders
Committee*
*Board of Adjustment
(Quasi-Judicial)***
Farm Advisory Board
*Joint Planning Board
(Quasi-Judicial)***
*Minimum Housing Appeals
(Quasi-Judicial)***
Transportation Advisory Board

Soil & Water Conservation

Workforce Development
Workforce Development Board

Liaison to

Cooperative Extension Advisory Board
Human Services Transportation System
Mid-Carolina Council of Governments
Adult Care Home Advisory Board
Home and Community Care Block Grant Committee
Mid Carolina Aging Advisory Committee
Nursing Home Advisory Board

Deputy County Manager Human Services

Child Support

Human Resources

Library
Library Board of Trustees

Mail Management

Pretrial Services

Print & Graphic Services

Public Health
Board of Health

Senior Employment

Social Services
Social Services Board
*Cumberland County
Community Child Protection/
Fatality Team*

Veterans Services

Liaison to

Communicare, Inc.
Continuum of Care
Court Ordered Care
Smart Start

Assistant County Manager Finance & Administrative Services

Finance & Budget

Information Services

Internal Audit &
Wellness Services

Risk Management

Solid Waste Management

Tax Administration
Equalization & Review Board

Liaison to

*Cumberland County Juvenile
Crime Prevention Council*
Civic Center Commission

Other Boards

ABC Board
*Alliance Behavioral
Healthcare Board
(4 Cumberland County Seats)*
*Fayetteville Technical
Community College
Board of Trustees*
Jury Commission

Joint City/County Advisory Boards

Human Relations Commission
Joint Appearance Commission
*Parks and Recreation
Commission*
*Senior Citizens Advisory
Commission*

Board of Elections

Crown Complex
Civic Center Commission

Parks & Recreation

Public Information

Liaison to

*Airborne & Special Operations
Museum*
Board of Education
*Cape Fear Valley Health
System*
CFVHS Board of Trustees
*Economic Development
Alliance*
*Fayetteville Area Convention
& Visitors Bureau, Inc.*
FACVB Board of Directors
*Southeastern Economic
Development Commission*

Legal

*Cumberland County Finance
Corporation*
*Cumberland County Industrial
Facilities and Pollution Control
Financing Authority*
Cemetery Commission

Register of Deeds

**Sheriff's Office &
Detention Center**
Wrecker Review Board

**** A quasi-judicial body is an individual or organization which has powers resembling those of a court of law or judge and is able to remedy a situation or impose legal penalties on a person or organization.**

BOARD OF HEALTH

3 Year Term

(All terms expire on December 31st per NCGS § 130A-35)

<u>Name/Address</u>	<u>Date Appointed</u>	<u>Term</u>	<u>Expires</u>	<u>Eligible For Reappointment</u>
<u>Veterinarian</u>				
Dr. Heather Burkhardt (W/F) 5226 Lacross Point Parkton, NC 28371 (served an unexpired term; eligible for one additional three-year term) 910-489-2336	12/12	1 st full term	Dec/15 12/31/15	Yes
<u>Physician</u>				
Dr. Sanjay Shah 308 Forest Creek Drive Fayetteville, NC 28303 864-4080 / 987-2571	12/14	2nd	Dec/17 12/31/17	No
<u>Dentist</u>				
Dr. Oliver L. Hodge Jr. (B/M) 537 Old Farm Rd Fayetteville, NC 28314 487-0886/483-0409	12/12	1st	Dec/15 12/31/15	Yes
<u>Registered Nurse</u>				
Pamela Pollock, RN 1321 General Lee Avenue Fayetteville, NC 28305 481-9968 / 907-9091	12/12	2nd	Dec/15 12/31/15	No
<u>Optometrist</u>				
Dr. William Philbrick (W/M) 321 Springbrook Place Fayetteville, NC 28305 485-4580/484-6178	12/13	1st	Dec/16 12/31/16	Yes
<u>Pharmacist</u>				
Dr. Carl Creech (W/M) 322 Westview Drive Fayetteville, NC 28303 425-7298/615-1808	12/14	1st	Dec/17 12/31/17	Yes
<u>Engineer</u>				
David Greystock (-/M) 3191 Braddy Road Fayetteville, NC 28306 717-215-6304	8/14	1 st	Dec/16 12/31/16	Yes
(serving unexpired term; eligible for one additional three-year term)				

(All terms expire on December 31st per NCGS § 130A-35)

<u>Name/Address</u>	<u>Date Appointed</u>	<u>Term</u>	<u>Expires</u>	<u>Eligible For Reappointment</u>
<u>Cumberland County Commissioner</u>				
Jeannette Council 3310 Lake Bend Drive Fayetteville, NC 28311 488-0691 (H) / 273-4585 (C)	1/15	1 st	Dec/17 12/31/17	Yes
<u>General Public Reps.</u>				
Barbara Stelly (B/F) 3219 Broadview Drive Fayetteville, NC 28301 488-9590 (H) / 488-3098 (W)	12/14	2nd	Dec/17 12/31/17	No
Christopher Frank (W/M) 2506 Torcross Drive Fayetteville, NC 28304 339-4851/485-4108 (W)	12/12	2nd	Dec/15 12/31/15	No
Dr. Vikki Andrews (B/F) 2913 Beringer Drive Fayetteville, NC 28306 910-964-5828	11/12	1st	Dec/15 12/31/15	Yes

Contact: Buck Wilson, Health Director
 Trisha Barfield, Administrative Assistant
 Phone: 433-3705
 Fax: 433-3659

Meetings: 3rd Tuesday of the month - 6:00 PM - Board Room, Health Department, 1235 Ramsey Street
 (July and September meetings take place only if desired).

