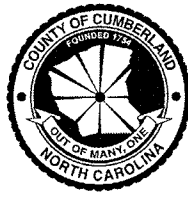


KENNETH S. EDGE  
Chairman

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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

**MEMORANDUM**

TO: Policy Committee Members (Commissioners Council, Evans and Keefe)  
FROM: Kellie Beam, Deputy Clerk to the Board *KB*  
DATE: May 1, 2015  
SUBJECT: Policy Committee Meeting – May 7, 2015

**There will be a regular meeting of the Policy Committee on Thursday, May 7, 2015 at 10:30 AM in Room 564 of the Cumberland County Courthouse.**

**AGENDA**

1. Approval of Minutes – April 2, 2015 **(Pg. 2)**
  2. Annual Review of Jail Health Medical Plan **(Pg. 11)**
  3. Update on Draft 2015-2016 Cumberland County Strategic Plan **(Pg. 16)**
  4. Update on Federal Legislative Program **(Pg. 26)**
  5. Discussion Regarding Term Limits for Citizens Serving on Commissioner-Appointed Boards and Committees **(Pg. 34)**
  6. Other Items of Business **(NO MATERIALS)**
- cc: Board of Commissioners  
Administration  
Legal  
Communications Manager  
County Department Head(s)  
Sunshine List

# DRAFT

ITEM NO. 1

CUMBERLAND COUNTY POLICY COMMITTEE  
COURTHOUSE, 117 DICK STREET, 5TH FLOOR, ROOM 564  
APRIL 2, 2015 – 10:30 A.M.  
MINUTES

MEMBERS PRESENT: Commissioner Charles Evans  
Commissioner Jeannette Council

MEMBERS ABSENT: Commissioner Jimmy Keefe

OTHER COMMISSIONERS  
PRESENT:

Commissioner Kenneth Edge  
Commissioner Larry Lancaster

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  
Phyllis Jones, Assistant County Attorney  
Rob Hasty, Assistant County Attorney  
Dr. John Lauby, Animal Control Director  
Jeffery Brown, Engineering and Infrastructure Director  
Vicki Evans, Finance Accounting Manager  
Rochelle Small-Toney, City of Fayetteville  
Jay Reinstein, City of Fayetteville  
Andrew Holland, City of Fayetteville  
Willie Ratchford – WPR Consulting  
Candice White, Clerk to the Board  
Kellie Beam, Deputy Clerk to the Board  
Press

Commissioner Evans called the meeting to order.

## 1. ELECTION OF POLICY COMMITTEE CHAIRMAN

MOTION: Commissioner Council moved to elect Commissioner Evans as the Policy  
Committee Chairman.

SECOND: Commissioner Evans

VOTE: UNANIMOUS (2-0)

# DRAFT

## 2. APPROVAL OF MINUTES – NOVEMBER 6, 2014

MOTION: Commissioner Council moved to approve the minutes.

SECOND: Commissioner Evans

VOTE: UNANIMOUS (2-0)

## 3. PRESENTATION ON CONTINUATION OF THE JOINT CITY/COUNTY HUMAN RELATIONS COMMISSION

### BACKGROUND:

The County entered into an Interlocal Agreement in 2004 for the purpose of providing a joint Human Relations Commission and Department for the 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, the Community Development Department has provided services to the Human Relations Commission by assisting with fair housing issues.

With the retirement of the Human Relations Director, Ron McElrath, the City thought it would be a good time to reassess the mission, programs and services of the Human Relations Department. The City has sought guidance in this process from Mr. Willie Ratchford, with WPR Consulting, Inc. The City has invited the County to be a part of this review process. As such, Mr. Ratchford will give a presentation to the Policy Committee on human relations work in other communities, the benefits of having this function, and seek input from the committee on the continuation of this endeavor.

### RECOMMENDATION/ACTION REQUESTED:

Receive the presentation and provide feedback regarding the continuation of the Human Relations function.

\*\*\*\*\*

Amy Cannon, County Manager, reviewed the background information and recommendation as recorded above. Ms. Cannon recognized the City of Fayetteville staff in attendance and Mr. Willie Ratchford from WPR Consulting, Inc.

Ms. Cannon stated Mr. Willie Ratchford was brought in by the City to perform research and create focus groups to gain information and insight moving forward about the Human Relations Commission and will give the Policy Committee an update on the process.

# DRAFT

Ms. Small-Toney, City of Fayetteville, stated Mr. Ratchford has been very busy gaining information from the community to help inform the City and County if the current mission of the Human Relations Department and Commission is right for this community. Ms. Small-Toney stated Mr. Ratchford will help in the recruitment process of the new leadership of the Human Relations Department and help present a proposed job description for that position. Ms. Small-Toney stated the City intends to perform a national search for the position and have Mr. Ratchford help throughout the process.

Mr. Ratchford stated with the current racial and ethnic tensions rising in our country it is obvious the community needs some entity that helps pull the community together to address the racial tensions and to create channels of communications for groups that may not be getting along so we can all live in a harmonious community. Mr. Ratchford stated he has been working in this community for two months and has met with numerous community groups and individuals, former elected officials, staff of the Human Relations Department and members of the Human Relation Commission. Mr. Ratchford stated he has already received some very helpful information that he will be sharing with the City and County within the next few weeks.

Mr. Ratchford stated in January 2015 the City of Fayetteville made the decision to continue to support the Human Relations Commission and the County needs to decide if they want to continue to support the Human Relations Commission. Mr. Ratchford stated he strongly suggests the County continue to support the Human Relations Commission to help resolve conflicts in the community.

Ms. Cannon stated she is very excited to hear the results of Mr. Ratchford's research and she believes based on this diverse community that there is a real need for a Human Relations Commission. Ms. Cannon stated Mr. Ratchford's report and recommendation will be brought back to the Policy Committee in the near future.

Commissioner Evans stated he is also excited about this process and he feels this community has come a very long way but still has a small distance to go. Commissioner Evans further stated he feels this process will be a great asset to what the leaders of this community are trying to do.

No action taken.

## 4. CONSIDERATION OF REVISIONS TO THE CUMBERLAND COUNTY ANIMAL CONTROL ORDINANCE

### BACKGROUND:

The County Attorney's office received recommendations from the Animal Control Department for revisions to the Animal Control Ordinance as follows:

#### **Sec. 3-10. Definitions.**

- Add definition for "Domestic Animals".

# DRAFT

- “Domestic Animals” means any animals that depend on humans for food, water and shelter to include but not limited to: dogs, cats, horses, cows, pigs, sheep, goats and fowl.
- Add definition for “Memorandum of Understanding”.
  - “Memorandum of Understanding” (MOU) is an agreement by an owner and the Animal Control Department signed by the owner who agrees to certain limitations and/or conditions contained therein.
- Revise definition for “Nuisance/Reckless Owner”.
  - **Current definition of Nuisance/Reckless Owner:**  
An owner who has received a violation under Chapter 3 and has outstanding fees owed to Cumberland County Animal Control for previous violation(s) or who has not complied with the requirements for ownership of a dangerous or potentially dangerous dog.
  - **Proposed revised definition of Nuisance/Reckless Owner:**  
An owner who has received a violation under Chapter 3 and has outstanding fees owed to Cumberland County Animal Control for previous violation(s) or who has not complied with the requirements for ownership of a **nuisance animal**, dangerous or potentially dangerous dog, **or anyone who has signed an MOU with the Animal Control Department and has failed to adhere to the MOU.**

## **Sec. 3-15. Nuisance animals; animals posing a threat to the public.**

Slight revision to subsection (a) to add the word “growls” to the description of what could be considered a nuisance.

- (a) For the purposes of this section, “nuisance” means, but is not limited to, the conduct or behavior resulting from any act of omission or commission by the owner or keeper of any small or large animal, fowl, cat or dog which molests passersby or passing vehicles, damages private or public property; barks, whines, howls, crows, **growls** or makes other noises in an habitual or continuous fashion which annoys the comfort, repose, health or safety of the people in the community; is unconfined in season; defecates on the property of someone other than the owner; or eats or otherwise destroys the plants, shrubs or similar landscaping on the property of someone other than the owner.

## **Sec. 3-19. Control of animals required; at large; strays.**

Replace the word “livestock” with “domestic animals”.

- (a) It is unlawful for any owner or person to permit or negligently allow any domestic animal ~~or livestock~~ to run at large. Any dog ~~or cat~~ **or domestic animal** that is not confined as provided in this Chapter, and not under the actual physical leash control or hand restraint of its owner or keeper, shall be deemed to be running at large. Any such animal found running at large shall be either...

# DRAFT

## **Sec. 3-29. Nuisance/Reckless owner.**

Replace the word “livestock” with “domestic animals”.

- A person cited as a Nuisance/Reckless owner shall be ordered to surrender all of his/her dogs/cats/~~livestock~~/**domestic animals** to Animal Control and shall refrain from owning, keeping, or harboring those dogs/cats/~~livestock~~/**domestic animals** or any dogs/cats/~~livestock~~/**domestic animals** for a period of three (3) years.

## **Sec 3-35. Permit required.**

Revise subsection **(f) Revocation of permits** to delete “for not more than thirty (30) days” and replace “suspend” with “revoke”

(f) Revocation of permits. The Director may, upon notice and hearing and for good cause shown, revoke any permit or modify any terms, conditions or provisions thereof. If the Director deems it necessary to protect the public health or safety from any imminent threat or danger thereto, he may, without hearing, revoke ~~suspend~~ any permit or any portion thereof ~~for not more than thirty (30) days~~. Good cause for revocation or modification of permit shall include, without limitation, violation of or failure to comply with any provision of this Article or with any term, condition or provision of a permit.

## **Sec. 3-81. Penalties for violations.**

Revise subsection (d) to change \$100 to \$200 in order to be consistent with the appropriate fine for a class 3 misdemeanor as stated in the North Carolina General Statutes; add a subsection (e) to set forth the penalty for a dog biting a human causing severe injury.

(d) In addition to the civil penalties prescribed in this section, any violation of this Chapter, also designated as Chapter 3 of the Cumberland County Code, shall also constitute a Class 3 misdemeanor punishable by a fine or not more than ~~\$100~~ **\$200** and imprisonment of not more than 20 days.

**(e) The penalty for a dog biting a human causing injury which requires professional medical or hospital treatment shall be \$500 for the first offense.**

## RECOMMENDATION/PROPOSED ACTION:

The Animal Control Department recommends that the Ordinance be revised. The Legal Department has reviewed the proposed revisions for legal sufficiency.

\*\*\*\*\*

Dr. Lauby reviewed the background information and recommendation as recorded above. Dr. Lauby stated he continues to work on the Animal Control Ordinance to make it more enforceable so Animal Control is better able to serve and protect the public and protect the animals of Cumberland County. Rob Hasty, Assistant County Attorney, has reviewed the proposed revisions for legal sufficiency.

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Dr. Lauby stated he is requesting to add “domestic animals” to the Ordinance because there are several people in the County that are hoarding domestic animals and this will allow Animal Control to stop the process and enforce the law.

Dr. Lauby stated he is requesting to add “Memorandum of Understanding” at the request of the County Manager to give pet owners one last chance before animals are euthanized.

Dr. Lauby stated the revision of penalties for violations is because of the increasing amount of animal bites to humans in the past few years. Dr. Lauby stated animal bites are getting much worse and Animal Control needs to do something to let citizens know it is against the law for an animal to bite and pet owners will be punished if this is allowed. Dr. Lauby further stated another major metropolitan area started this penalty and significantly reduced the amount of animal bites in their community over time.

MOTION: Commissioner Council moved to recommend to the full board approval of staff’s recommendation of the proposed Animal Control Ordinance revisions.

SECOND: Commissioner Evans

VOTE: UNANIMOUS (2-0)

## 5. REPORT REGARDING PERSONNEL ORDINANCE AND POLICY

### BACKGROUND:

This is an update regarding work that is underway to revise the personnel ordinance and policies.

On August 15, 2011, the Board of Commissioners approved a resolution repealing Chapter 10 (Personnel Ordinance) from the County Code and adopted the provisions of this chapter and all updates as a stand-alone ordinance. Since publishing changes to the Code through Municode is a costly and cumbersome process, adopting a stand-alone Personnel Ordinance provides a more efficient and cost-effective way to revise and publish updates to the Ordinance. This is particularly important based on the need to make revisions to the Personnel Ordinance.

On June 18, 2012, the Board approved revisions to the Personnel Ordinance provisions regarding the classification and salary plan, as part of the implementation of the results of a classification and pay study conducted during that time.

Since that time, additional work has taken place towards preparing additional proposed revisions to the Personnel Ordinance, as well as the Personnel Policy Manual. It is important to distinguish that whereas the Personnel Ordinance is our local law that establishes rules adopted by the Board of Commissioners, Personnel Policies are County Manager rules established through the authority granted by the Personnel Ordinance.

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County Human Resources and Legal are working cooperatively in preparing proposed revisions to the ordinance and policy manual pertinent to our current workforce issues and challenges. As part of the process, we have formed an internal committee of department heads and key staff to review and provide input on the policies. The intent is to obtain input and consensus on policies that are relevant and practical in effectively addressing the issues routinely encountered across our County departments.

In upcoming Policy Committee meetings, we will bring forward ordinance and policy recommendations from our internal committee for your consideration. We expect this process to take several sessions to complete.

## RECOMMENDATION/PROPOSED ACTION:

No action required, for informational purposes only.

\*\*\*\*\*

James Lawson, Deputy County Manager, reviewed the background information and recommendation as recorded above.

No action taken.

## 6. CONSIDERATION OF APPROVAL OF THE REVISED ORDINANCE REGULATING THE USE OF WATER AND SEWER FACILITIES CONTROLLED BY THE COUNTY OF CUMBERLAND

### BACKGROUND:

Revisions are needed to the Ordinance Regulating the Use of Water and Sewer Facilities Controlled by the County of Cumberland to address the connection of new construction near public water or sewer lines and connection after the mains are available. The current language as well as the proposed addition/revision for each section is listed below for your convenience;

### Section 12. Connection Privilege

#### Current Language

The County may give a privilege for early connection to the water or sewer system to any owner as the water or sewer mains are installed. From time to time, the County may give privileges for connections at reduced amounts in order to encourage additional hookups to increase revenue.

#### Proposed Addition

Before connection to an existing main all availability fee charges or debt service charges which would have accrued had the connection been made when the main was available to connect must be paid in full.



# DRAFT

## Section 14. Connection of Newly Constructed Buildings

### Current Language

The connection to the County's water or sewer system of buildings constructed after the adoption of this ordinance on parcels of land that are subject to the County's Subdivision Ordinance shall be governed by the requirements of the County's Subdivision Ordinance.

### Revised Language

Any new construction or improvements requiring a building or zoning permit will be required to connect to any County owned water main or gravity sewer main located within 300 feet of the structure.

### RECOMMENDATION/PROPOSED ACTION:

The Engineering and Infrastructure Director and County Management recommend that the Policy Committee approve the revised Ordinance Regulating the Use of Water and Sewer Facilities Controlled by the County of Cumberland and place it on the agenda of the April 20, 2015 Board of Commissioners meeting for adoption.

\*\*\*\*\*

Jeffery Brown, Engineering and Infrastructure Director, reviewed the background information and recommendation as recorded above.

MOTION: Commissioner Council moved to recommend to the full board approval of the revised Ordinance Regulating the Use of Water and Sewer Facilities Controlled by the County of Cumberland.  
SECOND: Commissioner Evans  
VOTE: UNANIMOUS (2-0)

## 7. DISCUSSION REGARDING ANY AGENCY THAT DELIVERS SERVICES ON BEHALF OF THE COUNTY REQUIRING EMPLOYEES TO WEAR NAME TAGS FOR IDENTIFICATION PURPOSES

### BACKGROUND

Commissioner Evans will provide discussion regarding whether any agency that delivers services on behalf of Cumberland County should require their employees to wear name tags for identification purposes.

