



## 2011-12 Strategic Plan Update

**Mission statement:** To provide quality services to our citizens while being fiscally responsible.

**Vision statement:** To grow as a regional destination for employment, economic development, commerce and cultural pursuits.

**Core values:** Serving Cumberland County citizens with PRIDE:

*Professionalism*

*Respect*

*Integrity with accountability*

*Diversity*

*Excellent Customer Service*

*Recognizing that all people are different, we treat everyone with dignity and serve our diverse population with professionalism, respect, integrity, diversity and excellent customer service (PRIDE).*

### Goals, Objectives and Action Steps

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

**Objective 1:** *Assist with reducing youth crimes and gang involvement by providing youth development program opportunities.*

*Action steps:*

- **Conduct an assessment of all youth development services currently being provided by county agencies and look for areas for collaboration and gaps in services.**

- Cooperative Extension conducted a Youth Assessment survey of county departments in June 2011 and held a Share Fair on Sept. 8, 2011 with county departments to learn more about youth programs and seek ways to increase collaboration.
- Mental Health sponsored the Community Connections VIII System of Care Conference on June 2, 2011, at John D. Fuller Recreation Center for over 400 community child service providers, school teachers/social workers and guidance counselors, mental health workers, law enforcement, judicial staff, juvenile court counselors, DSS social workers, community volunteers, youth, families and community leaders. Sessions included presentations on Gangs; Reclaiming Futures; Youth Leadership Development and Gang Intervention for Troubled Youth; Cultivating Literacy among African American males; social networking and internet safety; using school resource officers as advocates and supports for at-risk youth; substance abuse detection and prevention among youth.

- **Provide youth development opportunities through 4-H, youth component of the County's Citizens' Academy, library youth services, and volunteer programs through various departments.**

- In fiscal year 2011, the library presented 2,616 programs targeted to children or teens. Programming occurred inside the library and at outside venues such as schools and recreation centers. Total program attendance was 87,284.
- Mental Health is a co-sponsor with CommuniCare of Teens Making a Change (T-MAC). Two T-MAC programs currently operate locally, including one in Lafayette Plantation. The program provides leadership development opportunities for youth in Cumberland County and includes multiple community volunteers



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who serve as positive role models and mentors for youth. Adults mentor teens to serve as change agents, participate in community services, display a positive attitude, respect the governing rules, and demonstrate leadership skills in their homes, community and within themselves.

- Cooperative Extension sent youth to Raleigh to meet state legislature through Citizenship Focus. The Extension has five 4-H Clubs meeting monthly. Ten youth participated in district 4-H presentations and four at state level. Twelve youth attended Biotech Camp. Other activities include showmanship, livestock judging competitions. Youth collected 290 pounds of food for the Second Harvest Food Bank.
- The Extension provided 450 youth with Hero Back Packs at McNair Elementary on Fort Bragg, and the Food and Consumer Sciences section runs the “Baby Think It Over” program for youth in the county, as well as summer youth sewing classes.

- **Coordinate application and administration of grant funding available for youth development initiatives.**
- **Advocate with the Board of Education for alternatives to the high school academic track and seek an increased focus on vocational and military programs to combat the drop-out rate.**

- Dr. Larry Keen, president of Fayetteville Technical Community College, and Dr. Frank Till, superintendent of Cumberland County Schools, will present information at the October 17 Board of Commissioners meeting on vocational programs for high school students offered through the schools and FTCC.

**Objective 2:** *Assist with efforts to reduce crime by repeat offenders.*

*Action Steps:*

- **Continue well-structured Pre-trial Release and Day Reporting Center programs featuring education classes, employment and life skills training, cognitive behavior intervention, drug classes, alternative care services and curfew monitoring.**

- Mental Health staff, chief court counselor and provider agency staff participated in Central Regional meeting of Juvenile Justice Substance Abuse Mental Health Partnership meeting on May 2, 2011. Data across the region were discussed noting an increase in numbers of youth being screened, assessed and receiving treatment with positive outcomes being seen.

- **Continue efforts to expand the Detention Center and address capacity issues.**

- Board of Commissioners hired Moseley Architects for architectural services for the Cumberland County Detention Center Expansion.
- Commissioners approved schematic design in August.
- Board gave approval to negotiate with a firm for construction manager at risk.