§ 143-318.9. Public policy

Whereas the public bodies that administer the legislative, policy-making, quasi-judicial, administrative and advisory functions of North Carolina and its political subdivisions exist solely to conduct the people's business, it is the public policy of North Carolina that hearings, deliberations and actions of these bodies be conducted openly.

§143-319.10 All official meetings of public bodies open to the public.

To understand this statute, you have to know:

- What constitutes a public body
- What constitutes an official meeting

Public Body:

An elected or appointed group with at least *two members*

Must be authorized to *exercise at least 1 of the following 5 functions*:

- Legislative
- Policy-making
- Quasi-judicial
- Administrative
- Advisory

Official Meeting:

Takes place when a majority of the members of a *public body* meet on *official business* which is any of the following:

- Conduct a hearing
- Deliberate
- Take action
- Otherwise transact public business

§ 143-318.12. Public notice of official meetings

There are 4 kinds of official meetings:

- Regular Meetings
- Special Meetings
- Emergency Meetings
- Recessed Meetings

Regular Meetings:

- Meetings held at a fixed time and location
- Notice is permanent and need only be filed once unless the schedule changes.

Special Meetings:

- Any meeting, other than emergency or recessed, that occurs at a time or place other than the time and place set out on a public body's filed schedule of regular meetings.
- Notice must be given at least 48-hours before the meeting and must state the date, time, location and purpose of the meeting.
- Notice must be posted and delivered to the Sunshine list and other persons designated to receive the notices.

Emergency Meetings:

Meeting must concern “generally unexpected circumstances”.

Circumstances must require “immediate” consideration by the public body (cannot wait for 48-hours).

Media must be notified by phone in the same way that members of the public body are notified.

Meeting may be held as quickly as members of public body can gather.

Recessed Meetings:

Occurs when a public body recesses one meeting to be resumed later.

If proper notice was given of the original meeting and if the time and place of the recessed session are set in the open at the original meeting, no further notice is required.

§ 153A-43. Quorum

A majority of the actual membership of a public body shall constitute a quorum.

The number required for a quorum is not affected by vacancies.

A quorum is determined at the beginning of the meeting.

A member who has withdrawn from a meeting without being excused by majority vote of the remaining members present shall be counted as present for purposes of determining whether or not a quorum is present. This prevents a member from defeating a quorum by simply leaving the meeting.

§153A-44. Voting

It is the duty of each member to vote unless excused by majority vote.

A public body may excuse a member from voting but only upon questions involving the member’s own financial interest or official conduct.

A member who has withdrawn without being excused by a majority vote of the remaining members present shall be recorded as an affirmative vote **or** a vote with the prevailing side. It is up to a board to decide how to exercise the vote unless otherwise directed by statute.

Minutes

§ 143-318.10.(e) All official meetings of public bodies open to the public.

Every public body shall keep full and accurate minutes of all official meetings, including any closed sessions held pursuant to G.S. 143-318.11. Such minutes may be in written form. When a public body meets in closed session, it shall keep a general account of the closed session so that a person not in attendance would have a reasonable understanding of what transpired. Such accounts may be a written.

“Full and accurate” does not necessarily mean a verbatim transcript of the meeting’s proceedings. Rather, the minutes must record the results of each vote taken by the board and should show the existence of conditions required before a particular action may validly be taken such as:

- Name of governing board
- Date, time and location of meeting
- Names of board members present, time they arrived if late, time they left if prior to adjournment and whether they were excused from the meeting
- A statement of the exact words of each motion

- A statement as to whether each motion passed or failed
- If requested, a statement of who voted in favor and who voted in opposition
- A statement of who did not participate in the vote or who abstained from voting
- A statement that the meeting was adjourned

Minutes are a permanent record and shall be maintained in perpetuity.

§132-1. "Public records" defined.

This statute establishes a very broad definition of public records, generally unlimited by the forms of the material in question or by the circumstances under which the materials were received or created. (Examples of public records are emails, documents, papers, letters, maps, books, photographs, films, sound recordings, magnetic or other tapes, electronic data-processing records, artifacts, or other documentary material in connection with the transaction of public business by any agency of North Carolina government or its subdivisions.)

The statute defines the covered agencies to include every public office, public officer or official (state or local, elected or appointed), institution, board, commission, bureau, council, department, authority or other unit of government or of any count, special district or other political subdivision of government.

Not all documents are public records. Documents that are personal in nature do not become government records simply because they are found in a government office or on a government computer. Nor does it mean that if the document is housed on a private computer that it is not a public record.

The public record statutes say nothing about how quickly a custodian must comply with a request to inspect records. Given this statutory silence, the courts impose a rule of "reasonableness" on custodians.

§128-7. Officer to hold until successor qualified

All officers shall continue in their respective offices until their successors are elected or appointed, and duly qualified.

SURVEY MONKEY QUESTIONS

How did you initially hear about Cumberland County's citizen advisory boards?

What citizen advisory board did you serve on?

Why did you select this citizen advisory board?

Was the Orientation Booklet sent to you by clerk to the board informative?

Was the full and complete orientation provided by the staff liaison or board chair informative?

Was there anything that could have done to make your service on this board more effective or to make you feel more connected?

Did you attend the Welcome and Information Session?

Did you attend Cumberland County's Citizens Academy?

Did you attend the Institute of Community Leadership (ICL)?

Please share anything positive about your experience.

Please share anything that could have improved your experience.

Additional comments: