

CUMBERLAND COUNTY BOARD OF COMMISSIONERS  
SPECIAL STRATEGIC PLANNING SESSION MEETING  
CROWN CENTER BOARDROOM, 1960 COLISEUM DRIVE  
JANUARY 27, 2011, 8:30 AM  
MINUTES

PRESENT: Commissioner Kenneth Edge, Chairman  
Commissioner Marshall Faircloth, Vice-Chairman  
Commissioner Jeannette Council  
Commissioner Charles Evans  
Commissioner Jimmy Keefe  
Commissioner Billy King  
Commissioner Ed Melvin  
James Martin, County Manager  
Juanita Pilgrim, Deputy County Manager  
Amy Cannon, Assistant County Manager  
James Lawson, Assistant County Manager  
Rick Moorefield, County Attorney  
Sally Shutt, Communications and Strategic Initiatives Manager  
Lisa Childress, Cooperative Extension Director

Marie Colgan, Clerk to the Board  
Press

Facilitators: Dr. Stan Dixon and Ed Emory, NC State University Faculty Emeriti.

## WELCOME AND OVERVIEW

Commissioner Edge called the meeting to order.

Mr. Emory advised attendees that at today's meeting, the Board will look at the mission statement, the vision statement, core values, and force field analysis, both positive and restraining. Mr. Emory advised that Department Heads submitted their Internal/External Forces as requested at the January 14<sup>th</sup> joint meeting and they will be discussed after the Board members and management staff have completed their force field analysis exercise. Mr. Emory stated that at the end of the day, the Board should have four to five goals which will need developing. The goals will be discussed during the next meeting on February 18<sup>th</sup> when Department Heads will meet with the Board to determine specific actions needed.

## REVISIT THE COUNTY'S MISSION STATEMENT AND VISION STATEMENT:

Dr. Dixon reminded the attendees of the current mission statement:

“It is the mission of the Cumberland County Government to assure all our citizens a better quality of life by providing for the public safety, public health, quality education, clean environment and economic development while being fiscally responsible.”

Members discussed the current mission statement and how it could be changed if the Board decides to make a change. Mr. Emory stated the mission statement should state what the county government does and what it is responsible for and that it should be memorable and repeated often, internally and externally. Several suggestions were voiced and changes discussed.

Dr. Dixon reminded the attendees of the current vision statement:

“Our vision for Cumberland County is that it be characterized by progressive leadership that provides for a prosperous, affordable, safe, and culturally inviting community.”

Members discussed and made suggestions on changes for the vision statement.

These topics were tabled until later in the meeting.

#### DEVELOP CORE VALUES:

Dr. Dixon advised Core Values are the foundation on which an organization performs and conducts itself. Mr. Emory shared with attendees the list of great core values which Department Heads submitted and attendees expressed their definition for each. Attendees were asked to vote for four of the listed core values they felt were most valuable. The core values receiving the most votes were: accountability, professionalism, customer focus, respect, integrity, teamwork, efficient service, diversity and initiative with the first three receiving the most and equal numbers of votes. It was the consensus of the Board members to use the following five core values which formed the acronym PRIDE, suggested by County Manager Martin:

**P**rofessionalism  
**R**espect  
**I**ntegrity with accountability  
**D**iversity  
**E**fficient customer service

#### FORCE FIELD ANALYSIS:

Attendees joined in an exercise which requested their input into determining positive and restraining External Forces. Dr. Dixon stated the board/management list would be compared to the list compiled by the Department Heads. The following is the list in which the board/management and department head lists were merged:

#### External Positive Forces

- BRAC

- Strong retail market
- I-295 Construction
- Media
- Grants/Cost sharing
- New housing developments
- Current economic impact of Ft Bragg
- Education – PreK-12, Community Colleges, 4 year universities
- Retiree population as a human resource
- Good labor force
- Potential infrastructure resources through PWC
- Geographic location – I95
- Strong working relationship with the military
- Increase in per capita income
- Municipalities
- Economic bubble
- Diversity
- Youth population
- Cultural aspects – Museum/Parks/Botanical Garden/Crown Coliseum/ASOM
- Citizen volunteers
- Low unemployment
- Cooperation between city/county
- Availability of good medical care and facilities
- Land conservation programs
- Elected officials
- Annexation

#### External Restraining Forces

- Lack of regional transportation
- Decreasing state budget – loss of state & federal revenues
- Low retail wages
- High property taxes
- BRAC without increase in tax base
- Negative stigma of Fayetteville
- Increase in demand for services
- Unfunded state mandates
- Economy
- Only 38% of citizens pay property taxes
- Expense of K-12 education
- Young male population
- Aging population
- Media
- Education – PreK-12, Community Colleges, 4 year universities
- Relationship with PWC

- Unemployment rate
- Municipalities & County/City relations
- Increase in the cost of benefits and insurance
- Potential increase in crime
- Lack of corporate headquarters
- Diversity
- Lack of job creation
- Low per capita tax base
- Differences in values between generations
- Mental Health
- Need for youth recreational facilities
- Percentage of lottery proceeds
- Lack of manufacturing
- Loss of talented citizens
- Increases in fuel costs
- Lack of parking downtown
- No local TV station
- Poor roads, traffic
- Loss of commercial production livestock
- Transient population
- Military deployments
- Loss of farmland
- Impact of special interest groups
- Limited Cultural Resources

#### Internal Positive Forces:

- Strong agriculture base
- Good manager/board relationship & leadership
- Fiscally responsible, fiscal policies adopted by the board
- Accredited EMD 911 and Sheriff's Office
- Committed, diverse employees
- Excellent communications system
- Diverse Workforce
- River with untapped resources
- Incentives for new business
- Employee benefits
- Strong Board of Commissioners relationship
- Recreation
- Marketing of County by the Convention & Visitors Bureau
- Good Mental Health board
- Good relations between city/county/state
- County Growth Management plan
- Diversity of background

- Plan for county wide water/sewer
- Excellent library system
- Efforts for energy efficiency and sustainability
- Increase in sales tax revenue
- Health care facilities
- Good representation in statewide leadership roles
- School system funding formula
- Good school system
- Good people
- Senior staff development
- Public Safety Task Force Team
- Planning process for wildlife
- Willingness to recognize the need for change in new services needs, open-minded

#### Internal Restraining Forces

- Lack of money
- Understaffed/overworked management team
- Large population that needs government services
- Mental health clients in community
- Limited oversight of boards
- Lack of good East/West routes
- Poor customer service, or the perception thereof
- Generational differences in workforce
- Cost of employee benefits
- Limited training of midlevel management (including ethics training)
- Departments not under board/manager control
- Mental Health reform
- Defined state pension plan contributions
- Lack of information & trust
- Timeline for county wide water & sewer (too long, costs)
- Lack of organized staff development for all employees
- Lack of utilization of purchased property
- Retirement of experienced employees, without a succession plan
- Low per capita tax base
- Employee safety concerns
- High tax rate
- Lack of additional revenue sources
- Lack of media coverage via technology
- Lack of tech services for citizens
- Citizens without health insurance
- Change in work ethic of employees
- Out of county citizens using county services
- Lack of diversity among employees, managers

- Citizens lack access to purchase local food
- Personnel policies
- School system funding formula
- Schools have room for improvement
- Litigation in personnel matters
- Emergency services – lack of coverage, high response time
- Limited vision of the big picture
- GIS services not user friendly for citizens
- Noncompetitive wages, lack of merit pay
- Inconsistency in following county policies throughout different departments
- Inefficient use of floor space in county facilities - courtrooms
- Lack of parking
- Lack of centralized purchasing of supplies
- Not enough financial reserves save for hard time ahead
- County boards should be re-evaluated for size and members vetted for qualification
- Resistance to change among employees
- Too much bureaucracy

At this time, the attendees completed an exercise to determine exactly what the top restraining forces are for the county based on the above list of restraining forces. After completing the exercise, the following restraints were agreed upon as common themes and the top restraining forces. Discussion ensued regarding what actions can be considered for minimizing the impact of the restraining forces:

Money  
 Training  
 Management  
 Talent  
 Communications  
 Vision

(Lunch Break)

Attendees reflected on the morning session and it was generally agreed that Department Heads, Management and the Commissioners are on the same page with regard to the county's positive and restraining forces.