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**Objective 3:** *Improve emergency response services to citizens.*

*Action Steps:*

- **Implement emergency and non-emergency notification system.**

- Code Red went online on August 25, 2011.

- **Work with the Public Safety Task Force on recommendations to improve emergency response.**

- **Consolidate computer Assisted Dispatch (CAD) between City and County.**

- OSSI contracts complete.
- Computer hardware and network architecture designed for County and City.
- Backup site for CAD data being finalized.
- Project schedule being finalized. True redundancy being reviewed for implementation prior to consolidation

- **Integrate Cape Fear Valley EMS ambulances into county CAD system to provide ambulance location.**

- AVL has been configured and access to CAD has been finalized.

- **Explore feasibility of a citizens watch telephone service.**

- **Upgrade FireHouse records management software for Cumberland County Fire Departments.**

- Meeting scheduled with Fire Chiefs' Association in late August

- **Implement new hardware and communications software to decrease the response time for Animal Control.**

- Project completed on May 18.

- **Meet national standards for dispatch emergency calls.**

- **Plan for regional back-up 911 Center.**

- **Move toward Nextgen 911.**

- **Establish a consolidated Public Safety Answering Point between City of Fayetteville and County within the next five years.**

**Objective 4:** *Promote a healthy community by providing educational, health and human services programs and resources to citizens.*

*Action steps:*

- **Conduct community health needs assessments.**

- On June 2, 2011, Mental Health's Consumer and Family Advisory Committee held a community forum at Eastover Community Center to discuss gaps and needs in the mental health arena in Cumberland County.



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- **Provide health, child/elder abuse prevention, mental health and nutrition education programs and consumer resources for children, citizens and employees.**

- Health Department has set the goal of December 31, 2011 to establish a county employee wellness committee to advocate for employee health and wellness concerns in organizational work environment.
- Mental Health hosted a presentation on Child Mental Health by Dr. John Lesica at the Cliffdale Library on May 2, 2011; completed a 12-week Strengthening Families evidence-based parenting program for teens and their parents; and participated in train-the-trainer program to certify more community representatives to conduct Strengthening Families parenting program and Aggression Replacement Training (ART), evidence-based program to address aggression with youth.
- The library presented 37 adult programs, seven children's programs and seven teen programs that meet the definition of this objective. Programming occurred inside the library and at outside venues. Attendance for the adult programs was 623, 143 for the children's programs, and 90 for the teen programs.
- Health Department offers full slate of education programs and has established FY2012 performance measures. Areas covered include child birth; sexually transmitted infections/HIV prevention; contraception; car seat safety; SIDS prevention; hand washing; bicycle safety; Eat Smart, Move More, Weigh Less; and others.
- Through the Health Department, 11 recreation centers adopted a physical activity policy and 310 kids participated in the "Fit Kid" camp program.
- Child Support developed program specific literature to educate participants, which can be obtained in the department's lobby,
- Cooperative Extension offered Youth Nutrition Classes with 57 youth attending and provided Eat Smart, Move More, Weigh Less Program to the employees at DSS in collaboration with the Health Department.

- **Provide rabies clinics and encourage spay and neutering programs.**

- Rabies clinics held in April.

- **Provide mental health and human services programs that improve citizen health and well-being.**

- Child Support Department provides no cost paternity DNA testing to increase participation, which results in an increase in paternity and support order establishment.
- Mental Health received a federal grant from FEMA for six staff to assist tornado victims through N.C. on the Road to Resilience. Original grant was for 45 days and was extended until September 2011.
- Health Department immunized more than 3,000 people for hepatitis A after restaurant worker diagnosed with illness.
- Health Department received a grant for diabetes education program.
- DSS initiated a Reaching for Excellence and Accountability Program (REAP). Community agencies, citizens, partner agencies working as a team to develop plans to improve child protective services in the county.
- Community agencies, including the Mental Health Center, continue active involvement in Every Child Coalition, a group of agencies and citizens dedicated to networking and advocating for all children to access services and resources to meet basic educational, mental health and social needs.
- Mental health staff conducted Mental Health First Aid training for community providers of services to MH/DD/SA consumers.