### RECOMMENDATION

Receive the information and provide feedback regarding the subject.

\*\*\*\*\*

Ms. Cannon stated the Department of Social Services contracts out some federal funding eligibility services for the crisis intervention funds and the low energy economic

# DRAFT

assistance funds which are programs that assist citizens during the winter months when they have difficulty paying utility bills.

Ms. Cannon stated she met with Commissioner Evans and some citizens who brought forward concerns with the outside provider during the eligibility process. Ms. Cannon further explained the citizens felt the outside provider gave conflicting directions which caused confusion. Ms. Cannon stated the citizens were unable to name the employee because the employee was not wearing a name tag. Ms. Cannon stated when discussing the issue with Commissioner Evans the thought was it would be easier for accountability purposes if any outside agency providing services on behalf of the County were asked to wear nametags.

Commissioner Evans stated he feels if you are an agency dispersing County funds to citizens in need you should wear a nametag. Commissioner Council stated she feels this entire situation needs to be looked into with this particular outside provider. Ms. Cannon stated she met with Mr. Lawson and the DSS Director Brenda Jackson about this incident and Ms. Jackson indicated training has been provided over the last year because of customer service concerns. Ms. Cannon further stated based on this situation some quality assurance measures and training have been put into place.

Rick Moorefield, County Attorney, stated all work performed by non-profit agencies are through contract arrangements with the County and it would be a simple matter to insert a requirement in future contracts that any service provider is to wear an appropriate nametag.

The consensus of the Policy Committee was to include a provision in future contracts that any service provider or outside agency providing services on behalf of the County is required to wear an appropriate nametag.

## 8. OTHER ITEMS OF BUSINESS

There were no other items of business.

MEETING ADJOURNED AT 11:10 AM

AMY H. CANNON  
County Manager

JAMES E. LAWSON  
Deputy County Manager



ITEM NO. 2

MELISSA C. CARDINALI  
Assistant County Manager

W. TRACY JACKSON  
Assistant County Manager

**OFFICE OF THE COUNTY MANAGER**

**MEMO FOR THE AGENDA OF THE MAY 7, 2015 POLICY COMMITTEE MEETING**

**TO: POLICY COMMITTEE**  
**FROM: JAMES LAWSON, DEPUTY COUNTY MANAGER**  
**DATE: MAY 4, 2015**  
**SUBJECT: ANNUAL REVIEW OF JAIL HEALTH MEDICAL PLAN**

**Requested by: James Lawson, Deputy County Manager**  
**Presenter(s): Buck Wilson, Public Health Director**  
**Estimate of Committee Time Needed: 15 Minutes**

**BACKGROUND**

The 2014 Jail Health Medical Plan was adopted by the Board of County Commissioners in February 2014.

North Carolina General Statute 153A-225 requires the unit of county government to develop the plan. In developing the plan, the unit must consult with the sheriff, county physician, health director and the local medical society. In this context, the county manager has responsibility for seeing that the plan is developed.

Once the plan is developed, it must be approved by the health director, if, after consulting with the area mental health director, the health director finds it is adequate to protect the health and welfare of the prisoners. Upon approval by the health director, it must be adopted by the governing body. Finally, 10A NCAC 14J.1001(b)(7) requires the plan to be reviewed annually. A particular point of emphasis for County Management and the Public Health Director is to ensure the plan takes into account any issues impacting the Sheriff's standards, as the party responsible for managing the detention center facility and operations.

Over the course of the past year, there have been various interactions in regards to proposed changes to the plan. County Management has worked closely with Public Health Director Buck Wilson to ensure all the required consultation and input has taken place as referenced above. On April 10, 2015, a meeting was held to discuss and finalize changes in preparation for the annual approval and adoption of the 2015 plan. The meeting participants were Sheriff Butler, Chief Deputy Wright, Chief Jailer Trotter, Sheriff's Attorney Ronnie Mitchell, County Attorney Rick Moorefield, Mr. Wilson and several members of his Jail Health Staff, including Dr. Haq. Based on the outcome of this meeting, the revised plan has been finalized and agreed to by all relevant parties, and approved by Mr. Wilson. In addition, the group decided to implement a quarterly review of the plan to facilitate ongoing review and discussion in managing revisions to the plan.

Mr. Wilson will provide a brief overview of the attached revisions to the Policy Committee. A complete copy of the Medical Plan is available for review in the Clerk's Office.

**RECOMMENDATION**

The Public Health Director and County Management recommend approval of the proposed 2015 Jail Health Medical Plan for submission to the Board of Commissioners for adoption.

## Changes/Revisions - Jail Health Medical Plan Policy and Procedure Manual

Signature page		Sheriff and Jail Health Psychiatrist are added.
i		The Executive Summary now references <i>NCGS 153A-225 Medical Care of Prisoners</i>
i		Paragraph 8 was added regarding fees for services provided.
P. 1	A-01	Procedures #3 - #7 -were moved to General Information # 1- #5.
P. 3	A-02	Procedure #1 has been changed; the Jail Health Administrator is not a RN Supervisor.
	A-02	Procedure #4 has been changed. Jail Health currently has one psychiatrist. He works 32 hours per week. Jail Health no longer has a contract psychiatrist.
P. 4	A-03	Procedure #2 has been added. "Medical, mental health, and dental health judgments are the sole province of the responsible clinicians."
P. 4	A-03	Procedure #5 has been added. "Custody staff will report serious medical requests for care to medical staff. Medical staff will respond and make determination for medical care."
P. 5	A-04	Procedure #1 was changed to specify but not limit members of the Jail Health Administrative Committee. Specifically included on the committee are representatives from: area mental health, developmental disabilities, and substance abuse authority; the local medical society; the Sheriff's office; the county physician, the local Public Health communicable disease nurse; local health director; the lead public health nurse supervisor for Jail Health.
		Procedure #5, additions were made to the list of statistical items to be reported - 1. Nursing contacts, 2. Physical exams performed, and 3. Follow-ups.
P. 6	A-05	Standard has been changed to include both NCGS 153-225 Medical Care of Prisoners and (National Commission of Correctional Health Care) Standards for Health Care Services.
P. 7		Procedures #1 and #2 are new and specify all requirements for new standard. Procedure #7- has been added to provide an opportunity to discuss the jail medical plan at Quarterly Jail Health Administration Committee Meeting.
P. 8	A-06	Procedure #5 has been added.
P. 9	A-07	Procedures were reformatted for ease of reading



P. 10	A-07	Procedure 10, Triage site - Paragraph 1 was changed from "custody will bring those in need of medical care to the triage site" to "Detention Officers, Law Enforcement officers and any available medical staff will bring those in need of medical care to the triage site."  Procedure #11 was added.
P. 10	A-07	Procedure 12 was added "Practice – Drills"
P. 11	A-08	Standard - second sentence was added.  Procedure #3 added "organize the "transfer of individuals with disabilities...."
P. 13	A-10	Standard paragraph 2 was added.  Procedure #4 added "Jail Administrator"
P. 14	A-11	Procedure 7 and 8 were changed for clarity
P. 16	B-01	This section has been re-arranged for ease of reading.
P. 17	B-01	A.1. "Medical" was added before screening.
P.18	B-01	C #2 changed to have nurse contact physician for orders if TB symptoms are present
P. 18	B-01	C #5 – Added
P. 18	B-01	C #7 – Added
P. 21	B-01	H.2.a.1 paragraph 1 added "reasonable suspicion"
P. 28	B-01	M #3 is an addition
P. 29	B-01	M 5. d) 5) is an addition
P. 30	B-02	"Compliance Indicators" were removed from manual. They should not be included as a part of the medical plan.
P. 37	B-04	Procedures changed to "Provisions of the CCDC are adopted here in reference. The Medical Staff shall comply with those policies and requisites and those required regulations and other provisions and policies established pursuant to the Prison Rape Elimination Act and 22 CFR, Part 115."
P. 38	B-05	Changed from "Procedure in the Event of Sexual Assault" to "Response to Sexual Abuse"
P. 38	B-05	Procedure I- Added
P. 38	B-05	Procedure II #5 Added
P. 40	B-05	Procedure XI #4 Added

P. 43	C-01	Procedure #5 added
P. 44	C-02	Standard changed to specify primary care providers.
P. 44	C-02	Definitions written more specific and definitions added for "direct patient care" and "independent review"
P. 44	C-02	Procedure # 1 changed from annual review to "at lease quarterly"
p. 46	C-03	Procedures- some wording was changed.
p. 46	C-03	Procedure # 3 and #5 were added
P. 49	C-06	Standard was changed to state "Inmates shall not perform any medical functions in the jail. "
P. 54	D-01	Procedure 11 was added
P. 62	E-02	Standard was reworted;
P. 62	E-02	Procedure 3. j) and 3. k) were added
P. 62	E-02	Procedure 4- f) was added
P. 65	E-04	Standard was changed
P. 67	E-05	Procedure 2.a. 2) and 3) added
P.70	E-07	Procedure #1 changed to include use of kiosks.  Two procedures were removed from section.
P. 78	E-09	Types of segregation were named;
P. 78	E-09	Procedure 4, 5 and 6 were added;
P. 78	E-09	Procedure for log color-coding portion was removed.
P. 82	E-12	Added "Coordination of Care"
P. 82	E-12	Standard changed
P. 82	E-12	Procedures added: 1., 2., 7., 8., 9., and 12.
P. 83	E-13	Procedure #2 added;
P. 84	E-13	Procedure #5 b. 4) - the second sentence is an addition.
P. 87	F-02	Procedure #8 is an addition.

P. 90	F-03	Standard changed to, "No smoking is permitted at this facility, inside the building or on the grounds."
P. 92	G-01	Procedure #1 added - high blood cholesterol, sickle cell and major mental illness.
P. 92	G-01	Procedure #2 – a. through h. were added.
P. 92	G-01	Procedures #3 and #4 added.
P. 94	G-02	Procedure #1 was added
P. 96	G-04	Section was completely revised
P. 99	G-05	Procedures were revised
P. 100	G-06	(G-08 in Current manual)
P. 100	G-06	Standard revised
P. 101	G-07	(G-06 in Current manual)
P. 101	G-07	Standard revised
P. 103	G-08	New section <u>Contraception</u> - under development
P. 104	G-09	(G-07 and G-09- Current manual)
P. 104	G-09	Standard now includes counseling in addition to care of the pregnant female.
P. 105	G-09	Procedure #14 was added.
P. 109	H-01	Procedure # 3 was added, "Medical and mental health diagnosis, clinician orders and notes, flow sheets, discharge summaries, clinical encounters (place, date and time) signature and title of each document."
P. 112	H-03	(H-04- Current manual)  Format change only.
P. 112	H-04	(H-03 Current manual)  Numbering change only.
P. 116	I-01	2. b. Ending of sentence is an addition.
P. 116	I-01	2. c. Second and third sentences are additions.
P. 120	I-05	Procedure 2 is an addition.



# CUMBERLAND COUNTY

## PUBLIC INFORMATION OFFICE

### MEMO FOR THE MAY 7, 2015, POLICY COMMITTEE MEETING

**TO:** POLICY COMMITTEE MEMBERS  
**FROM:** SALLY SHUTT, GOVERNMENTAL AFFAIRS OFFICER *SS*  
**THROUGH:** AMY H. CANNON, COUNTY MANAGER *atv*  
**DATE:** APRIL 29, 2015  
**SUBJECT:** DRAFT 2015-2016 CUMBERLAND COUNTY STRATEGIC PLAN

**Requested by:** Sally Shutt  
**Presenter(s):** Sally Shutt  
**Estimate of Committee Time Needed:** 10 minutes

**BACKGROUND:** The Board of Commissioners and Leadership Team developed the attached draft 2015-2016 Strategic Plan during two work sessions held on March 10 and March 31.

**RECOMMENDATION/PROPOSED ACTION:** Recommend the draft 2015-2016 Strategic Plan go before the full Board of Commissioners on May 18, 2015, for approval.



# Cumberland County DRAFT 2015-2016 Strategic Plan

## GOAL 1: Ensure a safe and healthy community by providing needed services to our citizens in a timely manner.

Objectives	Action Steps	Responsible
<b>Objective 1:</b> <i>Provide youth development program opportunities that promote good citizenship.</i>	<ul style="list-style-type: none"> <li>• Coordinate and implement youth development programs and initiatives.</li> <li>• Educate County departments on the Summer Youth Program and encourage participation to provide job training opportunities.</li> </ul>	<ul style="list-style-type: none"> <li>• Departments</li> <li>• Workforce Development/Cumberland County Schools</li> </ul>
<b>Objective 2:</b> <i>Assist with efforts to reduce crime by repeat offenders.</i>	<ul style="list-style-type: none"> <li>• Continue Pre-trial Services.</li> <li>• Support Drug, Sobriety and Veterans Courts. Seek grant funding for Mental Health Court.</li> <li>• Support the grant-funded Critical Time Intervention program at the Detention Center.</li> </ul>	<ul style="list-style-type: none"> <li>• Pretrial Services</li> <li>• Management, Finance, Pretrial services, Courts</li> <li>• Sheriff's Office, Health Department Alliance BHC</li> </ul>
<b>Objective 3:</b> <i>Improve emergency response services to citizens.</i>	<ul style="list-style-type: none"> <li>• Revive the Public Safety Task Force to collaborate on emergency response recommendations.</li> <li>• Plan for regional back-up 911 Center.</li> <li>• Improve technology to enhance efficiency in emergency response.</li> <li>• Establish a consolidated Public Safety Answering Point between City of Fayetteville and County within the next five years.</li> </ul>	<ul style="list-style-type: none"> <li>• Management, Emergency Services</li> <li>• Emergency Services</li> <li>• Emergency Services, IS</li> <li>• Emergency Services, Management; governing bodies</li> </ul>
<b>Objective 4:</b> <i>Promote a healthy community by providing educational, health and human services programs and resources to citizens.</i>	<ul style="list-style-type: none"> <li>• Conduct annual community health needs assessment to identify priority needs.</li> <li>• Provide health, child/elder abuse prevention, mental health and nutrition education programs and consumer resources for children, citizens and employees.</li> <li>• Continue and improve programs that promote responsible pet ownership, including offering a Pet Responsibility Class through FTCC Continuing Education and the SUMMERSCAPES Kid's Program.</li> <li>• Continue targeted focus on animal cruelty investigations</li> <li>• Expand smoke-free efforts throughout the county and region</li> </ul>	<ul style="list-style-type: none"> <li>• Health Department</li> <li>• Health, DSS, Child Support, Cooperative Extension, Library</li> <li>• Animal Control</li> <li>• Animal Control, Sheriff's Office</li> <li>• Health Department</li> </ul>

<p><b>Objective 5:</b> <i>Collaborate with community partners to improve programs and services to reduce homelessness.</i></p>	<ul style="list-style-type: none"> <li>• Create and maintain inventory of available community resources to address issues impacting homelessness.</li> <li>• Research models from other communities that have been successful in addressing homelessness through best practices.</li> <li>• Identify underlying issues that contribute to homelessness and identify community partners.</li> <li>• Develop a comprehensive and sustainable plan to provide resource and referral case management, housing and employment services to the homeless.</li> <li>• Identify and seek grant and other funding opportunities to assist in developing a comprehensive “wraparound” homeless resource.</li> </ul>	<ul style="list-style-type: none"> <li>• Community Development, COC</li> <li>• Community Development, Administration, Alliance Behavioral HC</li> <li>• CD, Continuum of Care, Alliance BHC, Community and Faith Partners</li> <li>• County, City, COC, Alliance BHC, partners</li> <li>• County, City, Alliance BHC, Federal lobbyist, Community partners</li> </ul>
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<b>GOAL 2: Provide adequate infrastructure consistent with orderly growth of a dynamic county.</b>		
<b>Objectives</b>	<b>Action Steps</b>	<b>Responsible</b>
<b>Objective 1:</b> <i>Explore strategies to address the County's need for more office space, and ensure facilities are well-maintained.</i>	<ul style="list-style-type: none"> <li>• Inventory and assess all County facilities and properties to determine usage, space availability, and feasibility of retrofit.</li> <li>• Assess all County buildings and parking lots for regulatory compliance and condition of infrastructure.</li> <li>• Develop a County facilities plan and explore opportunities to share and create needed office space and address any compliance and maintenance issues.</li> <li>• Prioritize projects through a Capital Improvement plan.</li> <li>• Develop a Crown Complex facility plan (buildings, parking, properties, etc.) and consider possible funding options</li> <li>• Assess directional signage in public buildings and update to ensure accuracy and efficiency.</li> </ul>	<ul style="list-style-type: none"> <li>• Engineering &amp; Infrastructure</li> <li>• Engineering &amp; Infrastructure; management</li> <li>• Engineering &amp; Infrastructure</li> <li>• Engineering &amp; Infrastructure, Management, Commissioners</li> <li>• Engineering &amp; Infrastructure, Management, Commissioners</li> <li>• Engineering &amp; Infrastructure, PIO</li> </ul>
<b>Objective 2:</b> <i>Strengthen the County's green and energy-efficiency initiatives.</i>	<ul style="list-style-type: none"> <li>• Assess County government departmental recycling practices in place through an updated survey.</li> <li>• Revive the Green Committee to research best practices and develop a feasible and fiscally responsible county government wide three-year action plan with consistent departmental green procedures and education provided by County's recycling coordinator<sup>2</sup>.</li> <li>• Place recycling containers in public areas of County buildings.</li> </ul>	<ul style="list-style-type: none"> <li>• Engineering &amp; Infrastructure, Solid Waste Management</li> <li>• Engineering &amp; Infrastructure Solid Waste Management; County management</li> <li>• Engineering &amp; Infrastructure, Solid Waste Management</li> </ul>
<b>Objective 3:</b> <i>Advance the county's automation and technology capabilities.</i>	<ul style="list-style-type: none"> <li>• Maintain a yearly updated 3-year countywide technology plan.</li> <li>• Continue advancing the county's telecommunications plan by phasing in VoiceOver IP Phase 4 so all of County will be on a single system.</li> <li>• Continue implementation of digital records system to include Child Support, DSS and Veterans Services.</li> <li>• Continue application modernization to enhance customer service, specifically, finance, HR and jury software.</li> <li>• Develop a central phone number with a phone tree to serve as the primary citizen contact line.</li> <li>• Complete the framework for an interdepartmental business partnership.</li> <li>• Assess feasibility of providing wireless access in Courthouse.</li> </ul>	<ul style="list-style-type: none"> <li>• County Information Services</li> <li>• County Information Services</li> <li>• County Information Services</li> <li>• County Information Services</li> <li>• County Information Services</li> <li>• County Information Services</li> <li>• County Information Services</li> </ul>

<p><b>Objective 4:</b> <i>Increase gateway and other beautification efforts to create a more aesthetically appealing community.</i></p>	<ul style="list-style-type: none"> <li>• Continue to enforce existing regulations and introduce new ordinances and codes in order to maintain a visually friendly and safe environment.</li> <li>• Promote Master Gardener program and enlist MG volunteers to assist in beautification and green efforts by providing educational opportunities and consultation services.</li> <li>• Encourage Adopt-A-Highway throughout the County.</li> <li>• Promote educational programs to schools, library, parks and recreation centers, festivals, etc. to protect our natural resources.</li> </ul>	<ul style="list-style-type: none"> <li>• Planning, Fire inspectors, Legal, Solid Waste</li> <li>• Cooperative Extension</li> <li>• Management coordinating with DOT</li> <li>• Soil and Water Conservation</li> </ul>
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**GOAL 3: Promote economic development by creating and retaining jobs, and providing career opportunities, quality education, cultural and recreational services.**

Objectives	Action Steps	Responsible
<b>Objective 1:</b> <i>Ensure effective economic development incentives and practices are in place to attract and retain business and industry.</i>	<ul style="list-style-type: none"> <li>Identify expectations for economic development including, but not limited to, existing incentive programs and policies, utilization of existing business sites and industrial parks, and job creation.</li> <li>Review existing economic development incentives to assure they are consistent with NC General Statutes and conducive to attractive new business.</li> <li>Continue to promote development that is economically viable through responsible land-use planning and zoning.</li> <li>Create a culture that supports a user-friendly approach to the growth and development of the industrial base and local workforce.</li> <li>Establish a policy that promotes the use of local businesses for products and services, as allowed N.C. General Statutes.</li> <li>Continue to provide small business programs, databases, job and career centers, and skills training and increase participation.</li> </ul>	<ul style="list-style-type: none"> <li>Commissioners</li> <li>Commissioners</li> <li>Planning, Community Development</li> <li>Library</li> </ul>
<b>Objective 2:</b> <i>Promote economic development through the preservation of natural resources, farmland and the county's agricultural industry.</i>	<ul style="list-style-type: none"> <li>Continue to utilize the Working Lands Protection Plan as a guide to promote the long-term use of agricultural land.</li> <li>Provide classes and technical assistance to veterans transitioning to agriculture.</li> <li>Continue to raise awareness and promote economic impact of agriculture.</li> <li>Continue to promote local food movement, including community gardens and farmers markets.</li> </ul>	<ul style="list-style-type: none"> <li>Planning, Cooperative Extension</li> <li>Cooperative Extension provide services, Veterans Services will promote</li> <li>Cooperative Extension, Soil and Water Conservation</li> <li>Cooperative Extension, Planning, Wellness</li> </ul>
<b>Objective 3:</b> <i>Provide quality cultural and recreational services.</i>	<ul style="list-style-type: none"> <li>Continue to provide diverse events and programs to entertain, educate and enlighten.</li> </ul>	<ul style="list-style-type: none"> <li>Crown, Library system</li> </ul>
<b>Objective 4:</b> <i>Develop a flexible, proactive approach to the expansion and contraction of the military</i>	<ul style="list-style-type: none"> <li>Improve communications and partnership with Fort Bragg.</li> <li>Participate in and collaborate with local, regional and state military affairs and economic development organizations.</li> </ul>	<ul style="list-style-type: none"> <li>Commissioners, Leadership Team</li> <li>Management</li> </ul>

**GOAL 4: Educate, inform and engage employees, citizens, elected and appointed officials through effective and efficient communications.**

Objectives	Action Steps	Responsible
<b>OBJECTIVE 1:</b> <i>Increase citizen engagement as evidenced by increased advisory board applications, meeting attendance and program participation.</i>	<ul style="list-style-type: none"> <li>Engage and educate citizens through resource guides, public forums, programs and other outlets.</li> <li>Share information on County resources with each municipality and on Fort Bragg.</li> <li>Educate commissioners about advisory board members' responsibilities and time commitment to assist in recruiting citizens with relevant experience to apply for vacancies.</li> <li>Promote student involvement in boards and programs like Citizens' Academy through institutions of higher learning.</li> </ul>	<ul style="list-style-type: none"> <li>Departments</li> <li>PIO, departments</li> <li>Deputy Clerk to the Board</li> <li>PIO</li> </ul>
<b>OBJECTIVE 2:</b> <i>Enhance communications systems and transparency so citizens can readily access information.</i>	<ul style="list-style-type: none"> <li>Develop additional online services for citizens.</li> <li>Enhance website; ensure information is current and links operational.</li> <li>Provide link to County website on library public computers.</li> <li>Ensure links to municipalities, school system and Fort Bragg are easily accessible on County website.</li> </ul>	<ul style="list-style-type: none"> <li>IS, departments</li> <li>PIO, IS</li> </ul>
<b>OBJECTIVE 3:</b> <i>Improve internal communications.</i>	<ul style="list-style-type: none"> <li>Enhance Intranet and ensure access to the County's intranet and email system.</li> <li>Update and revise County personnel ordinance (Chapter 10); disseminate to employees.</li> <li>Update Human Resources policies; disseminate to employees.</li> <li>Continue to utilize performance management evaluation system to enhance effective communications between supervisors and employees.</li> </ul>	<ul style="list-style-type: none"> <li>PIO, IS</li> <li>Legal, commissioners</li> <li>HR, Legal, Management</li> <li>HR, departments</li> </ul>
<b>OBJECTIVE 4:</b> <i>Improve communication and collaboration between the County and other governmental entities, including boards, committees and commissions.</i>	<ul style="list-style-type: none"> <li>Continue holding joint meetings between Commissioners and various other governing boards such as the School Board, staff and community leaders.</li> <li>Ensure each new board member receives a full and complete orientation to the board, including attending countywide welcome/information session and a tour.</li> <li>Promote advisory board participation in Citizens' Academy.</li> </ul>	<ul style="list-style-type: none"> <li>Commissioners</li> <li>Departments with boards, PIO, Clerk</li> <li>Departments with boards, PIO, Clerk</li> </ul>

	<ul style="list-style-type: none"><li>• Participate fully in the Mayors Coalition and City/County Liaison Committee; invite the Garrison Commander to participate.</li><li>• Meet and communicate with Legislative and Congressional delegations to keep local issues in the forefront.</li><li>• Post agendas and minutes from advisory board meetings.</li></ul>	<ul style="list-style-type: none"><li>• Commisisoners, County Manager's Office</li><li>• Commissioners, Governmental Affairs</li><li>• Departments with Boards, PIO, IS</li></ul>
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**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.**

Objectives	Action Steps	Responsible
<b>OBJECTIVE 1:</b> <i>Optimize service delivery through innovation, automation and technology to enhance current services and create new service opportunities.</i>	<ul style="list-style-type: none"> <li>• Seek and implement automated systems that enhance or create new service delivery methods.</li> <li>• Explore the feasibility of allowing flexible work schedules for our employees.</li> </ul>	<ul style="list-style-type: none"> <li>• IS, Departments</li> <li>• HR, Leadership Team committee, administration</li> </ul>
<b>OBJECTIVE 2:</b> <i>Encourage citizen engagement and provide feedback opportunities through various outlets as it relates to service delivery.</i>	<ul style="list-style-type: none"> <li>• Develop a “Tell us about your experience” feedback system with a prominent link on homepage.</li> <li>• Ensure feedback is reviewed and responded to by appropriate staff member.</li> <li>• Respond to complaints from public within 24 hours.</li> </ul>	<ul style="list-style-type: none"> <li>• PIO, IS</li> <li>• Departments</li> <li>• Departments</li> </ul>
<b>OBJECTIVE 3:</b> <i>Implement staff development and training programs.</i>	<ul style="list-style-type: none"> <li>• Identify training needs and areas of improvement.</li> <li>• Prepare a risk assessment to determine safety issues that impact our employees in the workplace.</li> <li>• Facilitate a detailed succession plan for each department to address turnover due to aging workforce.</li> <li>• Develop courses that target supervisors’ and employees’ training needs and promote customer service, teambuilding and leadership.</li> <li>• Support department-specific licensure and certification training needs.</li> </ul>	<ul style="list-style-type: none"> <li>• HR, Departments</li> <li>• HR, HR Policy Committee</li> <li>• HR, Departments</li> <li>• HR</li> <li>• HR</li> </ul>
<b>OBJECTIVE 4:</b> <i>Recognize employees for their achievements.</i>	<ul style="list-style-type: none"> <li>• Identify ways department heads can recognize employees.</li> <li>• Develop best practices approach to employee recognition and offer training in those best practices.</li> </ul>	<ul style="list-style-type: none"> <li>• HR, departments</li> <li>• HR</li> </ul>



<b>OBJECTIVE 5:</b> <i>Support the development and maintenance of a competitive pay and position classification system.</i>	<ul style="list-style-type: none"> <li>• Use labor market analysis and periodic classification studies to develop and maintain a competitive pay and position classification system.</li> </ul>	<ul style="list-style-type: none"> <li>• Management, HR</li> </ul>
<b>OBJECTIVE 6:</b> <i>Recognize the importance of the employee's health and fitness for the benefit of the employee as well as the entire organization.</i>	<ul style="list-style-type: none"> <li>• Develop a communications plan to educate our workforce on the importance of employee health and wellness participation.</li> <li>• Promote Employee Assistance Program.</li> <li>• Conduct an employee wellness survey.</li> <li>• Explore further methods of offering incentives to employees for their participation in wellness programs.</li> <li>• Assess opportunities available to the County in encouraging physical activity through a voucher program to local fitness facilities.</li> </ul>	<ul style="list-style-type: none"> <li>• PIO, HR, Wellness staff</li> <li>• PIO, HR, Wellness staff</li> <li>• Wellness staff</li> <li>• Wellness staff</li> <li>• Wellness staff</li> </ul>



ITEM NO. 4

## CUMBERLAND COUNTY

### PUBLIC INFORMATION OFFICE

#### MEMO FOR THE MAY 7, 2015, POLICY COMMITTEE MEETING

**TO:** POLICY COMMITTEE MEMBERS  
**FROM:** SALLY SHUTT, GOVERNMENTAL AFFAIRS OFFICER *Sally Shutt*  
**THROUGH:** AMY H. CANNON, COUNTY MANAGER *AH*  
**DATE:** APRIL 30, 2015  
**SUBJECT:** UPDATE ON FEDERAL LEGISLATIVE PROGRAM

**Requested by:** Sally Shutt  
**Presenter(s):** Sally Shutt  
**Estimate of Committee Time Needed:** 10 minutes

#### **BACKGROUND:**

The City of Fayetteville, Fayetteville Regional Chamber of Commerce and Cumberland County have established a partnership to engage the federal government through advocacy and grant opportunities. Representatives from Faegre BD and the partnership participated in a federal engagement strategy workshop on April 24.

Sessions were held on various topics and elected officials were invited to a wrap-up briefing at the end of the day. The attached memo from Faegre outlines the discussion and action steps identified.

**RECOMMENDATION/PROPOSED ACTION:** For information purposes only.

## MEMORANDUM

### VIA ELECTRONIC MAIL

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**TO:** City of Fayetteville  
Cumberland County  
Fayetteville Regional Chamber of Commerce

**FROM:** FaegreBD Consulting

**DATE:** April 30, 2015

**RE:** DRAFT Federal Requests/Projects FY 2015-2016

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In May, 2013, the City of Fayetteville, Cumberland County and the Fayetteville Regional Chamber (jointly, the Partnership) entered into a Memorandum of Understanding that recognizes the changing federal landscape and affirms the mutual interest each group has in jointly pursuing federal opportunities in key focus areas. Furthermore, each member of the Partnership designated staff to serve as the coordinating committee for the effort, allowing each member of the Partnership a seat at the table as direct engagement with the federal consultant occurs. The coordinating committee is currently comprised of Rebecca Rogers-Carter (City of Fayetteville), Russ Rogerson (Fayetteville Regional Chamber) and Sally Shutt (Cumberland County).

Through this engagement, we have encouraged the Partnership to focus on a constrained group of federal engagement issues in which the Partnership has both the desire and the capability to effect positive change. Therefore, while we have assisted the Partnership to better understand the nuances of a variety of federal issues (for example, federal budget sequester consequences), we have agreed to narrow our efforts, including the issues put before select federal agencies.

