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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
DATE: July 31, 2015
SUBJECT: Policy Committee Meeting – August 6, 2015

There will be a regular meeting of the Policy Committee on Thursday, August 6, 2015 at 10:30 AM in Room 564 of the Cumberland County Courthouse.

AGENDA

1. Approval of Minutes – June 4, 2015 (**Pg. 2**)
2. Presentation of Final Report Regarding Joint Human Relations Commission by Mr. Willie Ratchford (**Pg. 6**)
3. Other Items of Business (**No Materials**)

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

DRAFT

CUMBERLAND COUNTY POLICY COMMITTEE
COURTHOUSE, 117 DICK STREET, 5TH FLOOR, ROOM 564
JUNE 4, 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

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
 Rob Hasty, Assistant County Attorney
 Randy Beeman, Emergency Services Director
 Vicki Evans, Finance Accounting Manager
 Gary Blackwell, Citizen
 Tara Malik, Student
 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 – MAY 7, 2015

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

2. UPDATE ON WRECKER REVIEW ROTATION PROGRAM

BACKGROUND:

Robert Hasty, Assistant County Attorney, and Tracy Jackson, Assistant County Manager, met with Mr. Gary Blackwell recently regarding his concerns with the County's wrecker

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rotation program. Mr. Blackwell let staff know that he had a disagreement with the deputy that was formerly in charge of the wrecker rotation program and another deputy that operates a towing service that is not on the County's wrecker rotation list. As a result of Mr. Blackwell's concerns, staff reviewed the wrecker ordinance, the wrecker rotation list, and the way in which the program is administered. Staff believes the ordinance and program are operating as intended, and that no one associated with administering the County's wrecker rotation program is operating a towing service that is dispatched through the County's wrecker rotation list.

RECOMMENDATION:

It appears that Mr. Blackwell has an ongoing disagreement with at least two Sheriff's Deputies which have colored his opinion of the County's wrecker rotation program, but staff is unable to identify any current weaknesses in the ordinance or administration of the program. Staff has no further recommendations or proposed actions at this time.

Tracy Jackson, Assistant County Manager, reviewed the background information and recommendation as recorded above.

Commissioner Keefe asked if Randy Beeman, Emergency Services Director, could go over the protocol of the wrecker rotation service and asked if there is a ledger kept of all calls. Mr. Beeman briefly explained the wrecker rotation process and stated he does have the ability to produce a report of the wrecker calls to include which wrecker company responded.

Commissioner Keefe stated he would like to request Mr. Beeman to provide a report over the past year to find out if any towing companies are being called more than others. Mr. Beeman stated he would run a report to see if any wrecker companies are getting a disproportionate amount of calls. Ms. Cannon stated she would have Mr. Beeman provide Commissioner Keefe the requested report with the information sent out for the June 15, 2015, Board of Commissioners agenda.

No action was taken.

3. CONSIDERATION OF APPROVAL OF REVISIONS TO SECTION 9.5-101 OF THE CUMBERLAND COUNTY CODE REGARDING WEAPONS POSTING

BACKGROUND

A man has entered one of the Cumberland County libraries with an open carry firearm. He also emailed library personnel stating that the posting on its website prohibiting "carrying weapons of any kind" is unlawful and enforceable as North Carolina law preempts County rules over the carrying of handguns. He further states that he will continue to open carry unless he is provided with authority under state law allowing the library to prohibit firearms, and should his rights be violated, a lawsuit may result.

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Someone also visited the Historic Courthouse with a gun, and it is not known if it is the same person from the library.

The only ordinance Cumberland County appears to have on this issue is section (a) of 9.5-101 which states,

Concealed weapon posting. (a) *Posting of signs required.* The county manager is hereby ordered to post appropriate signage on each park, building or portion of a building now or hereafter owned, leased as lessee, operated, occupied, managed or controlled by Cumberland County, as well as the appurtenant premises to such buildings, indicating that concealed handguns are prohibited therein.

Sections (b) through (c) of this ordinance provide directions for the posting of the signage as well as exceptions for law enforcement officers and others, but these subsections are not specifically relevant to this issue.

Open Carry

It is unlawful for a person to willfully or intentionally carry a concealed pistol or gun, unless the weapon is a handgun and the person has a concealed handgun permit (there are other exceptions not relevant to this discussion). NCGS 14-269. Any person with a concealed handgun permit may carry a concealed handgun unless otherwise specifically prohibited by law. NCGS 14-415.11 (NCGS 14-415.11(c) lists specific exceptions where handguns are not allowed even with a permit to include, schools, courthouses, law enforcement facilities, and venues where alcohol is sold or admission is charged).

NCGS 14-415.23 states that “a unit of local government may adopt an ordinance to permit the posting of a prohibition against carrying a concealed handgun, in accordance with GS 14-415.11(c) on local government buildings and their appurtenant premises. Further, NCGS 14-415.23 (b) provides that a County may adopt an ordinance to prohibit, by posting, the carrying of a concealed handgun on county recreational facilities that are specifically identified by the County (interestingly, “parks” were previously specifically mentioned as areas authorized by local governments for the prohibition of concealed weapons, but the word “parks” is removed in the current version of the statute. NCGS 14-415.23(c) provides that the term “recreational facilities” includes athletic fields, swimming pools, athletic event facilities, and the appurtenant facilities of these examples. The statute states that “recreational facilities” does not include any greenway or biking/walking path or any other area not specifically described therein. Therefore, it seems that a County may not ban concealed carry handguns in County owned parks. This is further supported because concealed handguns are specifically permitted in state parks in NCGS 14-415.11(c1).

Based on the statutes discussed above, a County may prohibit the concealed carry of firearms in County buildings and their appurtenant premises as well as recreational facilities, but not County parks. The current Cumberland County ordinance on concealed weapon posting appears consistent with the statutory authority other than it allowing the posting to prohibit handguns in parks.

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The ordinance may be revised with language as follows to be consistent with the statutory authority to prohibit handguns (both concealed and open carry) on County property:

Sec. 9.5-101. – ~~Concealed~~ Weapon posting.

- (a) Posting of signs required. The County manager is hereby ordered to post appropriate signage on each ~~park~~, recreational facility, building or portion of a building now or hereafter owned, leased as lessee, operated, occupied, managed or controlled by Cumberland County, as well as the appurtenant premises to such buildings, indicating that ~~weapons~~, including concealed handguns and open carry handguns are prohibited therein.

RECOMMENDATION/PROPOSED ACTION

The Legal Department recommends that the ordinance be revised as above or with such other language to reflect the policy of Cumberland County with regards to the prohibition of open carry and concealed handguns on County property.

Rob Hasty, Assistant County Attorney, reviewed the background information and recommendation as recorded above. Mr. Hasty stated there has been an individual going into County buildings with an open carry firearm that has disputed the County signage that he cannot have a weapon. Mr. Hasty stated unless there is an ordinance to prohibit open carry firearms he is allowed to carry it in certain County buildings. Mr. Hasty stated the current ordinance only deals with allowing the County to prohibit concealed weapons. Mr. Hasty stated the ordinance needs to be revised or a new ordinance needs to be put into place if the County desires to prohibit open carry because the state statute allows local governments to do that.

MOTION: Commissioner Council moved to recommend to the full board approval of the revised ordinance as recorded above with regards to the prohibition of open carry and concealed carry handguns on County property.

SECOND: Commissioner Evans

DISCUSSION: Commissioner Keefe stated he feels there needs to be more research done on the open carry issue to find out what other governmental units are doing to handle this issue. Commissioner Keefe stated he is not ready to recommend this ordinance as written to the full board and feels more research needs to be done.

VOTE: PASSED (2-1) (Commissioners Evans and Council voted in favor; Commissioner Keefe voted in opposition.)

4. OTHER ITEMS OF BUSINESS

No other items of business.

MEETING ADJOURNED AT 11:00 AM

AMY H. CANNON
County Manager

JAMES E. LAWSON
Deputy County Manager



CUMBERLAND
★ **COUNTY** ★
NORTH CAROLINA

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
AUGUST 6, 2015 POLICY COMMITTEE MEETING**

TO: POLICY COMMITTEE

FROM: AMY CANNON, COUNTY MANAGER *AKC*

DATE: JULY 30, 2015

**SUBJECT: PRESENTATION OF FINAL REPORT REGARDING JOINT HUMAN
RELATIONS COMMISSION BY MR. WILLIE RATCHFORD**

Requested by: Amy Cannon
Presenter(s): Willie Ratchford, WPR Consulting, LLC
Estimate of Committee Time Needed: 30 Minutes

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.

CM073015-1



Fayetteville-Cumberland Human Relations Commission

FINAL REPORT – JUNE 2015

WPR Consulting, LLC

June 8, 2015

Ms. Rochelle Small-Toney
Deputy City Manager
City of Fayetteville
433 Hay Street
Fayetteville, NC 28301

Ted Voorhees
City Manager
City of Fayetteville
433 Hay Street
Fayetteville, NC 28301

Amy H. Cannon
County Manager
Cumberland County
P.O. Box 1829
Fayetteville, NC 28302

Dear Ms. Small-Toney, Mr. Voorhees and Ms. Cannon:

WPR Consulting, LLC is pleased to transmit this report which contains our analysis, assessment and recommendations for the Fayetteville-Cumberland Human Relations Commission/Department (FCHRC); and development of a process to hire a director for the department. The primary purpose of our assignment was to determine if there is a legitimate business case for continuation of the FCHRC; to revisit what should be the direction of the FCHRC; to look at what, if any, relationship there should be between the City and County as it relates to the work of the FCHRC; consider the scope of work for the FCHRC to make it more relevant; and to engage relevant segments of the community in this process for their feedback, input and ownership of this work.

During our assessment process, we were impressed by the high level of community support for the FCHRC and the consistently good public satisfaction with the work of the organization. While the organization is doing well in many areas, any human enterprise can be improved, so this report focuses on the opportunities, rather than the accomplishments.

We appreciate your cooperation and support as we did this work, as well as that of your employees, elected officials, stakeholder groups and other interested parties. We also appreciate the assistance of everyone who supplied us with data and information as we completed this process. It was our pleasure to serve the community of Fayetteville-Cumberland.

Sincerely,

Willie Ratchford

Willie Ratchford, President and CEO
WPR Consulting, LLC

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EXECUTIVE SUMMARY

WPR Consulting, LLC was retained by the City of Fayetteville to complete an assessment and alignment of the Fayetteville-Cumberland Human Relations Commission/Department (FCHRC); and develop a process to hire a director for the department. The primary purpose of this process was to determine if there is a legitimate business case for continuation of the FCHRC; to revisit what should be the direction of the FCHRC; to look at what, if any, relationship there should be between the City of Fayetteville and Cumberland County as it relates to the work of the FCHRC; consider the scope of work for the FCHRC to make it more relevant; and to engage relevant segments of the community in this process for their feedback, input and ownership of this work.

WPR Consulting, LLC's process team members conducted interviews, focus groups, presentations and a survey with members and staff of the Fayetteville-Cumberland Human Relations Commission/Department, City Manager's Office, County Manager's Office, Fayetteville City Council, Cumberland County Commission, and multiple community stakeholder groups and individuals. We reviewed numerous documents provided by staff, including relevant portions of the Fayetteville Human Relations Ordinance. We also facilitated focus groups and conducted a stakeholder group survey. The focus groups and survey provided insight into those aspects of the commission/department that might be improved. In addition, we prepared an organizational chart on what the FCHRC might look like if it were expanded; and a memorandum of agreement aligning the FCHRC jointly with the City of Fayetteville and Cumberland County. We also developed a list of desirable traits for the director position, a job summary for the position, an interview guide and assessment tool, a writing skills assessment, a role play for a mock staff meeting, interview notes, and an assessment tool for persons who will interview candidates for the director's position.

We have shared the opinions and perspectives that we gathered through interviews and focus groups. Opinions and perspectives do not always represent fact, and it was beyond the scope of this process to verify each statement. It is important for the leaders of the City of Fayetteville and Cumberland County to understand the range of perceptions in their respective communities and when there are misperceptions, have a plan to correct them.

During our assessment process, we were impressed by the high level of community support for the FCHRC and the consistently good public satisfaction with the work of the organization. While the organization is doing well in many areas, any human enterprise can be improved, so this report focuses on the opportunities, rather than the accomplishments.

Using the information collected from City and County staff, City and County elected officials, FCHRC staff and commission members, individual and group stakeholders, and our review of the existing organization, we developed 15 recommendations designed to strengthen and improve the organizational business model of the Fayetteville-Cumberland Human Relations Commission/Department. The 15 recommendations in this report are focused on the following three areas:

- City and County Support of the FCHRC

- FCHRC Organizational Development and Support
- FCHRC Community Engagement

Each section of the report provides some data and analysis to support the recommendations. Some recommendations may require additional follow-up, research, and analysis. A summary of the recommendations is provided in **Attachment A**.

BACKGROUND

As a result of the retirement of the FCHRC director, WPR Consulting, LLC was retained by the City of Fayetteville to complete an assessment and alignment of the Fayetteville-Cumberland Human Relations Commission/Department (FCHRC); and develop a process to hire a new director for the department. The primary purpose of this process was to determine if there is a legitimate business case for continuation of the FCHRC; to revisit what should be the direction of the FCHRC; to look at what, if any, relationship there should be between the City of Fayetteville and Cumberland County as it relates to the work of the FCHRC; consider the scope of work for the FCHRC to make it more relevant; and to engage relevant segments of the community in this process for their feedback, input and ownership of this work. The primary purpose of this process was to identify opportunities to improve oversight, accountability, communication, and the performance of the FCHRC.

The City of Fayetteville and Cumberland County is a changing community. The City and County are experiencing growth in population, jobs, businesses, schools and the environment. Many of these changes require the attention of the FCHRC. To address this, the City and the County must move forward with vision, strategic thinking, collaborative partnerships; and teamwork with elected officials, local governmental staff, and the community. The participation of the City and the County in the many activities around diversity, conflict management, communication and community harmony contributes to the efforts to improve Fayetteville-Cumberland's social capital.

The FCHRC has 3.5 employee positions organized into two divisions of work, community services and equity. There are approximately 12 cities across North Carolina with human relations commissions/departments that have paid staff, including Fayetteville. By comparison, the City of Charlotte has 12 paid staff while the City of Greensboro has 8 paid positions.

The FCHRC is well-respected in the community. When asked how important it is for the City of Fayetteville and Cumberland County to continue their support of the FCHRC, 94.2% of the respondents in the stakeholder survey indicated that it is very important that the City and County continue their support. 92.5% of respondents indicated that the organization is very effective or somewhat effective at promoting community harmony, addressing race relations, and eliminating or reducing discrimination in the community. In the survey, the following statements were made regarding the FCHRC:

- *If you don't have a human relations department then you will be dealing with these social and racial issues more than you think.*

- *We live in a very diverse community with at least 48 nationalities. Not an asset by itself, it takes people that know how to do that (see the bad moon rising and do something before something happens). City can be damaged by the media and no one [would] want to come and live here.*
- *If we don't encourage communication among the diverse populations here, we will have more hatred, crime, misunderstandings. The HRC and staff are essential to a peaceful community.*
- *We should continue to support the commission and staff unless there is an assumption that we have overcome all inequality which we do not think [that] we have; every neighborhood is not a military neighborhood where they are accustomed to diverse groups. This group has been a problem solver. It has been abysmal - the financial support they get. There is a knee jerk reaction against affirmative action. We would hope community relations grow stronger so it will be healthier for the community.*
- *A body to gage perceptions or real discrimination in the community and address them is needed in this community – the commission is it.*
- *There is a difference in communities that do or don't have a human relations group; otherwise you have to look outside of the city to the state to address racial or ethnic issues.*
- *[The] Human relations department is the consciousness of your community.*

It is clear that there is a strong sentiment in Fayetteville-Cumberland regarding the value and importance of the FCHRC to the City of Fayetteville and Cumberland County.

PROCESS APPROACH

WPR Consulting, LLC used a variety of analytical and management techniques in completing this process. We reviewed documents, met with staff and elected officials to obtain information about operations and functions, conducted stakeholder groups, and conducted a stakeholder survey. Each is described briefly below.

We have shared the opinions and perspectives that we gathered through interviews and stakeholder groups. Opinions and perspectives do not always represent fact, and it was beyond the scope of this process to verify each statement. It is important for the City and County to understand the range of perceptions in the community regarding the FCHRC and when there are misperceptions, have a plan to correct them.

Document Review: To gain an understanding of the FCHRC, WPR Consulting, LLC reviewed the current organizational chart, the Fayetteville Human Relations Ordinance, the FCHRC's strategic plan and budget, the history of the FCHRC, employee and stakeholder surveys, and other relevant information.

Informational Sessions: WPR Consulting, LLC conducted information sessions with the Fayetteville City Manager, the Fayetteville Deputy City Manager, the Cumberland County Manager, and the former Director of the FCHRC as well as the Policy Committee of the Cumberland County Commission.

The purpose of the informational sessions was to gain a better understanding about the FCHRC and the thoughts of community leaders with regards to human relations in Fayetteville-Cumberland; and to understand what they wanted to see in the future organizational model of the organization. These sessions helped provide a solid picture of the current operating environment of the FCHRC.

Stakeholder Groups: WPR Consulting, LLC conducted multiple stakeholder groups. Confidentiality was assured and participants were advised that we would only share themes from their feedback and input. The stakeholder groups were: FCHRC members, FCHRC departmental staff, community groups and individuals, including former elected officials. Over 100 individuals participated. Each group was asked the following questions:

- How important is it for the City of Fayetteville and Cumberland County to continue their support of the Human Relations Department, the Human Relations Commission and the Fair Housing Board?
- How effective is the Human Relations Department and the Human Relations Commission at promoting community harmony in Fayetteville-Cumberland?
- How effective is the Human Relations Department and the Human Relations Commission at addressing race relations in Fayetteville-Cumberland?
- How effective is the Human Relations Department and the Human Relations Commission at eliminating or reducing discrimination with respect to race, sex, color, religion, national origin, disability, familial status, ancestry, and age?
- In order to assure the long term success of the Human Relations Department and the Human Relations Commission, what are both organizations doing that they should keep doing? Doing that which they should stop doing? Not doing that which they should start doing?
- What are the internal and external strengths, weaknesses, opportunities and threats of/to the Human Relations Department and the Human Relations Commission?
- As you think about the future of human relations in Fayetteville Cumberland, what are your hopes, your fears and your hesitations?

Feedback from the stakeholder groups is shown in **Attachment B** of this report.

Stakeholder Group Survey: WPR Consulting, LLC developed and deployed an electronic survey to various stakeholder groups and individuals in Fayetteville-Cumberland. Survey respondents were asked to respond to the following questions:

- How long have you been a resident of Fayetteville-Cumberland?
- How familiar are you with the work/mission of the FCHRC?
- How important is it for the City of Fayetteville and Cumberland County to continue their support of the Human Relations Department, the Human Relations Commission?
- How effective is the Human Relations Department and the Human Relations Commission at promoting community harmony in Fayetteville-Cumberland?
- How effective is the Human Relations Department and the Human Relations Commission at addressing race relations in Fayetteville-Cumberland?

- How effective is the Human Relations Department and the Human Relations Commission at eliminating or reducing discrimination with respect to race, sex, color, religion, national origin, disability, familial status, ancestry and age in Fayetteville-Cumberland?
- What are the top 3-5 traits or characteristics you expect in the next staff director of the Fayetteville-Cumberland Human Relations Department?
- In order to assure the long term success of the Human Relations Department and the Human Relations Commission, what are both organizations doing that they should keep doing? Doing that which they should stop doing? Not doing that which they should start doing?
- In your opinion, what are the internal and external strengths, weaknesses, opportunities and threats of/to the Human Relations Department and the Human Relations Commission?
- As you think about the future of human relations in Fayetteville-Cumberland, what are your hopes, your fears and your hesitations?

Responses to the electronic survey questions are shown in **Attachment C** of this report.

Organization of This Report: During informational sessions and stakeholder groups, we heard about many aspects of the FCHRC that are working well. However, WPR Consulting, LLC's job, in part, was to identify opportunities for improvement; therefore, this report focuses on areas that were identified by our team that could benefit from changes.

This document is divided into the following sections:

- City and County Support of the FCHRC
- FCHRC Organizational Development and Support
- FCHRC Community Engagement

Each section contains observations and analysis from staff, interviews, focus groups, survey data, and department data, as appropriate.

RECOMMENDATIONS – City and County Support of the FCHRC

- 1. The City of Fayetteville and Cumberland County continue their support of the Fayetteville-Cumberland Human Relations Commission (FCHRC - meaning commission members and staff); and FCHRC work needs to be prioritized through strategic planning and with the necessary City and County funding and resources.*

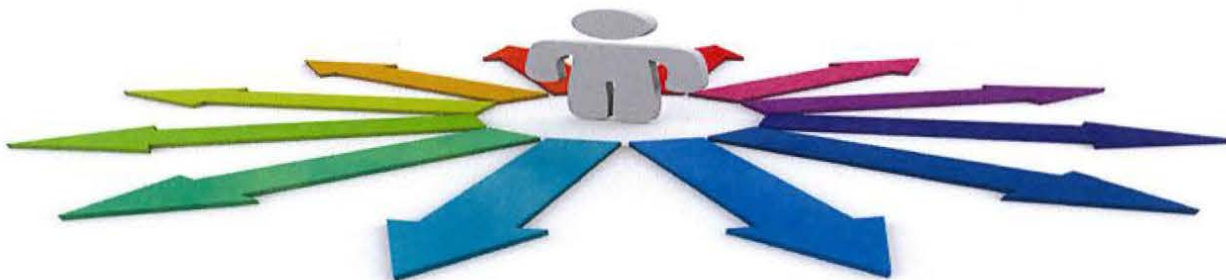
Consultant Feedback: Over 90% of stakeholder and survey respondents expressed a desire for the City and County to continue their support of the FCHRC. The FCHRC serves as an integral part of the human relations support system for the Fayetteville-Cumberland community. The community depends on the FCHRC to monitor and improve the quality of human relations within the community by interpreting the

social inclinations and frustrations of citizens. FCHRC staff works with two citizens' groups (commissions members and a fair housing board) appointed by City Council and the County Commission to gain insight on Fayetteville-Cumberland's continually changing inter-group relations issues.

To assure long term growth and sustainability, the FCHRC has to be intentional about strategic planning and should be continually vigilant about aligning its work with the tenets of the Fayetteville Human Relations Ordinance. Moreover, there needs to be links to the business strategy of the City of Fayetteville and Cumberland County as it relates to serving the customer, managing resources, developing employees, implementing strategic initiatives and evaluating the work. Human relations work is usually measured over long periods of time; however, there are ways to look at more immediate results of this work by looking at key service indicators and annual updates of five year trends on certain areas of work as follows:

- Fair housing cases investigated
- People trained
- Volunteer hours
- Staff and customer surveys
- In-kind dollars saved
- Private and public grant revenue secured
- Customers provided with translation services

The provision of necessary funding and resources are crucial to the continued existence of the FCHRC. The funds and resources provided to the FCHRC by the City and the County are purposeful – to help people achieve better outcomes in their lives. Most of the funds are from public taxes. Others might derive from the generosity of private businesses and individuals, who seek to help the community become a better place to safely live, work, and play and more importantly, raise a family. All these resources represent a commitment and should be expended in a way that honors that commitment. This means that resources – money, time, equipment, contracts, technology, etc. – must be used intelligently and purposefully. In an environment where there are always greater needs than resources the inefficient use of resources through poor planning, lackadaisical management or waste is not acceptable. The FCHRC should always be mindful of their responsibility for ensuring that resources are used well.



Budget: The matrix below provides a comparison of the current budget of the Human Relations Department (staff) with 3 positions (column 2), to the proposed budget of an expanded organization with 6 full time positions funded 50% by the City of Fayetteville and 50% by Cumberland County (column 3); or 4 full time positions (column 4) funded 100% by the City of Fayetteville. It is assumed that new positions are budgeted for six months of FY16 (January – June 2016).

Comparison of the Current HRD Costs vs. an Expanded HRD			
	FY2016 Adopted Budget (Current)	FY2016 Budget With Cumberland County 50/50 Participation	FY2016 Revised Budget Without Cumberland County Participation
Personnel Costs	\$251,998	\$321,132	\$276,298
Operating	\$29,083	\$69,083	\$49,083
Contracted Svcs	\$575	\$575	\$575
Other Charges	\$12,540	\$12,540	\$12,540
Total	\$294,196	\$403,330	\$338,496
City @ 100%	\$294,196	\$201,665 (COF - 50%)	\$338,496
City/County @ 50% each	-0-	\$201,665 (CuCo – 50%)	-0-
Budget Impact	NA	COF – \$92,531 (decrease) CuCo – \$201,665 (increase)	COF – \$44,300 (increase)
New positions and benefits in columns 3 and 4 @ 6 months starting January 2016	Personnel	Personnel	Personnel
	1 Director 1 HR Supervisor 1 Human Relations Admin Assist. .5 Office Assistant**	1 Director 1 HR Supervisor 1 Human Relations Admin Assist. 2 Human Relations Specialists* 1 Administrative Assistant*	1 Director 1 HR Supervisor 1 Human Relations Admin Assist. 1 Human Relations Specialist*

*Proposed new positions

** .5 Office Assistant provided in-kind through Cumberland County's Senior Aide Program

2. The City of Fayetteville and Cumberland County sign off on a Memorandum of Agreement (MOA) for support of the Human Relations department's mission and programs.

Consultant Feedback: The Consultant recommends consideration of the proposed Memorandum of Agreement in **Attachment D** of this report.

RECOMMENDATIONS – FCHRC Organizational Development

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 (see funding matrix on page10).*

Consultant Feedback: WPR Consulting received valuable feedback from stakeholder groups, survey respondents, and members of the Fayetteville City Council, the Policy Committee of the Cumberland County Commission, and consultation from the Fayetteville City Manager, the Fayetteville Deputy City Manager, the Cumberland County Manager and the former FHRC Director, Ron McElrath. Many respondents expressed concern that the FCHRC is understaffed and underfunded. Based on this feedback, and the Consultant's review of the Human Relations Ordinance, the FHRC's current organizational chart, the organization's work and potential for work, and the director's job description, it is recommended that the Fayetteville Human Relations Commission and Department become an official entity of city and county government with each government providing 50% of the organization's annual budget; and that the current staff of 3.5 positions be expanded to 6 full time positions. If Cumberland County does not agree to this recommendation, it is suggested that the City of Fayetteville increase the current staff of 3 positions to 4 full time positions. Please see chart below:

City/County Funding of 6 Positions	City Funding of 4 Positions
<ul style="list-style-type: none"> • Human Relations Director (1) • Human Relations Supervisor (1) • Human Relations Specialist (2) • Human Relations Administrative Specialist (1) • Administrative Assistant (1) 	<ul style="list-style-type: none"> • Human Relations Director (1) • Human Relations Supervisor (1) • Human Relations Administrative Assistant (1) • Human Relations Specialist (1)



The matrix below provides a visual comparison of the current program areas of the FCHRC to what the organization might look like if expanded to include six full time staff positions:

Comparison of the Current HRC to the Proposed Expanded Organization

Current FCHRC Organization		Proposed FCHRC Organization	
Program	Responsibility	Program	Responsibility
		Run The Business Directing, planning, coordinating and implementing programs and activities designed to develop, maintain and improve human relations in the Fayetteville-Cumberland Community	Director & HR Administrative Specialist
Community Services Project Management Community Engagement Budget Administration Human Relations Commission Diversity Training (Internal & External)	Director, Human Relations Supervisor and Human Relations Adm. Assistant	Administration Administer the Business Budget and Grants Business Plan / SOP Year End Reports Public Relations Coordination Evaluation Core Area Support FCHR Commission Liaison	Human Relations Supervisor & Administrative Assistant
		Community Engagement Project Management Community Engagement Education and Outreach Community Dialogues & Trainings Website Management Newsletter Brochures Core Area Support Subcommittee Liaison Diversity Training (City & County Staff & Agencies)	Human Relations Specialist
Equity Investigations Compliance Training Complaint Resolutions Fair Housing Board ADA/LEP Compliance Transit EO Compliance	Director and Human Relations Supervisor	FH, EOC, PA & ADA FH, PA & EO Investigations Education and Outreach Fair Housing Testing Compliance Training Fair Housing Board Staff Liaison ADA / LEP Compliance Transit EO Compliance Core Area Support Subcommittee Liaison	Human Relations Specialist

The organizational charts attached to this report, **Attachments E and F**, captures the Consultant's vision of the potential work for the FCHRC (with 6 positions funded by the City and County; or 4 positions funded by the City) and how the organization might look moving forward as it plans to successfully address the human relations needs of the Fayetteville-Cumberland community in a comprehensive way that:

- Builds a solid foundation for the organization
- Addresses the many concerns expressed by stakeholder and survey respondents
- Addresses the public relations needs of the organization
- Makes the organization accountable to City and County government, and the residents of Fayetteville-Cumberland
- Works to address the sustainability of the organization

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.*

Consultant Feedback: Through two core service areas, human relations (may also be inter-group relations or community relations) and fair housing investigations, the FCHRC services seeks to align itself with what affords quality outcomes and trust by a better connection with the tenets of the Fayetteville Human Relations Ordinance. With the organizational chart attached to this report, the FCHRC will provide customers with services that are designed to enhance human relations within the Fayetteville-Cumberland community and accomplish the following:

- Develop, maintain and improve human relations, inter-group relations, inter-racial relations and community relations in Fayetteville-Cumberland
- Provide adequate HRC staff and support
- Provide fair housing conciliations
- Resolve community issues through mediation / group and individual
- Fair housing, public accommodations and employment investigations
- Fair housing education and outreach
- Language access coordination

The proposed organizational chart is designed to align the work of the FCHRC with the Fayetteville Human Relations Ordinance. The Consultant recommends that if this structure is approved, that the new Director of the department, in conjunction with the Commissioners, the Fair Housing Board, the City Manager's office and the County Manager's office, revisit the structure in one year to determine if it might need to be amended to accommodate additional staff and calls for additional alignment with the ordinance and duties of the organization.

5. *Revisit the Vision and Mission of the FHRC to make sure they are still relevant.*

Consultant Feedback: Before a "mission" is defined, it is suggested that the FHRC determine the organization's "vision" for the Fayetteville-Cumberland community, as it relates to human relations, and then a mission. Conventional thinking is that your vision is where you want to be in the future and your mission statement is what you do to get there. The consultant is available to assist the FCHRC in revisiting and revising the vision and mission of the FCHRC in the future if needed.

The vision and mission of the Charlotte-Mecklenburg Community Relations Committee (CRC) below captures the concept described on the previous page.

CRC Vision

A Charlotte-Mecklenburg where people's differences are acknowledged, understood, and appreciated.

CRC Mission

It is the mission of Charlotte-Mecklenburg Community Relations to advocate for an inclusive community where trust, acceptance, fairness and equity are the community norms.

- 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.*

Consultant Feedback: The Fayetteville Human Relations Ordinance authorizes the FCHRC, at its discretion, to appoint subcommittees to concern themselves with specific human relations problems. As the dynamics of inter-group relations of any community changes, human relations organizations have to position themselves to be ready at a moment's notice to address the issues of the day. Having the flexibility to review and create new subcommittees to address the specific needs of the community at any given time is an asset. Additionally, the FCHRC should have 2-3 standing subcommittees to address Fayetteville-Cumberland's ever changing inter-group relations and to deal with the everyday concerns of the organization itself. Food for thought might be a Communications Subcommittee, a Local Law Enforcement Review Subcommittee, an Inter-Group Relations Subcommittee and a Leadership Team consisting of the Commission Chair and Vice-Chair, the staff Director, and Chairpersons of the various subcommittees.

- 7. Engage stakeholders to assist in setting a strategic community wide agenda for HRC programs / services. This would determine what subcommittees would be needed.*

Consultant Feedback: See recommendation and consultant feedback above.

- 8. Raise the value of the Human Relations department by doing an annual awareness campaign; and be more proactive with public relations.*

Consultant Feedback: Many respondents from the stakeholder groups and the survey suggested that the FCHRC needs to do a better job of promoting itself in the Fayetteville-Cumberland community. An annual awareness campaign will go a long way to raise the value of the FCHRC. The Consultant suggests that this process start with a re-branding initiative for the department that then leads to implementation of an annual event (awareness campaign). The Charlotte-Mecklenburg Community Relations Committee (CRC) went through a re-branding process that led to the development of a new logo and a new flagship brochure. The Consultant also suggests that the FCHRC make use of a quarterly newsletter to help raise awareness of the organization and be more attentive to the organization's website.

RECOMMENDATIONS – FCHRC Community Engagement

9. Community Forums be created to bring residents together for deliberative community dialogues on tough issues and community concerns.

Consultant Feedback: In Fayetteville-Cumberland, racial, ethnic and socio-economic tensions may lead to public discourse and cause polarization in many segments of the community. This does not have to be. The FCHRC should take the community lead to develop and implement community forums/dialogues to address various topics of concerns, especially those topics that may be difficult to talk about due to race, ethnicity or the many ways we tend to divide ourselves.

During the past four years, the Charlotte-Mecklenburg Community Relations Committee, and its community partners, has hosted “**Can We Talk? – Conversations**” that have attracted over 2000 persons to wrestle with significant issues that confront us as a community. Fayetteville-Cumberland might consider, as a start, a community dialogue to address “**Can We Talk about Living Together in a Divided Community?**” In such a dialogue, a panelist of elected officials and residents of the community might discuss the following generic questions and concerns:

- Do you think we live in a divided community? What do you point to as evidence? What divisions do you see? Where are the dividing lines?
- If yes, why and how does that affect your ability to advocate or work for change? How does it impact the ability of elected officials to lead?
- Who do you trust? Why? What would make a difference?
- When times are difficult – or when tough decisions are made – how can we work in a way that unites rather than divides us?

It is recommended that the FCHRC be more intentional moving forward and seek ways to engage the citizens of Fayetteville-Cumberland in deliberative community dialogue around tough issues. If needed, more information on the various dialogues held in Charlotte-Mecklenburg can be provided.

10. Increase outreach to diverse populations in Fayetteville-Cumberland.

Consultant Feedback: Over the past 20 years, cities in North Carolina, including Fayetteville-Cumberland, have become more diverse. According to some studies on population and demographics, Hispanic/Latino population grew over 800% since 1990; and in some municipalities Hispanic/Latinos now comprise approximately 12% of the population. The FCHRC needs to be in the forefront of providing culturally competent services and outreach to Fayetteville-Cumberland’s growing diverse community. The FCHRC needs to provide information on its services through local Spanish and Asian radio stations as well as having a presence at local fairs and festivals honoring other diverse cultures. The organization should also work collaboratively with local translating and interpretation agencies to provide services to all clients seeking the organization’s services.

Moreover, the FCHRC should work to enhance customer service with a focus on accessibility by assessing and addressing the special needs of a diverse customer base and reducing the impact of language barriers through the use of bilingual staff, interpreters and intentional partnerships with community-based organizations and non-profits serving these groups. The FCHRC should also write and design agency publications and community relations materials that are culturally and linguistically appropriate.

11. Provide diversity training to employees of the City and the County and their agencies on a continuous basis.

Consultant Feedback: As components of local government, the City of Fayetteville and Cumberland County are dealing with a customer/client base that has become more diverse. Diversity is no longer a matter of Black and White residents, but Hispanic Latinos, Africans, people of Middle Eastern descent, Asians, and many more, including new residents from various parts of America. To address the needs of this expanding and diverse customer base, both the City and County must engage in outreach that includes the development and implementation of diversity training, opportunities and conversations within all employment groups of the City and County's organizations and agencies. The FCHRC should be instrumental in the provision of diversity training and engaging City and County employees, and others, in honest and substantive dialogue and organizational development around diversity.

The diversity training provided by the FCHRC should play a role in assisting the City and County in their commitment to diversity, their management of diversity and their support of diversity. This is important because diversity contributes to City and County employee performance and the services the City and County provide. By promoting an inclusive environment where everyone respects individuals and values contributions of people of different backgrounds, experiences, and perspectives, the employees of the City and County, and their respective organizations and agencies, can enrich and strengthen the quality of the products and services they deliver.

The diversity training that the FCHRC provides should also be helpful in providing a foundation for the City and County to develop an overall diversity strategy that might include the following elements:

- The diversity strategy is a component of the City and County's overall plans
- It is used as a competitive edge
- The strategy supports the City and the County's respective missions
- The strategy is consistently communicated by the City and the County
- City management and County management walk the talk (their audio matches their video)
- The City and the County solicits and responds to feedback from all of their respective employees
- The diversity strategy is used as a selling tool
- The City and the County use a diversity competency skill set successfully
- The strategy provides additional employee benefits for City and County employees, and
- There is a clear sense of commitment and responsibility on the issue of diversity by the City and the County, and their respective organizations and agencies

12. Use community gatekeepers to keep the pulse of the various population needs.

Consultant Feedback: Citizens of Fayetteville-Cumberland live in a great community; however, like most cities across the country, when it comes to the issues of fairness, equity and inclusion, your work is not done. Based on feedback received from the community in this process there is a perception among some that tolerance has not always been a common human ideal in the community. Through the work of the Fayetteville-Cumberland Human Relations Commission (meaning staff and commission members – FCHRC) you understand that as a community you have an obligation to provide equal opportunities for all who choose to participate in the great “Fayetteville-Cumberland experience”. You also understand that as a community, you must strive to take assurances that everyone, regardless of their station in life, has an equal opportunity to succeed in your community. To make sure that this happens, the FCHRC must continually have its hands on the pulse of the community. The FCHRC cannot do this alone. They must leverage resources, collaborations and partnerships with all relevant constituent groups in Fayetteville-Cumberland, including especially the faith community and non-profits, to keep their eyes open and their ears attentive to the many needs of all residents of the community. Partners and collaborators must also be willing to share what they know, what they see, what they hear and what they observe with the FCHRC.

13. Seek out ways to support organizations working to support Fayetteville-Cumberland’s immigrant population in order to maximize their capabilities.

Consultant Feedback: This may already be going on if the City of Fayetteville and Cumberland have a Language Access Plan (LAP) which calls for City and County departments to identify a LAP Liaison who communicates directly with a LAP Coordinator whenever a Limited English Proficiency (LEP) resident is trying to secure City or County services. The LEP resident’s language is identified; the LAP Department Liaison calls the AT&T Language Line for assistance if the need is immediate. If the department is in need of translating a vital document, the LAP Coordinator researches resources within the City/County and determines if a City/County employee is willing and able to translate the document. If not the LAP Coordinator finds outside resources for the translation, at the cost of the department. If the LEP resident has an appointment or hearing, the LAP Coordinator would identify an interpreter either within the City’s/County’s employee base or an outside contractual interpreter, at the department’s expense. As a result of the number of languages stakeholder groups advised were represented in Fayetteville-Cumberland, and budgetary constraints, documents that meet Title VI: “substantial number of LEP: 5% or 1,000 people, whichever is smaller,” many vital documents are kept electronically and available for print when necessary. If the document, in English is the official controlling legal document, a verbal translation of the document may be appropriate.

14. FCHRC work to increase partnerships across the community with other organizations that have similar missions.

Consultant Feedback: The work of a human relations organization cannot be completed in a vacuum.

The organization should continually seek ways to leverage resources through teamwork, collaboration and partnerships with local organizations that have similar visions and missions. This type of collaboration bridges gaps and opens lines of communication, trust and understanding. It also provides opportunities to build relationships through conversation, joint projects, dialogue and even debate. Moreover, it paves the road for a smoother future in Fayetteville-Cumberland regarding issues of human rights, civil rights, intergroup relations and community harmony.

As the FCHRC addresses the issue of community harmony, it should be mindful that human relations organizations now recognize that equal opportunity issues are not the only issues that might disrupt the harmony of a community. Organizations are now looking at and addressing homelessness, gangs, teen pregnancy and parenting as issues that affect harmony in the community. This will call for additional partnerships with agencies in the City and County that serve the needs of the homeless, wayward teens and parents to name a few.

15. *Conduct quarterly member orientations for HRC commission members.*

Consultant Feedback: Several members of the Commission expressed concern that even as appointed members of the Commission they had no idea what the organization was about and they had no idea what role was expected of them as members. Most felt this could be addressed by having more frequent member orientations and not just doing so once a year.

HIRING A NEW DIRECTOR

As a result of the retirement of the FCHRC director, WPR Consulting, LLC was retained by the City of Fayetteville to complete an assessment and alignment of the Fayetteville-Cumberland Human Relations Commission/Department (FCHRC) and develop a process to hire a new director for the department by:

- Reviewing / Revisiting the position description for the director position
- Assisting in screening of applications for the position
- Assisting with development of interview questions, role plays, a simulated staff meeting of the candidates and a mock staff
- Developing a writing exercise for the finalist candidates

The Director Position: The staff of the FCHRC is led by a Director who is responsible for developing, directing, and implementing programs and activities to maintain and improve human (community) relations, directing and reviewing equal opportunity investigations and discrimination complaints, advising the City Manager, the County Manager and the Deputy City Manager (this includes support and relevant community information to the members of City Council and County Commission) of and recommending solutions for community problems, providing staff leadership and guidance in antidiscrimination laws, ordinances, and regulations, and providing staff resources for the FCHRC. The Director also oversees strategic operations planning, business planning, and the development of goals and objectives for the FCHRC.

The Director has the lead responsibility for administration and implementation of anti-discrimination laws, policies and regulations. He/She also administers and implement programs, policies and procedures that prevent discrimination in housing, public accommodations and employment; and improve inter-group relations among the increasingly diverse residents of Fayetteville-Cumberland; develops standards and procedures to conduct investigations of discrimination complaints based on race, color, national origin, sex, religion, disability and familial status; and provides oversight and coordination in gaining compliance with human/civil rights provisions with relevant federal, state and local anti-discrimination laws.

The Director should understand that the work of a human relations organization cannot be completed in a vacuum. Under his/her leadership, the organization should continually seek ways to leverage resources through teamwork, collaboration and partnerships with local organizations that have similar visions and missions. This type of collaboration bridges gaps and opens lines of communication, trust and understanding. It also provides opportunities to build relationships through conversation, joint projects, dialogue and even debate. Moreover, it paves the road for a smoother future in Fayetteville-Cumberland regarding issues of human rights, civil rights, intergroup relations and inter-racial relations. In order to make this happen, the Director must be willing to “show up” and engage the community.

Administratively, the director reports to the Deputy City Manager. To assure long turn growth and sustainability, the Director has to be intentional about strategic planning, including prioritizing the work of the FCHRC, and should be continually vigilant about aligning the staff’s work with the tenets of the Fayetteville Human Relations Ordinance. Moreover, there needs to be links to the business strategy of City and County government, and the City Manager’s and County Manager’s offices as it relates to serving the customer, managing resources, developing employees, implementing the strategic initiatives and evaluating the work.

Finally, the Director also serves as staff liaison, and provides support and relevant information regarding the community to the Chairman and members of the FHRC; individual members of City Council, the County Commission, the City and County Managers, the Deputy City Managers, Assistant City Manager, Assistant County Managers, City and County Department heads, community groups and organizations on matters of inter-group relations, conflict resolution, police community relations, community conciliation and mediation.

The Consultant’s suggested process for the hiring of a new director is included in **Attachment F** of this report, including desirable traits and characteristics for the new director as shared by multiple Fayetteville-Cumberland stakeholder groups; a job summary for the position; director’s duties as defined by the Human Relations Ordinance; an interview and assessment tool; a writing skills assessment; a role play and mock staff meeting; and interview notes and an assessment tool.

CONCLUSION

Fayetteville-Cumberland is a changing community. You are experiencing growth in population, jobs, businesses, schools and the environment. Many of these changes impact the work of the Fayetteville-Cumberland Human Relations Commission (FCHRC). To address the changes, the FCHRC must move forward with intentional work performance, vision, strategic thinking, collaborative partnerships; and teamwork with elected officials, local governmental staff, and the community. The participation of staff and commission members in the many activities around diversity, conflict management, communication and community harmony contributes to the efforts to improve Fayetteville-Cumberland's social capital. Your work, along with your available resources, methodically contributes to the community's goals of promoting harmony, improving the lives of all residents, enhancing communications across the many lines that separate you, addressing public safety, strengthening neighborhoods and advocating for an inclusive community where trust, acceptance, fairness and equity are community norms. The FCHRC has to work together with multiple community groups to encourage mediation and collaboration, citizen access and enforcement of the Fayetteville Human Relations Ordinance.

The FCHRC is valued by multiple stakeholder groups in Fayetteville Cumberland and the work of the organization is viewed as essential to the long term development of the community and the ability of diverse community groups in the community to live together in harmony. With this in mind, the organization must strive for continuous improvement, never being satisfied with the accomplishments of the past or the accolades of supporters. While the FCHRC had mostly positive feedback from stakeholders, WPR Consulting, LLC identified and made suggestions to improve communications, organizational development and support, improve community engagement and improve intergroup relations.

The best organizations strive for continuous improvement, never being satisfied with the accomplishments of the past, both good and bad. They move aggressively and decisively to address problems and seek long term solutions that address the underlying cause. By implementing the recommendations in this report, the City of Fayetteville and Cumberland County can be confident that there is a legitimate business case for continuation of the FCHRC with the joint support of City and County government.



Attachment A – List of Recommendations

1. The City of Fayetteville and Cumberland County continue their support of the Fayetteville-Cumberland Human Relations Commission (FCHRC - meaning commission members and staff); and FCHRC work needs to be prioritized through strategic planning and with the necessary City and County funding and resources.
2. The City of Fayetteville and Cumberland County sign off on a Memorandum of Agreement (MOA) for support of the Human Relations department's mission and programs.
3. Increase the FCHRC current staff of 3.5 persons to six (6) full time positions (City/County funded) or four (4) full time positions City funded.
4. The structure and design of the FCHRC should be examined and aligned with the tenets of the Fayetteville-Cumberland Human Relations Ordinance.
5. Revisit the Vision and Mission of the FCHRC to make sure they are still relevant.
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.
7. Engage stakeholders to assist in setting a strategic community wide agenda for HRC programs / services. This would determine what subcommittees would be needed.
8. Raise the value of the Human Relations department by doing an annual awareness campaign; and be more proactive with public relations.
9. Community Forums be created to bring residents together for deliberative community dialogues on tough issues and community concerns.
10. Increase outreach to diverse populations in Fayetteville-Cumberland.
11. Provide diversity training to employees of the City and the County and their agencies on a continuous basis.
12. Use community gatekeepers to keep the pulse of various population needs.
13. Seek ways to support organizations working to support Fayetteville-Cumberland's immigrant population in order to maximize their capabilities.
14. FCHRC work to increase partnerships across the community with other organizations that have similar missions.
15. Conduct quarterly member orientation for HRC commission members.

Attachment B – Stakeholder and Survey Feedback

Fayetteville-Cumberland Human Relations Commission

Stakeholder Groups and Survey Feedback

Community Stakeholder Feedback

On March 3 and 4, 2015 the Consultant met with multiple stakeholder groups in Fayetteville, including current and former members of the Fayetteville Cumberland Human Relations Commission, the Fayetteville Human Relations Department staff, former and current elected officials, local radio personalities, faith based groups, non-profit organizations and multiple individuals and to get their feedback and input to the following questions:

- *How important is it for the City of Fayetteville and Cumberland County to continue their support of the Human Relations Department, the Human Relations Commission and the Fair Housing Board?*
- *How effective is the Human Relations Department and the Human Relations Commission at promoting community harmony in Fayetteville-Cumberland?*
- *How effective is the Human Relations Department and the Human Relations Commission at addressing race relations in Fayetteville-Cumberland?*
- *How effective is the Human Relations Department and the Human Relations Commission at eliminating or reducing discrimination with respect to race, sex, color, religion, national origin, disability, familial status, ancestry, and age.*
- *In order to assure the long term success of the Human Relations Department and the Human Relations Commission, what are both organizations doing that they should keep doing? Doing that they should stop doing? Not doing that they should start doing?*
- *What are the internal and external strengths, weaknesses, opportunities and threats of/to the Human Relations Department and the Human Relations Commission?*

- *As you think about the future of human relations in Fayetteville Cumberland, what are your hopes, your fears and your hesitations?*

The Consultant also conducted an online survey (March 12-27, 2015) using Survey Monkey and respondents were asked to respond to the same questions regarding the Human Relations Department and the Human Relations Commission. The raw data and feedback from the stakeholder groups and the survey respondents is contained in this report on the following pages.

Feedback - Stakeholder Groups

Stakeholder Groups - Feedback

March 3 and 4, 2015

How important is it for the City of Fayetteville and Cumberland County to continue their support of the Human Relations Department, Human Relations Commission and the Fair Housing Board?

- If you don't have human a relations department then you will be dealing with these social and racial issues more than you think.
- Most definitely, especially in light of the issues we have had more recently, for example driving while black. Racism is alive and well in this community and statistics have shown it. (3)
- They help the community and the disabled; this includes the mental health community.
- Fair Housing staff visits show need for fair housing – seniors think if they speak up they will be put out, should continue to support so they can be a voice for residents (3-fair housing concern)
- Other issues are human relations like immigration.
- Sometimes we go in and it's not a race issue its just people need to talk things out. Liaison between you and whomever your issue is with.
- We live in a very diverse community with at least 48 nationalities. Not an asset by itself, it takes people that know how to do that (see the bad moon rising and do something before something happens). City can be damaged and in the media and no one wants to come and live here. (5-diverse city)

- Absolutely; if we don't encourage communication among the diverse populations here, we will have more hatred, crime, misunderstandings. It is essential to a peaceful community.
- **We should continue to support the commission and staff unless there is an assumption that we have overcome all inequality which we do not think we have;** every neighborhood is not a military neighborhood where they are accustomed to diverse groups. **This group has been a problem solver.** It has been abysmal - the financial support they get. We need MWBE in this community. There is a knee jerk reaction against affirmative action. **We would hope community relations grow stronger so it will be healthier for the community.** There is not fair financial participation.
- There will never be a shortage of items to address
- **A body to gage perceptions or real discrimination in the community and address them is needed in this community – the commission is it**
- It's all part of the system – education, crime all tie in together
- It is a growing problem, never goes away – keep an eye on – ex. Homeless population needs housing
- **There is a difference in communities that do or don't have a human relations group; otherwise you have to look outside of the city to the state to address issues.**
- We need to have resources to address those issues and all cities have an interest in those issues.
- **Human relations department is the consciousness of your community. (2)**
- Need for Human Relations Commission based on examples at hospital and other organizations because they have a Human Relations Department, so why shouldn't our city
- We need to be more proactive than reactive in having programs and seminars.
- Importance: vital, no if, ands but about it. All politics are local and you are dealing from this particular perspective. The county and city are both local agencies. And they come in contact with the city directly.
- People don't know exactly what HRD does (2)
- need to be viable department in this community
- office understaffed/underfunded (2)
- the commission is operating in silo

	<ul style="list-style-type: none"> • Over the years they have put it with something else, like recreation. Should not be separate or lost. • Leadership support is primary or nothing else works • Very important –election officials are funders • Validates the work - elected officials represent entire community; elected officials should be looking out for the wellness of the community • Continue and improve for equitable treatment in turn the Human Relations Department drives the board and commission • Extremely important to support
<p>How effective is the Human Relations Department and the Human Relations Commission at promoting community harmony, addressing race relations and reducing discrimination and in Fayetteville-Cumberland?</p>	<ul style="list-style-type: none"> • I have no idea but in the area of sexual orientation, the community needs work. Being near a military base there are many macho people here with macho thinking. Lots of discrimination against non-heterosexual. • Pretty well. A lot of people on the commission have no idea of what to do. Not sure how you teach people how to do this. A lot of people drop out. Not sure what they thought it was. • Yes addressing but room for growth and improvement • Strive to make the impact on community better • Using the resources (staff and money) we have, we've done a great job (2) • Not very well. They lack resources. It is like just being able to say we have one. There is so much more to be done. Nor do they have the backing of leadership in city hall. Example of racial profiling and study circles came up and they didn't give enough money and the next year they took it out. If there are not people in leadership that makes it a priority then department heads are reluctant to say we need money. Taking a back seat to transit and police. Has nothing to do with competency of staff. • They hold meetings in community; bring people together to talk (2) • Host or be involved in cultural events • They need to promote the organization more even though they are doing things; Fair housing board only heard from during fair housing month(need to be marketing more)(3) • Follow vision and mission not the banquet • Human Relations Commissioners have to be ambassadors for the organization

- Follow up with issues that come up
- **Expand scope of work**
- Only deal with what he's involved in. Does know they deal with churches and traditional minority routes of meeting the masses, but if people don't go to church, how do you reach them; **if your intent is to get people to live better, and feel good where they are or excel in life, then you have to reach them where they are to bring them out.**
- **They need to hold public forums to discuss issues**
- **There are no performance metrics in place to base success of Human Relations Commissioners**
- As commissioners we are not connected to the day to day
- Be proactive in listening to people in community
- Need to reach children any way they can
- The Human Relations Department's job is to act as a facilitator with groups who have different needs. They should not put all these tasks on the director. His job is to bring the different facets to the table and let them come up with solution that satisfies all at the table. (2)
- Preparing young people to go to different parts of the world and all of us are composites of our life experiences and so we each have to learn other aspects and not that our way is the way;
- **Hispanic race doesn't show up to meetings, don't come forward, being left out, want to do something – want to change this – market services to this group or have Spanish speaking information (2)**
- When Main street came, they said diversity was recognized as challenge in other places, but diversity is recognized as an asset here (2)
- **Need to start Study Circles again**
- **In a crisis probably good. Not in a crisis, I have no idea. Maybe the harmony is because of work they do that I don't see. Study 20 years ago showed people were more concerned about their economic conditions, not race.**
- **In fairness someone would feel like too much has been done (mainly white), others, not enough (probably black), someone behind the scenes working hard and people don't recognize,**
- **Some wounds can never be healed; as you move up the ladder with education the playing field should be leveled but your attempt to be treated equally is skewed; the good ole boy network is still in play; not being able to navigate that causes tremendous frustration.**
- **Human relations play a part in teaching minorities how to navigate. Picketing, boycotting, etc not work as it used to.**

In order to assure the long term success of the Human Relations Department and the Human Relations Commission, what are both organizations doing that they should keep doing? Doing that they should stop doing? Not doing that they should start doing?

KEEP DOING

- Looking at their website, I saw they were doing some things.
- Really nice people there. Keep having professional, goal oriented staff.
- **Keep doing ADA work and fair housing work**
- Continue engaging the community, not just as part of the department, but as the city like community development
- Keep providing training and support
- Keep MLK Scholarship
- Recognize community awardees
- Doing Proclamation annually
- **Partner with different organizations in the community**
- **Keep working with the local law enforcement**
- Banquet – it provides visibility

STOP DOING

- **Don't know what they should stop doing. The banquet seems like a huge event and lots of staff time used and not sure if it's accomplishing the department goal.**
- Banquet
- Rigid formality of Roberts Rules of Order (it's preventing conducting business sometimes)
- Dealing with the cronyism
- Disparaging remarks about community

START DOING

- **Should start being more visible; telling what they do (6)**
- **Be clear about their goals**
- **Invite the community in to connect the department and community groups to their mission**
- **More outreach to the community (community involvement) to ensure that civic groups, agencies, nonprofits know what their mission is and what they can offer. (4)**
- **Do proactive work and it doesn't cost much, but employers would be interested in sending their employees to diversity training. Help people deal with their isms and their lens that they view the world.**
- **Start education seminars on multicultural issues**
- **Need more staff**
- **Testing phase of fair housing and identify trends in the community (council members are property owners)**

	<ul style="list-style-type: none"> • Looking at the children • Updating City Council/County regularly, • Form coalitions • Disassociation of City Council; • Love to see commission play a more forceful hand (have an arm, not just a get along, but some teeth) to have us live more cohesively in this community • Letting first thing you say about community be positive • Faith based groups should connect more, more inclusiveness among the greater Faith Community group • Focus on military
<p>What are the internal and external strengths, weaknesses, opportunities and threats of/to the Human Relations Department and the Human Relations Commission?</p>	<p><u>Strengths</u></p> <ul style="list-style-type: none"> • Internal strengths – don't know enough to say • External- good accessible office space, nice people working there, good mission even though I don't know what it is • Personnel • They are focused, they know what they are doing, dedicated, knowledge & experience (2) • Community having somewhere to go, they are a catchall for City issues, personnel, diversity of the community, • Leadership of HRD serves on boards and shares the work of HRD with these groups • Volunteers • Good reputation • Good job at recognizing people in the award ceremony annually • Instrumental in calming issues that come to forefront • People • Leadership • Politics • Military (they stay) • What the agency is – people see them as advocate/voice <p><u>Weaknesses</u></p> <ul style="list-style-type: none"> • Internal – don't know, guessing they don't have clear goals, external – lack of visibility, community doesn't know their mission, doesn't seem like they have specific goals (perception) • Not enough staff • Limited resources • Knowing what the Human Relations Commission does/Commission

doing what the description said

- **Lack of training for Human Relations Commission. Orientation is only held once a year**
- **When personnel decisions are being made in the city of Fayetteville, Human Relations should play more active role in the process if there are issues that arise within the department**
- **Be at forefront of vital ways to provide better relationships or improving diversity (be the go to person for seminars or training or facilitation of easing a process)**
- **Politics**
- **Same thing – they are seen as civil rights stuff**
- **Not funded**
- **Do not have the authority or opportunity to reach into community like they need to (scope of operations)**

Opportunities

- **To make a good community great**
- **To educate agencies, employees, volunteers, on living in a community with multi- culturalism,**
- **To let people see what kind of community they live in**
- **Train businesses about institutionalized racism**
- **Examine systems to make sure they are operating appropriately for the groups we serve**
- **Leadership of HRD serves on boards and shares the work of HRD**
- **Market and network**
- **The integration between county commissioner and city council would help them**
- **To learn from each other**
- **Location of Fayetteville**
- **Economic development**
- **To advocate for those who don't have a voice**
- **Uplift youth**
- **Chance to have a different conversation and reposition themselves as an equal opportunity**

Threats

- **They could make race relations not work by taking the wrong approach (example telling white people what a bad job they are**

	<p>doing)</p> <ul style="list-style-type: none"> • Gets kicked around, in the other building they didn't have privacy, • People who say we don't need to be here • Department could be dissolved due to budget cuts, not showing to be effective • Military soldiers displaced out of Fort Bragg (need to build economic engine) • Political leadership • People who benefit from keeping strife • Very large churches that do not support the community well
<p>As you think about the future of human relations in Fayetteville Cumberland, what are your hopes, your fears and your hesitations?</p>	<ul style="list-style-type: none"> • Hope – The Department/Commission is fully funded and given authority to function. City/County elected leaders support the mission and vision of the department/Commission. • Hope – To see people become more inclusive. To see a new director soon. To be a member of the commission in the future. • Fear – The commission might be weakened or defunded. • Hope – Human Relations can rise to level of its fullest operating potential. • Fear – Upper management will keep this from happening and that the right persons or team will not be put in place to carry on the work of the department. • Hope – Ongoing dialogue and opportunities for all of us to live and be valued in this great community.

- Hope – The Staff and Commission members will make strides in getting knowledge to the community about what the Human Relations organization is, and how it benefits the community.
- Hope – The role of the department/commission will grow and be an integral part of making Fayetteville/Cumberland a place that leads by example.
- Fear – Not having a department/commission in the community.
- Hesitation – The vision of the department/commission is not embraced fully by city and county officials.
- Hope – Transparent transition of leadership, great consideration of internal leadership promotions.
- Fear – Continuity breakdown and having to start from scratch if someone outside of Cumberland County takes on the leadership role having to get familiar with the community leader as well as the needs of the community.
- Fear – Scared to death.
- Fear – That somehow this department will be discontinued.

This feedback, which includes that received from the survey, the feedback from members of The Fayetteville City Council, and the Policy Committee of the Cumberland County Commission will be used as a basis for forming recommendations regarding the future of the Fayetteville-Cumberland Human Relations Commission and the Fayetteville-Cumberland Human Relations Department (staff). The recommendations will also be based on the Consultant's review of the Fayetteville Human Relations

Ordinance, the review of the director's job description and consultation with the Fayetteville City Manager, the Fayetteville Deputy City Manager, the Cumberland County Manager and the former HRC Director, Ron McElrath.

Attachment C – Electronic Survey Responses

Summary of Stakeholder Groups and Survey Feedback

How important is it for the City of Fayetteville and Cumberland County to continue their support of the Human Relations Department, the Human Relations Commission and the Fair Housing Board?

94.2% of the survey respondents indicated that it is very important that the City and the County continue their support of the Human Relations Department and the Human Relations Commission.

Other Responses:

If you don't have human a relations department then you will be dealing with these social and racial issues more than you think.

Most definitely, especially in light of the issues we have had more recently, for example driving while black. Racism is alive and well in this community and statistics have shown it. (3)

We live in a very diverse community with at least 48 nationalities. Not an asset by itself, it takes people that know how to do that (see the bad moon rising and do something before something happens). City can be damaged and in the media and no one wants to come and live here. (5-diverse city)

Absolutely; if we don't encourage communication among the diverse populations here, we will have more hatred, crime, misunderstandings. **The** HRC and staff are essential to a peaceful community.

We should continue to support the commission and staff unless there is an assumption that we have overcome all inequality which we do not think we have; every neighborhood is not a military neighborhood where they are accustomed to diverse groups. This group has been a problem solver. It has been abysmal - the financial support they get. There is a knee jerk reaction against affirmative action. We would hope community relations grow stronger so it will be healthier for the community.

A body to gage perceptions or real discrimination in the community and address them is needed in this community – the commission is it.

There is a difference in communities that do or don't have a human relations group; otherwise you have to look outside of the city to the state to address racial or ethnic issues.

Human relations department is the consciousness of your community. (2)

We need to be more proactive than reactive in having programs and seminars.

How effective is the Human Relations Department and the Human Relations Commission at promoting community harmony, addressing race relations and eliminating or reducing discrimination in Fayetteville-Cumberland?

52.9% of the survey respondents indicated that the HRD and the HRC are **very effective** at promoting community harmony in Fayetteville. 41.2% indicated that they are **somewhat effective**.

41.2% indicated that the HRD and the HRC are **very effective** at addressing race relations. 56.3 % indicated they are **somewhat effective**.

31.3% indicated that the HRD and the HRC are **very effective** at eliminating or reducing discrimination. 56.3% indicated that they are **somewhat effective**.

Other Responses:

I have no idea but in the area of sexual orientation, the community needs work. Being near a military base there are many macho people here with macho thinking. Lots of discrimination against non-heterosexual people.

Pretty well. A lot of people on the commission have no idea what to do. Not sure how you teach people how to do this. A lot of people drop out. Not sure what they thought it was.

Yes, but there is room for growth and improvement.

Considering the resources (staff and money) we have, we've done a great job (2)

Not very well. They lack resources. There is so much more to be done. Nor do they have the backing of leadership in city hall. Some examples are racial profiling and study circles. [The City and County] did give enough money [to do this work] and the next year they took it out of the budget. If there are not people in leadership that make it a priority then department heads are reluctant to say we need money. Taking a back seat to transit and police. Has nothing to do with competency of staff.

They need to promote the organization more even though they are doing things; Fair housing board only heard from during fair housing month (need to be marketing more). (3)

Follow vision and mission not the banquet.

Human Relations Commissioners have to be ambassadors for the organization.

Need to expand scope of work.

They need to hold public forums to discuss issues.

There are no performance metrics in place on which to base the success of Human Relations Commissioners.

As commissioners we are not connected to the day to day operations of the organization or staff.

Be proactive in listening to people in community.

The Human Relations Department's job is to act as a facilitator with groups who have different needs. They should not put all these tasks on the director. His job is to bring the different facets to the table and let them come up with solution that satisfies all at the table. (2)

Hispanics do not show up at meetings, they don't come forward, they are being left out. I want to do something about this – want to change this. – We need to market services to this group or have Spanish speaking information available. (2)

Need to start Study Circles again

In a crisis the FHRC is probably good. Not in a crisis, I have no idea. Maybe the harmony is because of the work they do.

Study 20 years ago showed people were more concerned about their economic conditions, not race.

In fairness some in the community feel like too much has been done (mainly white), others, not enough (probably black).

Some wounds can never be healed; as you move up the ladder with education the playing field should be leveled but your attempt to be treated equally is skewed; the good ole boy network is still in play; not being able to navigate that causes tremendous frustration. Human relations play a part in teaching minorities how to navigate. Picketing, boycotting, etc. do not work as it used to.

In order to assure the long term success of the Human Relations Department and the Human Relations Commission, what are both organizations doing that they should keep doing? Doing that they should stop doing? Not doing that they should start doing?

Keep Doing:

- Serving as ombudsman for the community.
- Maintaining the diversity of the Commission. Transparent partnering with community organizations to sponsor programs and events.
- Work closely with law enforcement when potentially volatile situations arise. Continue promoting unity in the community and promoting youth opportunities.
- LEP monitoring and assistance with Title VI, EEO and ADAS. Assist City and [County] departments with race relations issues.
- Fair housing and complaints about racial disparity in the treatment of minorities; and ADA.
- Assessing and meeting the myriad of needs in the community.
- Continuing current partnerships in the community that focus on racial harmony.
- Martin Luther King Scholarships, keeping the public informed on issues, lobbying and fighting for fairness for minorities, helping minorities understand the issues and teaching them to help themselves, teaching equality that is due to all citizens.
- Investigating complaints of discrimination in the City of Fayetteville [and in Cumberland County].
- Being visible in the community promoting race relations
- Community relations – only way the city [and County] can say we have a pulse as to what is going on in our lives.
- FHRC website.
- Providing training and support.
- MLK scholarships.
- The Banquet, it provides visibility - Recognizing community awardees.

Stop Doing:

- Focusing on the Annual HRC Banquet.
- Being an unknown entity in the community.
- Appointing too many people of the same racial or ethnic background to the Commission.
- Being underutilized and be given more cases related to human relations from City [and County] officials, law enforcement and judicial groups.
- Getting paid and doing nothing.
- Not being clear about their goals.
- Rigid formality of Roberts Rules of Order (it's preventing conducting business sometimes).
- Cronyism
- Disparaging remarks about community.

Start Doing:

- Community dialogues and interactions with definitive follow-up and action.
- Actively promote tearing down silos.
- Should start being more visible; telling what they do (6).
- More outreach to the community (community involvement) to ensure that civic groups, agencies, nonprofits know what their mission is and what they can offer (4).
- Do proactive work and it doesn't cost much, but employers would be interested in sending their employees to diversity training. Help people deal with their "isms" and their lens through which they view the world.
- Start education seminars on multicultural issues.
- Need more staff.
- Conduct fair housing testing to identify [discriminatory] trends in the community (city council members are property owners).
- Updating City Council/County regularly.
- Love to see commission play a more forceful hand (have an arm, not just a get along, but some teeth) to have us live more cohesively in this community
- Faith based groups should connect more, more inclusiveness among the greater faith community group
- Focus on the military

What are the internal and external strengths, weaknesses, opportunities and threats of/to the Human Relations Department and the Human Relations Commission?

Strengths:

- Personnel and committed people who are committed to promoting equality and diversity. Committed persons working tirelessly on behalf of the community. The diversity of the department and Commission should be maintained.
- Good relationships with key stakeholder groups. Understanding of federal civil rights programs.
- They are focused; they know what they are doing, dedicated, knowledge and experience. (2)
- Community having somewhere to go, they are a catchall for City issues, personnel, diversity of the community.
- Leadership of HRD serves on boards and shares the work of HRD with these groups.

- Volunteers
- Good reputation.
- Good job at recognizing people at the award ceremony annually.
- Instrumental in calming issues that come to forefront.
- People
- Leadership
- Politics
- Military (they stay)
- What the agency is – people see them as an advocate/voice for the community.

Weaknesses:

- They don't have clear goals- external – lack of visibility, community doesn't know their mission, doesn't seem like they have specific goals (perception).
- Not enough staff or adequate funding.
- Not having the financial base to do more marketing of the organization in a wider outreach.
- No real power. Do not have the authority or opportunity to reach into community like they need to (scope of operations)
- More diversity on the staff.
- Limited resources.
- Knowing what the Human Relations Commission does.
- Lack of training for Human Relations Commission members. Orientation is only held once a year.
- When personnel decisions are being made in the city of Fayetteville, Human Relations should play a more active role in the process if there are [racial, ethnic, gender, etc.] issues that arise within [City and County] departments.
- Be at forefront of vital ways to provide better relationships or improving diversity (be the go to organization for seminars or training or facilitation).
- Politics
- The FHRC is seen as civil rights advocates only.

Opportunities:

- To make a good community great with community empowerment and continued dialogue and interaction.
- To educate agencies, employees and volunteers on living in a community with multi-

- culturalism; and to grow and expand to operate with flexibility and authority.
- To let people see what kind of community they live in.
 - Train businesses about institutionalized racism.
 - Examine systems to make sure they are operating appropriately for the [diverse] groups we serve.
 - Leadership of HRD serves on boards and shares the work of HRD.
 - Market and network, more public awareness.
 - The integration between county commissioner and city council would help them.
 - To learn from each other – the opportunity to reach more people in the community to promote unity, hope, and community pride for the residents [of the City and the County].
 - To advocate for those who don't have a voice.
 - Chance to have a different conversation and re-position themselves as an equal opportunity provider. Bring more programs to engage the community in the discussion of racial issues in the City [and the County].
 - Assist police with community outreach.

Threats:

- An apathetic community and elected officials and appointed city/county leaders (except once a year - banquet).
- Racism
- Upper management not allowing the FHRC to operate within reasonable guidelines or to its fullest extent.
- Lack of sufficient staff to enable the work that needs to be done to better serve Fayetteville [and Cumberland County].
- The threat is the department/commission will be dissolved due to budget cuts, which could have a negative impact on the community, especially with unrest in areas like Ferguson or the behaviors of racial chants which are being reported in the media.
- They could make race relations not work by taking the wrong approach (example telling white people what a bad job they are doing).
- Department could be dissolved due to budget cuts, not showing to be effective.
- Military soldiers being displaced from Fort Bragg (needed to build economic engine).
- Political leadership.

- Very large churches that do not support the community well.

As you think about the future of human relations in Fayetteville Cumberland, what are your hopes, your fears and your hesitations?

- **Hope** – The Department/Commission is fully funded and given authority to function. City/County elected leaders support the mission and vision of the department/commission.
- **Hope** – To see people become more inclusive. To see a new director soon. To be a member of the commission in the future.
- **Fear** – The commission might be weakened or defunded.
- **Hope** – Human Relations can rise to level of its fullest operating potential.
- **Fear** – Upper management will keep this from happening and that the right persons or team will not be put in place to carry on the work of the department.
- **Hope** – Ongoing dialogue and opportunities for all of us to live and be valued in this great community.
- **Hope** – The Staff and Commission members will make strides in getting knowledge to the community about what the Human Relations organization is, and how it benefits the community.
- **Hope** – The role of the department/commission will grow and be an integral part of making Fayetteville/Cumberland a place that leads by example.

- **Fear** – Not having a department/commission in the community.
- **Hesitation** – The vision of the department/commission is not embraced fully by city and county officials.
- **Hope** – Transparent transition of leadership, great consideration of internal leadership promotions.
- **Fear** – Continuity breakdown and having to start from scratch if someone outside of Cumberland County takes on the leadership role and having to get familiar with the community leaders as well as the needs of the community.
- **Fear** – Scared to death.
- **Fear** – That somehow this department will be discontinued.

Attachment D – Proposed City/County Memorandum of Agreement**MEMORANDUM OF AGREEMENT**

This Memorandum of Agreement entered into on this **DAY** of **MONTH**, Two Thousand and Fifteen, between the City of Fayetteville (hereinafter called the "City") and Cumberland County (hereinafter called the "County");

WITNESSETH:

WHEREAS, the City has established the Human Relations Commission (hereinafter called the "Commission"), the Human Relations Department (hereinafter called the "Department") and the Fair Housing Board (hereinafter to be called the "Board") to study problems of discrimination in any and all fields of human relationship and encourage fair treatment and mutual understanding among all racial, ethnic, sex and age groups; and to promote respect and goodwill among all citizens; and

WHEREAS, the County is desirous of utilizing the Human Relations Commission, the Human Relations Department and the Fair Housing Board in an advisory capacity to the County, including support of the Department's mission and programs; and

WHEREAS the City is desirous of extending the services of the Human Relations Commission, the Human Relations Department and the Fair Housing Board to the County;

NOW THEREFORE, it is mutually agreed and understood as follows:

1. That the ordinance creating and establishing the Human Relations Commission, the Human Relations Department and the Fair Housing Board will be amended to change the name of the Commission to the Fayetteville-Cumberland Human Relations Commission; will be amended to change the name of the Department to the Fayetteville-Cumberland Human Relations Department; and will be amended to change the name of the Board to the Fayetteville-Cumberland Fair Housing Board.
2. That the ordinance will be further amended to allow the Chairman and Members of the Board of County Commissioners to share equally with the Mayor and Council Members of the City in the appointment of the members of the Commission and the Board. The Director of the Department will report administratively to the Deputy City Manager and serve in an advisory capacity to the County Manager.
3. That the County will participate on an equal basis with the City in financing the annual budget of the Commission, the Department and the Board. The funds required from the City and the County will be determined jointly by the City and the County. Grants and contributions from other sources will be credited to said budget.
4. The Fayetteville-Cumberland Human Relations Commission, the Fayetteville-Cumberland Human Relations Department and the Fayetteville-Cumberland Fair Housing Board will assist and advise the County on problems in the areas of human, community and inter-group relations; and will

provide channels of communication among the various racial, religious, and ethnic groups in Cumberland County.

5. The Fayetteville-Cumberland Human Relations Commission, the Fayetteville-Cumberland Human Relations Department and the Fayetteville-Cumberland Fair Housing Board will also advise the County on methods to eliminate or reduce discrimination with respect to race, sex, color, religion, national origin, disability, familial status, ancestry and age.
6. The Fayetteville-Cumberland Human Relations Commission, the Fayetteville-Cumberland Human Relations Department and the Fayetteville Cumberland Fair Housing Board shall individually and/or jointly submit from time to time, through the human relations director, but not less than quarterly, a report of their activities and recommendations to the City Council and the Board of County Commissioners which shall be filed with the City Clerk and the County Clerk and made a part of the official minutes of the City Council and the County Commission.
7. Minutes of each meeting of the Fayetteville-Cumberland Human Relations Commission shall be sent to the County Manager, the Chairman of the Board of County Commissioners and all members of the County Commission as soon as practicable following each meeting.