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- The Behavioral Health/Primary Health Integration team comprised of the Mental Health Center, 4Cs, and Cape Fear Valley Behavioral Health staff met in May and June to review strategies to better incorporate medical and behavioral health services- goal: reduce emergency room visits, enhance quality of services and compliance to treatment recommendations and serve consumers in the most appropriate community setting.
- Program developed to provide timely access to mental health services for individuals screened by their primary care physician for depression.
- The Fayetteville-Cumberland Crisis Intervention Team (CIT) conducted its sixth training academy July 25 – 29, 2011. Thirty-one law enforcement officers successfully completed the intensive 40-hour training and evaluation process to earn their CIT certification. A total of 157 law enforcement officers have now received their CIT certification through the program. These officers represent 13 law enforcement agencies and divisions within Cumberland County.
- Mental Health worked with Health Department to develop Cumberland HealthNET to improve healthcare for uninsured residents of Cumberland County by connecting them with local providers. Designed for residents of the county who are uninsured who have a diagnosis of hypertension, heart failure, or diabetes and who meet income requirements below 200 percent of federal poverty level. Services include medical home, case management, mental health, life skills, nutrition education, prescription medication and transportation.
- The Patient Assistance Program of the Mental Health Center is dedicated to improving the quality of life for eligible residents who are receiving care at the Cumberland County Mental Health Center by providing access to free medication prescribed by our physicians. The program is able to provide the medications through pharmaceutical companies' medication access programs. These medications are provided at no charge if the patient meets eligibility criteria. Statistics: May – August 2011 Served 103 patients. Approximate cost of medications: \$160,000.
- Community Development provided funding to Better Health for healthcare assistance and education programs to low income citizens
- Community Development provided funding to Cumberland County Medical Access Program for prescription drug assistance for low income citizens. A total of 257 citizens were served from April - July

**Objective 5:** *Strengthen the County's green and energy-efficiency initiatives.*

*Action steps:*

➤ **Promote recycling efforts through marketing and education.**

- In July, the Solid Waste department promoted electronics recycling areas at all Solid Waste sites after the state banned electronics from going into the landfill.
- The Crown Center now runs a graphic on all outgoing emails reminding recipients to print the e-mail only if necessary.
- Crown has recycling bins for glass and plastics at all five venues of the Crown Complex

➤ **Increase concrete recycling by purchasing a concrete crusher and promoting more construction and demolition recycling.**

- The concrete crusher was approved for purchase at the August 1 Commissioners' meeting.



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➤ **Establish County government-wide green programs and policies.**

- Solid Waste collects recyclables from all county departments.

**GOAL 2: Provide adequate infrastructure consistent with orderly growth of a dynamic county.**

**Objective 1:** *Explore strategies to address the County's need for more office space, and ensure facilities are well-maintained.*

*Action steps:*

➤ **Inventory and assess all County facilities to determine usage, space availability, feasibility of retrofit, regulatory compliance and condition of infrastructure.**

- The inventory of county facilities is about 60 percent complete.

➤ **Develop a County facilities plan and explore opportunities to share and create needed office space.**

- To date, the County Engineer has not identified any opportunities in existing facilities for shared office space.

**Objective 2:** *Improve transportation services in rural areas and promote expansion of van, rail and air systems.*

*Action Steps:*

- **Conduct an assessment of current transportation needs to include review of: usage, points of interest, locales and best practices from other communities.**
- **Provide portal-to-portal transportation to rural residents.**

- Community Transportation's Rural General Public (RGP) program provides curb to curb access for the general public who live in rural areas, allowing access to medical, employment, shopping and work. The fare is currently \$2.05; in October, the fee will rise to \$2.25.

- **Continue road improvements through the thoroughfare planning process.**
- **Advocate for a direct flight from Fayetteville to Washington, D.C.**
- **Educate and encourage citizens to participate in ride-share/carpool programs.**

**Objective 3:** *Increase gateway and other beautification efforts to create a more aesthetically appealing community.*

*Action Steps:*

- **Enforce ordinance and code regulations in order to maintain a visually friendly and safe environment.**
- **Enlist Master Gardeners to assist in beautification and green efforts by providing educational opportunities and consultation services.**

- Master Gardener volunteers assisted with "Keep Fayetteville Beautiful" litter index survey and provided workshops to local organizations on gardening related topics.





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- **Promote Master Gardener hotline for citizens to contact regarding horticultural questions and concerns.**

- Master Gardener volunteers promoted hotline at community events throughout the county.