Below are issues which the Partnership has determined are important and for which distinct requests can be made. Our recommendation would be to have these items be the centerpiece of requests made to applicable federal agencies by the City, County and Chamber.

#### **1. Homelessness/Human Services**

The issue of homelessness has continued to pose significant challenges to the community. For Fayetteville and Cumberland County, the higher than average veteran population within the community unfortunately translates to a high veteran homelessness rate as

well. Former soldiers who are homeless and living in the shadow of the nation's largest military base put a significant strain on the community. Additionally, there is a need for a more streamlined and effective process for the homeless to access services in Fayetteville and Cumberland County.

Through the Continuum of Care initiatives and under the leadership of City and County elected leaders, the community is taking a renewed focus on this complex issue. Locally, community stakeholders are addressing issues around access, available resources and cross-jurisdictional services.

Finally, as a home to many individuals who have been discharged from the military, Fayetteville and Cumberland County also have a population of individuals who, due to the nature of their separation from service, are not eligible for ongoing benefits. These individuals, many of whom have challenges that lead to their dismissal from the service, can be a difficult population with which to work, compounded by the fact that they have no additional social service benefits associated with their service to leverage.

*To further advance the issues, the Partnership proposes to:*

- *Make a request to Veterans Affairs to identify a national homeless expert who will hold a workshop with the City and County elected leadership during the month of May 2015 to define the most important issues for Fayetteville/Cumberland County to address over the next fiscal year relating to the myriad of concerns regarding homelessness in our community.*
- *In May 2015, make a request to HUD for technical assistance in homelessness policy. We believe that the community would benefit from a third party review of the existing homeless programs to further identify gaps and areas where the local program has not adopted best practices (single point entry program, data analysis, diversion programs).*
- *Evaluate the VA foreclosed home sales program, in conjunction with our community partners, and the HUD third party review.*

Local Project Managers are Victor Sharpe (City of Fayetteville and Sylvia McLean (Cumberland County)).

## **2. Census**

The United States Census Bureau, a part of the U.S. Department of Commerce, by law conducts a full census of the U.S. population every 10 years. Concerns have arisen around past decennial census processes and their possible negative effects on Fayetteville and Cumberland County. Due to a Vietnam-era policy, the 2010 census, coinciding with a high rate of military deployment, did not apportion service members from Fort Bragg, despite their departure from and intent to return to Fort Bragg, as living in the region. Instead, they were apportioned to their home of record.

North Carolina state government is also engaged on this issue due to the large military bases in the state from which soldiers deploy.

*To further advance the issues, the Partnership would request the Census Bureau undertake a review of the decades-old policy to prevent further undercounting in garrison communities and will ask the North Carolina Congressional delegation to support the needed changes.*

Local Project Managers are: David Nash (City of Fayetteville) and Cecil Combs (Cumberland County)

### **3. Law Enforcement/Criminal Justice**

Criminal justice issues continue to be a significant challenge in the community, as it is in communities all across the country. However, as the home to Fort Bragg, the Army presence creates special issues for Fayetteville and Cumberland County. Significant issues affecting law enforcement center on human trafficking, prescription drug abuse, and military-connected suicide. Additional challenges present themselves as victims (for example, individuals abused as part of a human trafficking network) need extensive support and assistance as they emerge from damaging situations.

The Partnership has met with the Department of Justice to discuss the needs of garrison communities and the need for additional funding and technical assistance. The DOJ has responded positively to the Partnership's outreach.

Opportunities for partnership with the DOJ span the entire criminal justice landscape, and cross-over various areas of responsibility and jurisdictions (police, sheriff, prosecutor, courts, etc.).

DOJ staff, in working with law enforcement and other members of the criminal justice infrastructure in the area, has determined a DOJ-sponsored convening around the unique law enforcement issues present in garrison communities is a worthwhile endeavor. The DOJ has sought counsel from Fayetteville law enforcement regarding possible topics for the convening. Fayetteville has also suggested it would like to host the convening. Further, following the convening, the potential for grants from the DOJ to test concepts that come from the event are possible.

Cumberland County has Drug, Sobriety and Veterans specialty courts, but currently has no Mental Health Court. The Drug and Veterans Courts, while successful, are operated on small budgets, and current funds do not exist to expand to include a Mental Health Court.

*To further advance the issues, the Partnership will:*

- *Engage with the DOJ around policing and criminal justice problems in garrison communities in preparation for a convening before September 30, 2015.*

- *Reiterate the invitation to the DOJ to site the convening in Fayetteville, NC.*
- *Pursue federal assistance (either through the convening or via other avenues) for issues including human trafficking, military-connected suicides, and prescription drug abuse.*
- *Seek to identify possible research projects and partners that will be compelling to the DOJ to support for future projects.*
- *Seek funding for 300 law enforcement body cameras for City of Fayetteville and approximately 100 for the Sheriff's Office.*
- *Pursue federal assistance for the establishment of a Mental Health Court for Cumberland County.*

Local Project Managers are: Capt. Laura Kruger (Fayetteville Police Department) and Major Lynette Hodges (Sheriff's Office)

#### **4. Housing Market**

The impact of the Army drawdown and the reduction in the scale of contractor support for Fort Bragg on the housing market is beginning to be felt in the region. Due to a growing vacancy rate, Fort Bragg has changed its policy to broaden the population eligible to live on post. This policy shift has impacted the private rental market. Similarly, as military activity in the region has slowed, the for-sale market has been impacted, including increases in foreclosures and a softening of prices. Unlike most communities, the VA is the largest lender in Fayetteville/Cumberland County.

The City and the County will want to monitor the situation closely and seek special attention from the VA if the situation worsens to provide assistance to homeowners facing foreclosure and homeowners whose homes have lost value.

*To further advance the issues, the Partnership will:*

- *Develop a set of criteria including seeking data from the VA that will allow the City and the County to monitor the housing market, to identify impacted neighborhoods and to inform the City and County of impacts on tax revenues.*
- *Determine whether the VA has the authority to make expenditures in areas where it has a high level of mortgage risk in an effort to stabilize the market.*

Local Project Managers: Melissa Cardinali, Tracy Jackson (Cumberland County Assistant County Managers) and Scott Shuford (City of Fayetteville)

## 5. Impact Aid

School districts all across the country receive federal funds to compensate for the loss of taxable land due to federal ownership as well as the added students in local schools that are connected to federal workers or members of the military. While in place for more than 50 years, the formula to determine funding levels to individual districts, additional add-on factors, and overall appropriation levels have been altered through the decades.

In fiscal year 2014, Cumberland County Schools had more than 14,000 federally connected students, by far the most in North Carolina. A fully-funded Impact Aid program would have provided Cumberland County Schools with more than \$14 million. However, due to a need factor applied to each district, as well as an overall funding amount not sufficient to cover the formula, in fiscal year 2014, Cumberland County Schools were expected to receive only approximately \$4.5 million.

This persistent federal under-funding of a critical education program is having direct impact on the district. More alarming, the Army circulated a report which it claims indicates a weakness in the Cumberland County School system. Further, it has intimated that the perceived weakness could affect future decisions regarding the base. This is obviously a precarious position in which to place a school district; one part of the federal government underfunds the program to the detriment of local education, and another part of federal government suggests the community may be penalized for a perceived weakness, due in part to the underfunding.

*To further support our efforts, we would request a third element to the LOT (Learning Opportunity Threshold) factor: a plus-up of XX percentage points for a narrow group of districts that meet a selective criteria around which a logical argument can be fashioned to support the additional funds. Examples include threshold size of the entire district, number of schools with federally connected students over a predetermined percentage, or total number of federally connected students in the district. A coalition of this proposed sub-group will have to be created for the effort to have a chance at success so attention should be given to the composition of the coalition to maximize legislative opportunities.*

Local Project Manager: Alana Hix (Executive Director of Federal Programs, Cumberland County Schools)

Additionally, recent budget and appropriations bills have allocated funding, through the Office of Economic Adjustment (OEA), for the rehabilitation for Department of Defense (DOD) schools on military bases that are in difficult physical shape. The children of members of the military should not be attending schools in buildings long-since past their useful life.