APPROVED BY:

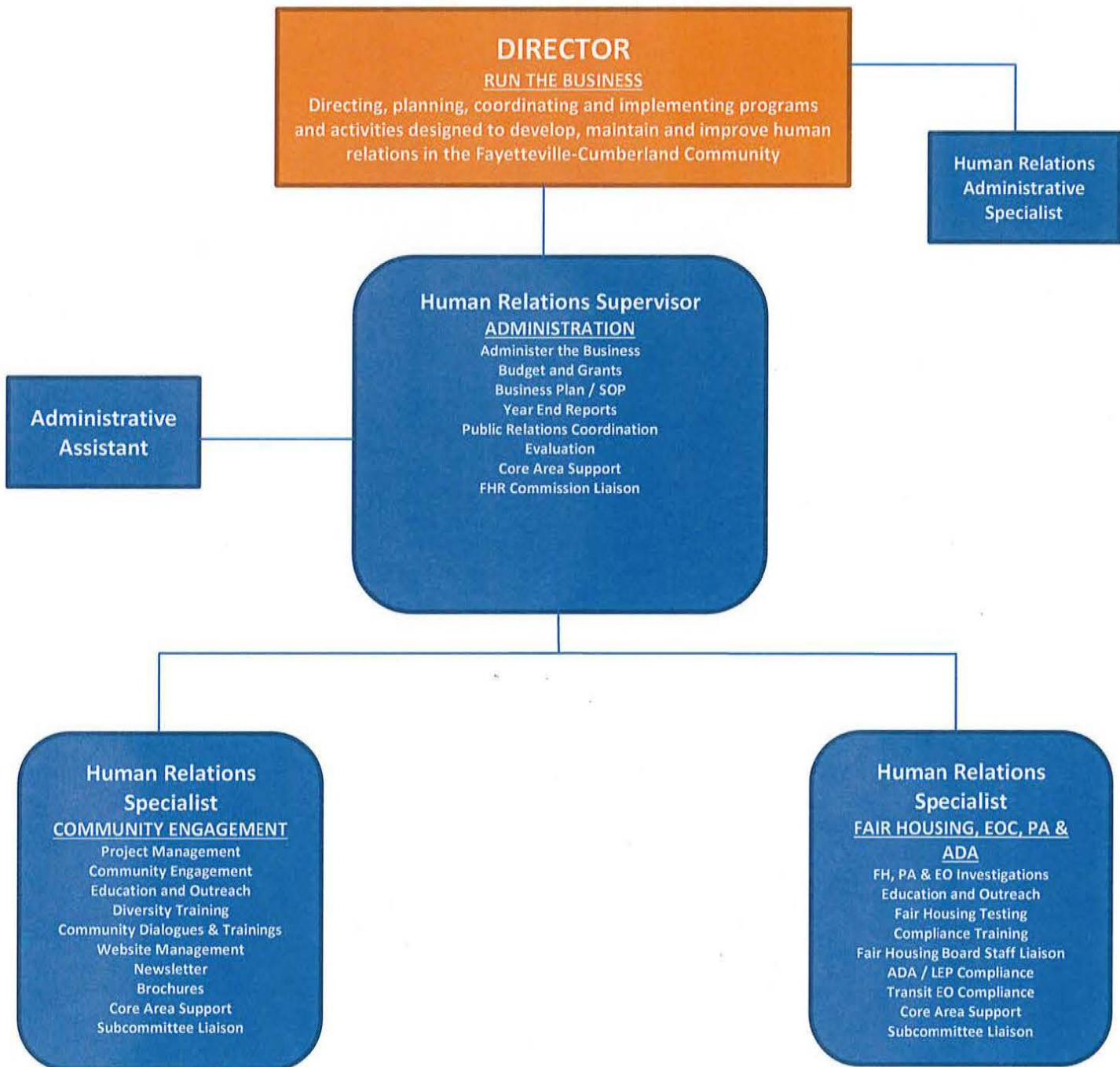
City Clerk

Mayor of the City of Fayetteville

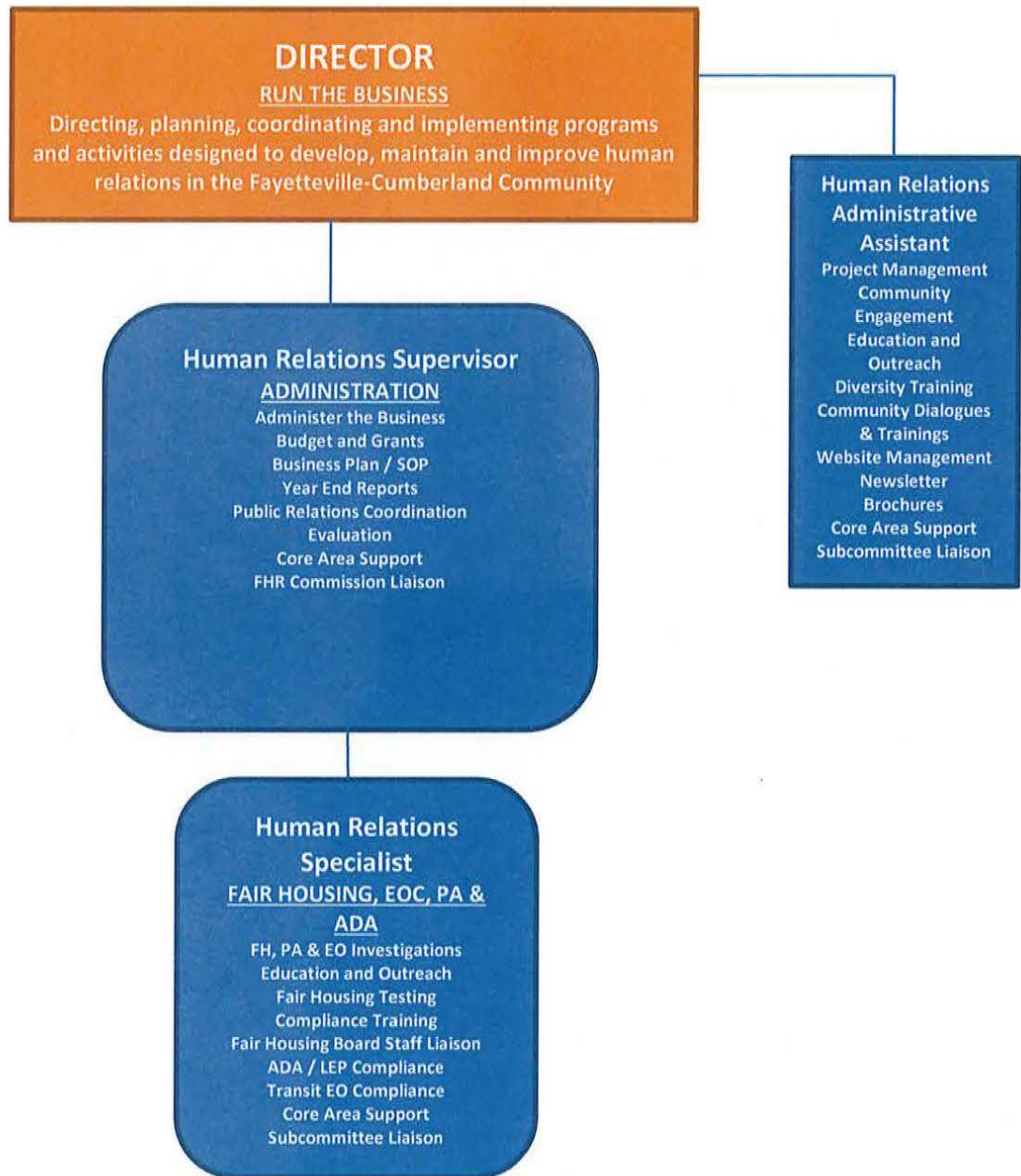
City Attorney

Chairman of the Board of County
Commissioners of Cumberland County

Clerk to the Board
County Attorney

Attachment E – Proposed Organizational Chart – Six Staff Positions**Proposed FCHRC Organizational Chart (City/County Funding)***

*Consultant's First Recommendation

Attachment F – Proposed Organizational Chart – Four Staff Positions**Proposed FCHRC Organizational Chart (City Funding)***

*Consultant's Second Recommendation

Attachment G – Process for Hiring a New Director

FAYETTEVILLE-CUMBERLAND Human Relations Commission



*Desirable Director Traits &
Characteristics,
Director Position Description
Summary, Interview
Questions, Writing
Assignment
& Role Plays*

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Introduction

The Director of the Fayetteville Human Relations Department (FHRC) resigned (retired) from his position with the organization on March 1, 2015. As a result, the Fayetteville-Cumberland community finds itself in the position of initiating a process to replace the now former director. Before moving on with the process, one question has been raised by some in the community: **“Is there is a need for City and County government to continue funding the operations of the FHRC?”**

To address this question, the City of Fayetteville has contracted with WPR Consulting, LLC to complete a review of the FHRC to determine what the future of the organizations should entail. On January 5, 2015, the President of WPR Consulting, Willie Ratchford, made a presentation to the members of Fayetteville’s City Council on the history and importance of human relations commissions, and staff, to the well-being and demographic growth of a community like Fayetteville-Cumberland. Mr. Ratchford shared information on the history of civil rights in North Carolina, how the FHRC got its start in Fayetteville, and how human relations commissions and staffs serve to ameliorate the current effects of past discrimination. He also shared with Council the importance of addressing modern forms of racism and discrimination like implicit/unconscious bias, “have a-nice day racism,” “racism with a smile and a pat on the back,” and linguistics profiling. He advised members of Council that much of the discrimination and racism in a community today is very subtle and sophisticated and is very often not detected, even by the victim of this behavior. During the Consultant’s visit, the consensus of Council was that they would continue funding the Fayetteville Human Relations Commission and the Fayetteville Human Relations Department.

Mr. Ratchford will make a similar presentation to the members of the Cumberland County Commission on April 2, 2015 and their feedback (response) will be added to this report, and shared with the City of Fayetteville.

Regarding the filling of the director’s position, WPR Consulting, LLC has been contracted to:

- Use multiple discussion group and feedback sessions to gather information needed to develop a plan of action regarding the continued existence of the FHRC; and the hiring of a new director, including feedback on desirable traits and characteristics in a new director.
- Assist in the hiring of a new director by:
 - Reviewing the position description for the executive director job
 - Assisting in screening applications for the position
 - Assisting with development of interview questions, role plays, a simulated staff meeting of the candidates and a mock staff
 - Development of a writing exercise for the finalists

Below, and on the following pages, is the Consultant's report on feedback from stakeholder groups on desirable traits and characteristics they would like to see in a new director, the job summary and description, duties of the director as defined by the Fayetteville Human Relations Ordinance, and interview questions for the subject position. This report also contains role plays and a simulated staff meeting of the candidates with a mock staff; and a writing exercise for finalists for the director's position.

Community Stakeholder Feedback on Desirable Traits and Characteristics for the Director's Position

On March 3 and 4, 2015 the Consultant met with multiple stakeholder groups in Fayetteville, including members of the Fayetteville Cumberland Human Relations Commission, the Fayetteville Human Relations Department staff, former and current elected officials, local radio personalities, faith based groups, non-profit organizations and multiple individuals and to get their feedback and input to the following question: ***"What are the top 3-5 traits or characteristics you expect in the next staff director of the Fayetteville Cumberland Human Relations Department?"***

The Consultant also conducted an online survey (March 12-27, 2015) using Survey Monkey and respondents were asked to respond to the same question regarding a new director. The information below is a summary of the feedback from the stakeholder groups and the survey respondents:

Fayetteville Stakeholder Group Feedback

What are the top 3-5 traits or characteristics you expect in the next staff director of the Human Relations Department?