- **Promote Community Development and other programs that offer rehabilitation assistance.**

- Community Development received a \$37,500 grant approved by the North Carolina Housing Finance Agency through the Urgent Repair Program, which ran periodic PSAs on Community Channel for various CD housing program

**Objective 4:** *Continue efforts to provide safe water to all citizens.*

*Action steps:*

- **Move forward with Gray's Creek Water & Sewer District referendum.**

- Referendum set for November 8. Three community meetings scheduled in September and October to provide district residents with information on the proposed district water system.

- **Seek resources to implement projects in other priority areas as outlined in Rural Water Feasibility Study.**

- **Continue work of Safe Water Task Force.**

- Meets every other month.

- **Update the Safe Water web page.**

- Updated quarterly. Interface change was implemented in June 2011 to simplify data extraction for easier lookup for homeowners.

**GOAL 3: Promote economic development by creating and retaining jobs, and providing career opportunities, quality education, cultural and recreational services.**

**Objective 1:** *Ensure effective economic development incentives and practices are in place to attract and retain business and industry.*

*Action steps:*

- **Identify expectations for economic development through partnership with the Chamber of Commerce to include existing incentive program and policy, utilization of existing business sites and industrial parks, and job creation.**
- **Continue to support economic development and incentive plan for businesses.**

- Ongoing under NCGS § 143-318.11(a)(4)
- Community Development provided funding to Kingdom Community Development Corporation for new IHOP restaurant in Spring Lake and renovation of office on Main Street in Spring Lake.



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- **Promote development that is economically viable through responsible land use planning and zoning.**
- **Continue to support affordable housing development.**

- Community Development partnered with private investor and a non-profit organization to rehabilitate/construct three affordable rental units and partnered with FMHA to provide funding for HOPE VI project, Old Wilmington Road Revitalization.

- **Provide engineering technical assistance to Chamber regarding existing business and industrial parks.**
- **Establish a user-friendly customer referral process to include a web page to answer frequently asked business-related questions.**
- **Explore assigning an economic development case manager to provide information and referral to new and existing businesses as they navigate the County's permitting and other regulatory processes.**
- **Provide small business programs, databases, job and career centers, and skills training.**

- The library provides access to electronic resources and databases that are directly related to business, career and economic development such as: Business Source Premier; Career Library; ReferenceUSA; Job & Career Accelerator; Learning Express Library; and Business Plan Handbook.
- In FY 2011, the library presented 144 business related programs. Total attendance for the business programs was 2,268.
- The library offers services targeted to the business and career interests of its customers.  
**Job & Career Center Online** – A dedicated electronic job searching tool on the Library web page providing information ranging from local job leads posted every Monday to job search engines, resume and interviewing tips, unemployment information and more.  
A **Job & Career Center** at every library branch where job seekers will find related print materials and a dedicated computer with the Job & Career Center Online set as the home page.  
**Book-a-Librarian** - Two sessions of 45 minutes each per month in which library customers can get individual instruction on topics ranging from email basics, to computer skills, to internet networking.

**Objective 2:** *Promote economic development through the preservation of natural resources, farmland and the county's agricultural industry.*

### *Action Steps:*

- **Utilize the Working Lands Protection Plan as a guide to promote the long-term use of agricultural land.**

- Cooperative Extension shared the WLPP with consultants representing the Fort Bragg Regional Alliance.
- USDA-Natural Resources Conservation Service offers continuous sign up for Environmental Quality Incentive Program (EQIP) and Wildlife Habitat Incentive Program (WHIP) applications.

- **Assist in the expansion of agriculture to include new markets, traditional commodities, and farmers markets in order to increase revenues of local farm products.**

- Cooperative Extension formed a Local Foods Committee in partnership with the NC Farm Center and Sustainable Sandhills. The committee created a survey for citizens to identify if there is a need for a CSA – produce box concept in Cumberland County.





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➤ **Promote programs for young farmers and students to encourage the growth and development of careers in agriculture.**

- Extension worked with Farm Bureau to identify the nominee for the young farmer of the year award.
- Agents worked with young farmers to diversify their crops. Many expanded their production to growing cotton, sweet potatoes, peanuts, etc.

➤ **Promote agri-tourism as economic opportunities for farmers.**

- Agents provided training in agriculture related topics for civil affairs (Military Training).
- Extension staff completed a course on agri-tourism.

➤ **Promote the expansion of the Cape Fear River Trail.**

- Board of Commissioners to consider at September 19, 2011 meeting the granting of an additional easement along the county's property at the Ann Street Landfill to the City of Fayetteville for the construction, maintenance and use as part of the Cape Fear River Trail.

**Objective 3:** *Provide quality cultural and recreational services.*

*Action step:*

➤ **Provide diverse events and programs to entertain, educate and enlighten.**

- In FY 2011, the library presented 3,506 programs providing diverse entertainment, education or enlightenment opportunities. Programming was targeted to adults, children, teens and families. Total attendance was 83,772.

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

**Objective 1:** *Increase citizen engagement as evidenced by increased applications for county boards and committees and attendance at public forums and meetings.*

*Action Step:*

➤ **Develop a Cumberland County Citizens' Academy for residents to learn more about their county government and encourage county employees to participate.**

- As of August 29, the Public Information Office is fully staffed and prepared to follow through on developing academy.

➤ **Continue to participate in Institute for Community Leadership and the Chamber's Leadership Fayetteville.**

- County will host Institute for Community Leadership on October 18. Leadership Fayetteville's Government Day is October 13.



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- **On application, ask applicants for county's boards and commissions to indicate if they have completed any of the leadership academies.**

- Completed and posted to website. Questions are: Graduate-Institute for Community Leadership? Graduate-Leadership Fayetteville? Graduate-United Way's Multi-Cultural Leadership Program? Graduate-other leadership academy?

- **Engage and educate citizens through public forums in various parts of the county on important issues.**

- Three community meetings are scheduled for September and October on Gray's Water & Sewer District to provide information on the water system bond referendum.
- Veterans Services will hold a Town Hall meeting November 5 at Headquarters Library.
- Mental Health hosted a Stakeholder Meeting on May 19 concerning changes to mental health system in North Carolina with implementation of the 1915 b/c waiver. Ad was run in paper, and invitation distributed to provider network, board of commissioners and MH board. Those who attended heard presentation from AD Hank Debnam and representatives from Durham LME regarding inter-local governmental agreement with Durham, Guilford and Johnston counties in order to meet criteria to implement the waiver. Program was attended by over 65 citizens.
- DSS conducted various outreach activities this quarter including WIDU Pastor's Coalition, REAP, Family Justice Center, Donated Goods/Unmet Needs Committee, FEMA Recovery Center and Cumberland Disaster Recovery Coalition .
- DSS held Senior Health Fair in July 2011.

**Objective 2:** *Enhance communications systems and transparency so citizens can readily access information.*

*Action Steps:*

- **Develop additional online services for citizens such as automated employment applications.**

- Online job application process went live on Sept. 6.
- IS developed an automated advisory board application and posted to website.

- **Establish a web team to update and enhance the County's public web site to ensure ease of use and posting of pertinent information i.e., Board of Commissioners committee agendas and minutes.**

- Board of Commissioners' committee minutes (Finance, Facilities, and Policy) and regular/special board meeting minutes are now posted on county's website.

- **Expand use of Facebook, Twitter and other social media.**

- County's Facebook page has more than 600 fans, Twitter has 167 followers.
- In addition to Facebook and Twitter, the Crown Center also uses Hootsuite, a social media site for entertainment venues



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➤ **Develop a telecommunications strategic plan.**

- Information Services is currently meeting with various vendors.

➤ **Update GIS website.**

- Information Services is in process of upgrading servers and has established a test server for web mapping applications.

**Objective 3: Improve internal communications.**

*Action Steps:*

➤ **Update and enhance Intranet and ensure all departments have access to site.**

- Information Services worked with HR to develop a training registration and calendar section on the HR page.
- Child Support now has an in/out board on the Intranet.
- All departments should have connectivity to the intranet with exception of the Crown.

➤ **Hold monthly meetings with department heads and their administrative assistants to provide updates and facilitate dissemination of information to employees.**

➤ **Determine which employees in each department do not have access to e-mail and ensure they receive county-wide employee e-mail notices.**

- Departments are taking steps to provide hard copies of announcements and posting them in staff areas.

➤ **Repeal the existing personnel code and adopt the contents therein as a master County personnel policy.**

- Commissioners approved this on August 15. The Legal Office, in partnership with HR, is now updating this and plan to ask for adoption as a Personnel Ordinance in the near future.