School districts near military garrisons often have a significant role in educating the children of members of the military, along with on base DOD schools. As such, and in light of the underfunding of Impact Aid, federal funds for facility rehabilitation could be made available to public schools with a high percentage of federally-connected students.



*To further support our efforts, we would request Congress authorize OEA to make available appropriated school rehabilitation and construction funds for non-DOD public school facilities that include XX percentage or more of military connected students.*

Local Project Managers: Cumberland County Schools and County Management

## **6. Office of Economic Adjustment**

The Office of Economic Adjustment (OEA) has been in place within the Department of Defense (DOD) for decades to assist communities with some of the challenges that can occur as military missions are adjusted and corresponding basing and staffing alternations are made. Most active during Base Alignment and Closure (BRAC) processes, it continues to distribute federal funds to communities via four programs:

- BRAC
- Defense Industry Adjustment
- Compatible Use
- Mission Growth

Missing from these program areas is a way for OEA to assist communities that could be impacted by sequestration and military cut backs undertaken outside of a BRAC process. It seems improbable another BRAC round will be authorized in the near future, however, budget-related moves currently underway, and future moves envisioned by the DOD, have very similar effects on communities, especially when the loss of personnel is considered.

*To further support our efforts, we would request Congress authorize OEA to use appropriated funds to support communities affected by the military drawdown and outside of a BRAC process.*

Local Project Managers: Tracy Jackson (Cumberland County) and Susan Monroe (City of Fayetteville)

## **7. Shared service agreements**

For years, some military institutions and local communities (most notably the Presidio and Monterrey, CA) have sought to partner on service delivery issues to provide more efficient and cost effective service to the military facility by the local government. The initiative has been enshrined in federal law (often referred to as “331 Agreements”) and has been updated in subsequent legislation.

Fayetteville has entered into a 331 Agreement with the U.S. Army to provide janitorial services to the Airborne & Special Operations Museum, and Cumberland County has begun discussions to provide animal control services to Fort Bragg and is in the process of negotiating those agreements. While the 331 Agreement process was successful, it revealed the need for some program changes. In the 2015 National Defense Authorization Act, many of the issues were addressed. The Department of Defense



suggests it is now prepared to embrace shared service agreements with dedicated staff, fast Pentagon turnaround and a website to highlight approved projects from around the country.

During the existence of 331 Agreements, it has become clear to local government leaders that the success, or failure, of 331 Agreement discussions, let alone actual projects, hinges on two key factors: the local base commander and Army commands that are outside the authority of the base commander. The City and Fort Bragg have a proposed transit project that is being blocked by a recalcitrant contracting office.

*To further support our efforts to unitize the opportunity of shared service agreements between the military and local government, we request:*

- *The City will contact Ivan Bolden, the Chief for Privatization and Partnerships at Army Headquarters, to explain the current problem regarding transit opportunities and seek his assistance.*
- *The Partnership will share examples of the current obstacles to shared service projects with the Armed Services Committees and seek support for Congressional direction supporting shared service contracts.*

Local Project Managers: Kristoff Bauer (City of Fayetteville) and Rob Hasty (Cumberland County)

## **8. Veterans Affairs report language**

Each year, Congress approves appropriations bills for all federal agencies, including the VA. Within the legislation, it is possible to include statements, directions and request from Congress to the agency. Generically, this is called “report language.”

The VA is designed to assist veterans with, among other things, significant life choices (i.e. healthcare, education, and housing). All of these areas are magnified in Fayetteville and Cumberland County due to the large number of veterans who call the area home. If a budget-prompted drawdown negatively impacts Fort Bragg, the housing sector will not only demonstrate signs of the impact, it will cause ripple effects throughout the economy.

*To further support our efforts to understand the impact of the drawdown on economy generally, and the housing sector specifically, we will request the inclusion in relevant authorizing legislation or the Military Construction and Veterans Affairs Appropriations Bill for Fiscal Year 2017, report language directing the VA to study the issue of VA mortgage foreclosures and the resulting impact on communities in which VA loans make up a significant portion of the mortgage environment.*

Local Project Manager: Scott Shuford (City of Fayetteville) and Steve Morehouse (Cumberland County)

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**

ITEM NO. 5

CANDICE WHITE  
Clerk to the Board

KELLIE BEAM  
Deputy Clerk

**MEMO FOR THE AGENDA OF THE MAY 7, 2015  
MEETING OF THE POLICY COMMITTEE**

**TO: POLICY COMMITTEE MEMBERS**  
**FROM: KELLIE BEAM, DEPUTY CLERK TO THE BOARD KB**  
**DATE: MAY 4, 2015**  
**SUBJECT: DISCUSSION REGARDING TERM LIMITS FOR CITIZENS SERVING  
ON COMMISSIONER-APPOINTED BOARDS AND COMMITTEES**

**Requested by: Commissioner Jimmy Keefe**  
**Presenter(s): Commissioner Jimmy Keefe**  
**Estimate of Committee Time Needed: 15 Minutes**

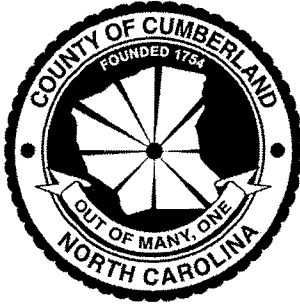
**BACKGROUND:**

Commissioner Jimmy Keefe requested the following item "Discussion Regarding Term Limits for Citizens Serving on Commissioner-Appointed Boards and Committees" be placed on the Policy Committee agenda.

A copy of Rule 29 from the Cumberland County Board of Commissioners Rules of Procedure adopted August 17, 2009, is attached.

**RECOMMENDATION/PROPOSED ACTION:**

For discussion purposes.



**RULES OF PROCEDURE**  
**For**  
**THE CUMBERLAND COUNTY BOARD OF**  
**COMMISSIONERS**  
**Adopted - August 17, 2009**  
***(Excerpt - Rule 29)***

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Rule 29      Appointments – Boards/Committees

The Board of Commissioners appoints citizens to serve on various boards/committees within the County. The procedure for making appointments shall be:

- All members appointed to a board/committee must maintain residence in Cumberland County.
- All appointments will be made in accordance with the Statute or Ordinance that created the board or committee, if applicable.
- No citizen may serve more than two appointed positions simultaneously or more than one appointive position if holding an elective position.
- No citizen may serve more than two consecutive terms on any board/committee (must be off at least one year before returning to board/committee). **Note:** the Board of Commissioners reserves the right to waive this requirement, based on special circumstances.
- If a person is appointed to serve an unexpired term, and serves less than half of the full term, he/she is eligible to serve two full terms. If the person serves more than half of the full term, that is considered to be one full term, and the person may only serve one additional full term.
- Unless otherwise provided by Statute, the Board of Commissioners may remove any appointee for cause, which may include chronic non-attendance at board/committee meetings.
- Appointee must uphold County policies pertaining to the work of the committee and comply with the County Code of Ethics.
- The Board of Commissioners will ordinarily nominate to fill vacancies at one meeting and appoint at the next meeting.

- The Board of Commissioners will accept recommendations for vacancies but is under no obligation to follow those recommendations.
- The Clerk's office maintains an applicant list for boards/committees; however, the Board may nominate/appoint someone who is not on the applicant list.
- Once the official appointment has been made, the Clerk's office will notify the person appointed, forwarding any necessary information to that person. Upon confirmation from the appointee of acceptance of the appointment, the Clerk's office will notify the board/committee of the appointment.
- Applications for appointment to boards/committees are available in the Clerk's office and also on the County's website <http://www.co.cumberland.nc.us>.