- Looking forward with a vision because you are an inspirational figure and a change agent/goal oriented (4)
- Well organized (2)
- Good networker
- Great communication skills (2)
 - academic and hands on communication skills
- Active listener
- Open minded/fair minded (2)
- Non-combative/non-threatening (2)
- Open to criticism
- Must be human – own up to mistakes; accept help
- Collaborative person
- People person/personable/outgoing/relatable/approachable (5)
- A strong person (2)
- Passion
- Must have social skills
- Project a trustworthy personality/loyal (3)
- Ability to bridge gaps (2)
- Transparent
- Understands working in a diverse community (3)
 - Aware and trained in a multicultural diverse community
- Someone with background in the field (3)
- Has training in conflict resolution
- Versatile so they can deal with all types of personalities, egos, people with agendas (4)
- Able to bring the community together around issues
 - Would be amazing if someone could facilitate a conversation about large amount of black males in the judicial system, stop the over identification(white female with white son and knows he would not receive same punishment as black youth if caught doing something wrong)
- Courage/neutral in tough situations (real or perceived it has to be investigated) (3)
- Recruits volunteers
- Ability to delegate
- Good manager of people, staff, elected officials, can manage process

- Can lead people
- Focused on issues
- Follows through (4)
- Willing to work long hours
- Knows about work/life balance
- Have fun while working
- Needs support from council
- Can deal with heavy weights in the community
- Tactful and strong
- Motivated – self and commissioners (goals, accountabilities)
- Integrity and compassion
- Someone who is inclusive and mindful of all citizens needs
- Realizes that the community is changing and is adaptable
- Confident
- Thorough
- Needs to represent the community by being minority, whether women, Hispanic or of color (2)
- Bilingual
- Someone that is relatively familiar with who we are
 - Even though you could hire someone from somewhere else, time is of the essence.
- Someone familiar with military and civilian background, ethnic settings

Survey Feedback

What are the top 3-5 traits or characteristics you expect in the next staff director of the Human Relations Department?

- Familiarity with Fayetteville's diverse culture and a bi-lingual background in human relations
- Vested in Fayetteville multicultural people
- Organized, effective and good communication skills
- Experience in human relations management
- A knowledge of our community and its issues
- Ability to communicate an understanding of issues and ability to develop consensus across different segment of our community
- Very knowledgeable of the work the human relations commission is already engaged in
- Integrity, diversity, experience
- Backbone, integrity, compassion
- Diverse and should be a current resident involved in the community
- Practical, knowledgeable, friendly
- Track record with experience working in a diverse community
- Experience with a military presence
- Dedication, good people skills, relevant work experience and knowledge

Director Job Summary



The staff of the FHRD is led by a Director who is responsible for developing, directing, and implementing programs and activities to maintain and improve human (community) relations, directing and reviewing equal opportunity investigations and discrimination complaints, advising the City Manager, the County Manager and the Deputy City Manager (this includes support and relevant community information to the members of City Council and County Commission)

of and recommending solutions for community problems, providing staff leadership and guidance in anti-discrimination laws, ordinances, and regulations, and providing staff resources for the FCHRC. The Director also oversees strategic operations planning, business planning, and the development of goals and objectives for the FHRD.

The Director has the lead responsibility for administration and implementation of anti-discrimination laws, policies and regulations. He/She also administers and implement programs, policies and procedures that prevent discrimination in housing, public accommodations and employment; and improve inter-group relations among the increasingly diverse residents of Fayetteville Cumberland; develops standards and procedures to conduct investigations of discrimination complaints based on race, color, national origin, sex, religion, disability and familial status; and provides oversight and coordination in gaining compliance with human/civil rights provisions with relevant federal, state and local anti-discrimination laws.

The Director should understand that the work of a human relations organization cannot be completed in a vacuum. Under his/her leadership, the organization should continually seek ways to leverage resources through teamwork, collaboration and partnerships with local organizations that have similar visions and missions. This type of collaboration bridges gaps and opens lines of communication, trust and understanding. It also provides opportunities to build relationships through conversation, joint projects, dialogue and even debate. Moreover, it paves the road for a smoother future in Fayetteville-

Cumberland regarding issues of human rights, civil rights, intergroup relations and inter-racial relations. In order to make this happen, the Director must be willing to “show up” and engage the community.

Administratively, the director reports to the Deputy City Manager. To assure long turn growth and sustainability, the Director has to be intentional about strategic planning, including prioritizing the work of the FHRD, and should be continually vigilant about aligning the staff’s work with the tenants of the Fayetteville Human Relations Ordinance. Moreover, there need to be links to the business strategy of City and County government, and the City Manager’s and County Manager’s offices as it relates to serving the customer, managing resources, developing employees, implementing the strategic initiatives and evaluating the work.

Finally, the Director also serves as staff liaison, and provides support and relevant information regarding the community to the Chairman and members of the FHRC; individual members of City Council, the County Commission, the City and County Managers, the Deputy City Manager, Assistant City Managers, Assistant County Managers, City and County Department heads, community groups and organizations on matters of inter-group relations, conflict resolution, police community relations, community conciliation and mediation.

Duties of the Director as defined in the Fayetteville Human Relations Ordinance

- To receive, investigate and seek and adjust for and with the human relations commission, complaints or charges of discrimination within the city, based on race, color, religion, national origin, ancestry, sex, disability and age.
- Prepare detailed reports of investigations and negotiations for the human relations commission and submit recommendations thereon.
- Prepare and submit to the human relations commission detailed plans and program recommendations for obtaining cooperative compliance in the community.
- Arrange and activate institutes, educational and consultation conferences with employers, labor

organizations, employment agencies, housing industry, managers of places of public accommodations, educational, religious, civic and community organizations to seek understanding and implementation of the civil rights laws and foster good will within the city.

- Maintain liaison with public and private organizations in the field of intergroup relations.
- Maintain a file of reports and records of complaints, investigations, conferences, consultations and problems received by the human relations commission; maintain a file of developments and problems in the area of intergroup relations – local, state, and national; maintain accumulative list of educational material in this field.
- Foster goodwill among groups and elements of the community by:
 - Preparing reports, news releases, summaries and brochures;
 - Formulating and submitting plans for educational programs;
 - Maintain a speaker's program and arranging consultation services for local organizations to interpret the purpose, function, and program of the human relations commission;
 - Providing educational material to assist organizations in the development of programs, policies and practices in constructive community relations.
- Prepare regular monthly reports of budget expenditures and annual budget requests for the human relations commission.
- Carry out for and on behalf of the human relations commission, working agreements and understandings with any state or federal governmental agency working in the field on human relations.
- To supervise the administrative work of the human relations commission, and to carry out its recommendations as approved by the City Council [and County Commission].

Fayetteville Human Relations Department Director Position

Interview Guide and Assessment Tool

Interview Questions

<p>Work History and Education</p>	<p>Briefly describe your work history and tell us how it relates to the responsibilities for the job of Director of the Fayetteville Human Relations Department. Please include:</p> <ul style="list-style-type: none"> • Education • Related work experience • Special Skills
<p>Knowledge of the Issues Affecting HRD</p>	<p>When you think of Fayetteville-Cumberland's rapidly changing demographics, what do you think are the major issues or concerns that are likely to reach the attention of the Human Relations Department?</p> <ul style="list-style-type: none"> • How do you go about leading change? • Provide an example from your previous job where you had to grasp the adverse impact of a major change in the community and develop a plan to address it. • How did it work out?
<p>Ideas for Improving Inter-Group Relations</p>	<p>What ideas do you have for strengthening the relationships between the various racial, religious and ethnic groups in the city of Fayetteville and Cumberland county?</p> <ul style="list-style-type: none"> • What would you do (or have done in the past) to strengthen or improve community ties? • Who in the community would you include? • How will decisions be made? • How would you inform the community? Do you go to the community or do you have the community come to you?

Knowledge of Civil Rights Law	<p>Tell us what you know about federal, state and local laws, ordinances and regulations regarding civil rights and discrimination; and human relations programs.</p> <ul style="list-style-type: none"> • Have you managed an agency that is responsible for enforcement of any local, state, or federal civil rights laws? • If yes, describe your specific role in the enforcement process. • Have you been responsible for managing a Fair Housing Assistance Program (FHAP) or an equal opportunity employment program? • If yes, please describe your specific role and indicate the federal agency district office with which you interacted.
Managing Interpersonal Conflict	<p>Describe a time when you had to work with a difficult or uncooperative co-worker or subordinate. How did you handle the situation? What happened?</p> <ul style="list-style-type: none"> • What did you learn and take away from the situation? • What did the other person learn and take away from the situation?
Communication	<p>Give us an example of a time when you were able to successfully communicate with another person even when that person may not have personally liked you or vice versa.</p> <ul style="list-style-type: none"> • Describe a situation when you had to convince others. • Give an example when you had to present complex information in a simplified manner in order to explain it to others. • How do you establish good communication and information flow with others? • What are the techniques that you use to clarify un-cleared messages or meanings? • How do you maintain a positive discussion?
Initiative	<p>Tell us about a time when you introduced a new idea. Describe what it covered, the steps you took to implement the idea, and why you saw a need to introduce it?</p> <ul style="list-style-type: none"> • How did that idea work out? • How was it accepted by the community or your organization? • What did you learn? •

Work Standards	<p>What factors do you consider important in evaluating your job performance in your current (or last position)? Why? What standards do you consider in evaluating the work of subordinates?</p> <ul style="list-style-type: none"> • When you think of accountability, what's important? • How do you hold your team accountable? • How do you hold yourself accountable? • What are your expectations of completed work?
Learning Ability	<p>How did you gain the technical knowledge you needed to do your current job?</p>
Ability to Get Along with Diverse Peoples	<p>Give us a specific example of how you have built relationships with people that are different from you (race, ethnicity, gender, socio-economic status, etc.). What has been successful and not so successful with your approach?</p> <ul style="list-style-type: none"> • Describe an experience you've had in working with someone whose style or personality was different from your own?
Teamwork	<p>What are your thoughts about teamwork? As a leader, what do you think are the most important elements in building a good work team?</p> <ul style="list-style-type: none"> • Give some examples of steps you might to make each team member feel important? • How do you keep each member of the team involved and motivated? • How have you coordinated the work of your team to achieve target goals? • How do you keep yourself and your teammates motivated? • How do you define your key team members?
Conciliation / Mediation Conflict Resolution	<p>Share with us your thoughts on conciliation, mediation / conflict resolution, and whether you think they are useful tools in human relations work.</p> <ul style="list-style-type: none"> • Why? • Why not?

Future Goals	Why are interested in the job of Director and how does this job fit into your overall career plans?
Inquiries	<p>Why should we hire you?</p> <p>What questions would you like to ask of us?</p>
<p>Writing Skills / Assessment</p> <ul style="list-style-type: none"> • Theme: Conciliation- Mediation - Communications 	<p>You will have access to a computer and up to 3 hours to complete the one of the following hypothetical assignments:</p> <ul style="list-style-type: none"> • Many African Americans in Fayetteville-Cumberland live in poor inner-city neighborhoods where rental housing is considered affordable based upon socio-economic status. During the past ten years, a great deal of this housing has been occupied by Hispanics / Latinos who have become a sizable portion of Fayetteville-Cumberland's changing, and growing demographics. As a result, tensions between these two groups have been growing and are about to reach a boiling point. An intervention (conciliation / mediation) is needed before matters escalate to violence. Please describe in writing, the steps you would take, or advise the community to take, to successfully conciliate or mediate this situation. • The core mission (work) of the Human Relations Department is dictated by the Fayetteville Human Relations Ordinance. Over the years, as the community's demographics have changed, issues brought to the attention of the FHRD are also different and don't necessarily fit into the category of "civil rights." As a result, staff members have, over time, slowly altered the mission of the organization and many of the issues the organization used to face don't neatly fit into the updated, but "unauthorized" mission of today, and vice-versa. Please describe in writing, how you would go about counseling the members of the commission about the need to re-align the work so that the organization will be positioned to provide services related to its core mission as defined by the Ordinance. Your job is complicated by the fact that some in the community agree that the re-alignment is in order and needs to be done; while the others are equally adamant that the changes (mission alterations) are appropriate and should not be taken away. Conciliation / mediation between the two sides are needed.

Role Play – Mock Staff Meeting

- During the past fiscal year, July 1, 2014 to June 30, 2015, the Fayetteville Human Relations Department's Fair Housing Program has received over 400 complaints where citizens have alleged violations of the local fair housing ordinance (allegations of discrimination based on race, sex, religion, national origin, color, familial status or disability). Closer examination of these complaints revealed that 95% of these complaints were not violations of the fair housing law, but rather landlord tenant disputes where mediation might be a more appropriate intervention. These complaints are evidence that many citizens are not aware of how the fair housing law protects them from unfair and illegal treatment by housing providers. Fair housing education and outreach, including a public information campaign, are needed. You have called a meeting of your staff and will lead a discussion on what should be done to educate the citizens of Fayetteville-Cumberland on their rights under the fair housing ordinance.

Fayetteville Human Relations Department

Applicant: _____

Director Candidate Interview Notes

Interview Notes	
Assessment Item	Notes
Work History and Education	
Knowledge of Issues Affecting HRD	

Ideas for Improving Inter-Group Relations	
Knowledge of Civil Rights Law	
Managing Interpersonal Conflict	
Communication	

Initiative	
Work Standards	
Learning Ability	
Ability to Get Along with Diverse Peoples	

Teamwork	
Conciliation / Mediation Conflict Resolution	
Future Goals	
Inquiries	

Writing Skills	
Role Play – Mock Staff Meeting	