➤ **Update Human Resources policies by researching existing policies and revising or developing new policies and posting.**

- Commissioners voted to remove the question regarding criminal convictions from the employment application on September 6. HR has developed a supplemental application for applicants selected for interviews to complete that does include the question.
- Pre-employment background check policy has been developed and adopted by the BOC.



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- **Update Human Resources web page to a customer-service focus providing service offerings and contact information.**

- Developmental work is underway with the PIO and Information Services. It is expected that a new HR presence that outlines programs and services will be forthcoming in the near future. IS projects implementation for October.

- **Utilize performance management evaluation system to enhance effective communications between supervisors and employees.**

- HR is leading an effort to update the County Performance Management System. A county-wide committee has been formed and research is underway. It is expected that this system will be completed and ready for implementation by July 1, 2012.

**Objective 4:** *Develop and promote the County's strategic plan to employees and the public.*

*Action Steps:*

- **Develop and approve a county strategic plan by April 2011. Review plan after budget process and provide update. Provide annual "State of the County" update.**

- Next update will be in January.

- **Develop a committee to monitor strategic planning.**

- Departments have developed teams/committees to review, track and report on goals and objectives. These include Mental Health, Library, Crown, Cooperative Extension, DSS, Board of Elections and others.
- DSS is developing a Performance Management Unit responsible for helping the department's Strategic Planning Team establish benchmarks, goals and measure outcomes. Tentative date of full implementation is January 2012.

- **Display mission, vision, and core values in all departments.**

- Framed posters now hang in county departments.
- DSS ordered additional County Strategic Planning posters and created DSS Strategic Plan posters to mirror county plan.

- **Set and work toward specific departmental strategic or work plans and report progress on a regular basis.**

- Various departments have their own strategic plans that they are tracking and have identified areas consistent with the County's plan. Examples include: Community Development, Crown Center, Mental Health, Social Services, Library, and Board of Elections.



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- **Incorporate any applicable County goals, objectives and action steps into departmental reports to appropriate boards and staff.**

- DSS held all Staff Information sessions during the week of March 21, 2011 in which the DSS Strategic Plan and anticipated County Strategic Plan was introduced. On June 6, 2011, the combined County & DSS Strategic Plan was rolled out to agency leaders to implement in their areas of responsibilities.

**Objective 5:** *Enhance collaboration between county government and other boards, committees and commissions.*

*Action Step:*

- **Maintain schedule of joint meetings between Commissioners and various other governing boards.**

- September 29 – Joint City County-County Commissioners Meeting.

- **Collaborate with municipalities to adopt a unified Animal Control code.**

- Revised Animal Control Code will go before the Policy Committee in October.

**GOAL 5: Employ motivated, professional and well-trained personnel who offer excellent customer service with PRIDE – Professionalism, Respect, Integrity with accountability, Diversity and Excellent Customer Service.**

**Objective 1:** *Optimize service delivery through innovation, automation and technology to enhance current services and create new service opportunities.*

*Action Steps:*

- **Seek and implement automated systems that enhance or create new service delivery methods.**

- The Board of Elections has set the goal of utilizing electronic pollbooks in all 77 precincts by May 2012. By the end of September, they will develop a training program for precinct officials and train precinct officials on how to setup and use the electronic pollbook.
- Emergency Services has contracted with Geocove for technology that utilizes GIS data to inventory and assess damages in the event of storms and other natural disasters.
- At DSS, Eagle HSR Phase I Medicaid implementation was ready for testing Sept. 1, 2011. Temps have been hired to scan Medicaid records beginning August 22, 2011. NC FAST state demo completed August 19 for upper level management. NC FAST kickoff and demo for FNS staff will be in Sept. 2011. Full implementation anticipated April 2012.
- All DSS desktops and laptops upgraded to WINDOWS 7 in anticipation of state implementation of NC FAST.
- DSS Call Center consolidation and relocation effective October 2011. Meeting with state NC FAST to improve customer understanding of the online application process (ePASS) and development of a communication plan in anticipation of NC FAST going live in April 2012.
- Crown offers Ticketmaster (online and telephone ticket purchasing options) and Crown Insider, an online subscription activation available to the public through the Crown website, [www.atthecrown.com](http://www.atthecrown.com), that provides instantaneous event updates.



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- In house Child Support Call Center staffed by three employees with applicable equipment for providing customer service by telephone to participants and during normal business hours. Child Support also installed a telephone in their lobby for participants' use; for example, to call to advise a ride when business has been completed.

- **Reintroduce and promote the Employee Suggestion Program to motivate employees to develop innovative ideas and suggestions to save the county money or otherwise make service delivery more efficient.**

**Objective 2:** *Encourage citizen engagement and provide feedback opportunities through various outlets as it relates to service delivery.*

*Action Steps:*

- **Post directories in all departments with name and contact information for director and/or key staff.**

- Department head photos are being taken for website listing and signs are being created for posting in departments.
- Extension created a directory with photos and titles of each employee and posted it in lobby. A reception area desk has been placed in the lobby to meet and greet citizens and provide them with assistance.

- **Respond to complaints from public within 24 hours.**
- **Ensure comment box suggestions, webmaster e-mails and other feedback are reviewed and responded to by appropriate staff member.**

- Mental Health Center maintains suggestion boxes in all locations with a process in place to review and address all items noted.
- Veterans Services developed a new service survey for all clients and negative responses are addressed with employees and if contact information is available, the client is called.
- After receiving several complaints about the Cooperative Extension phone system, the department worked with IS and all calls are answered by a staff member verses an automative system.

**Objective 3 –** *Implement staff development and training programs that include classroom and online delivery methods.*

*Action Steps:*

- **Identify training needs and areas of improvement.**

- HR held a training summit in May with representatives from across the county that outlined needs and direction for the future. A training team concept resulted where, in addition to HR training staff, twelve adjunct instructors were identified and are participating that will cover a wide range of topics.

- **Develop courses that target supervisors' and employees' training needs and promote customer service, teambuilding and leadership.**

- The HR Training Team (HRTT) developed a training catalog that was published and distributed to all county employees on July 1.
- The HRTT publishes a quarterly training calendar that outlines upcoming courses for the next quarter. These include not only required courses, but those that concentrate on personal growth. HR page on Intranet contains links to all courses and registration process.





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- DSS has partnered with County HR to conduct various training in the County's Leadership Development Curriculum. The DSS Management Team has identified and facilitated training for supervisors on DSS Public Record Laws, EEOC and Teambuilding. These trainings have and will be provided by contractors and UNC SOG.
- Child Support: Attendance by staff at various state sponsored training classes to enhance service delivery. Periodic presentations to department staff by related agencies or other county departments.

➤ **Automate registration, tracking, monitoring, and reporting of training courses.**

- Human Resources and IS created a page on Intranet that allows staff to register for a variety of classes. The HRTT along with IS have now developed a database for tracking and monitoring purposes, including the ability to prepare reports (attendance, courses offered, etc.)

➤ **Support department-specific licensure and certification training needs.**

- Licensure and certification requirements will be identified during the countywide classification study now underway. Training needs will be identified and integrated in department training plans.

### **Objective 4:** *Recognize employees for their achievements*

#### *Action steps:*

➤ **Recognize employees at the departmental level.**

- Mental Health has a program recognizing Star Performers on a quarterly basis in each program area, as well as an Employee of the Month recognition program and Ambassador Program.
- Child Support has state-sponsored 'Shout Out' recognition of employees with highest collection rates.
- Cooperative Extension created a Pride Board as a way of posting cheers received from citizens, notes of thanks, and any other positive recognition the staff receives.

➤ **Develop mechanisms to recognize departments and employees countywide for their achievements. Reintroduce and promote the Employee/Team Recognition Program designed to spotlight outstanding employees and teams for the work they do to strengthen the quality of life of our citizens.**

### **Objective 5:** *Explore competitive pay based on labor market analysis and update classification system.*

#### *Action Steps:*

➤ **Update salary/compensation plan after conducting a labor market pay analysis.**

- Effective August 16, 2011, Human Resources added temporary professional staff to assist in the developmental work in conducting a comprehensive pay analysis including market study. It is expected that work results will be presented as a part of the 2012-13 budget cycle for implementation consideration July 1, 2012.



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- **Update position classification plan and salary schedule to incorporate labor market data in pay ranges and develop pay policies that allow for movement within the pay range.**
  - Effective August 16, 2011, HR added temporary professional staff to assist in the update of the county classification and pay plan. It is expected that work results will be presented as a part of the 2012-13 budget cycle for implementation consideration effective July 1, 2012.