Attendees completed an exercise which provided a future view of what state they desire the county to be in within the next three to five years. The below future view items which were voiced by attendees were placed in order according to short (S), mid (M) and long (L) range visions:

(S/M/L)	Jobs paying above state average
(S)	Increase county bond rating – indicative of financial stability
(S/M/L)	Stable and well trained workforce
(S)	Enhanced communication system – readily accessible
(S)	Employees are known to be premiere employees who provide excellent customer service
(S)	Strategic planning sessions – embraced by staff and leaders
(S)	Budget that represents the needs of the citizens
(L)	Safe schools – well maintained buildings
(L)	World class school system with funding at the national level
(S/M/L)	More corporate companies
(M)	Better transit system in rural areas to get people to their job
(S/M/L)	More esthetically appealing communities
(S/M/L)	Significant growth in tax base to enable lowering tax rate
(S/M)	Revised county policies with consistent application and well communicated to employees
(S)	Efficient delivery of services
(S/M/L)	Youth development opportunities to decrease crime rate
(S)	Cumberland County as a destination
(S)	Measuring success of customer service
(S/M/L)	Good potable drinking water for all citizens
(M)	Transit system throughout the county and into Hoke and Bladen counties
(L)	Better road infrastructure
(S)	Improve on airport system
(S/M)	First class emergency services – public safety
(S)	Citizen involvement in attending Board meetings/Committee meetings/Public Forums
(S/M)	3% per year economic growth
(L)	More use of electric vehicles and high speed rail
(L)	New county office space
(S/M/L)	Regional transportation hub

Attendees were reminded that in the next session scheduled for February 18<sup>th</sup>, they will meet with the Department Heads again and will determine at that time the needed action steps for the goals the Board establishes.

After further discussion regarding changing the mission and vision statement as voiced earlier in the meeting, a workgroup was appointed to wordsmith the two statements and to send it out to

the attendees for their review and approval prior to sending out to Department Heads for discussion at the February 18<sup>th</sup> meeting of department heads, management staff and board members.

Mr. Emory recapped the session reminding attendees of the core values which they agreed upon earlier, the external and internal forces (both positive and restraining resulting in the keywords – money, training, management, talent, communication and vision), and future views.

Mr. Emory directed attendees through the process of deciding upon future goals. Current board goals were discussed and were looked at with regard to how the county has met/is meeting those goals. Discussion ensued regarding five proposed over-riding goal areas and after listing the goals, goals statements were added as listed below:

Human Resource Development (For Cumberland County employees to be trained to provide flexible and efficient services in a manner that meets the unique demands of our citizens)

Infrastructure (To provide adequate infrastructure consistent with orderly growth of a dynamic county)

Communication (To efficiently and effectively communicate with citizens, employees, elected and appointed officials)

Economic Development (To increase the tax base through economic development activities by creating jobs and careers by providing quality education, cultural and recreational services.

Public Health & Safety (To ensure a safe and healthy environment by providing needed and timely services to our citizens.

Mr. Emory advised each of the above goals will have short, mid and long range actions and at the next meeting with Department Heads, they will flesh out the action plans. The Board members will then decide how they want to proceed after that point. Sally Shutt, Communications and Strategic Initiatives Manager, agreed to prepare a draft of the mission statement, vision statement and goals and forward to all attendees for their review and approval. Once the attendees had reviewed and approved this draft, the Communications and Strategic Initiatives Manager would provide them to the Department Heads prior to the February 18<sup>th</sup> meeting.

Chairman Edge and all attendees applauded Dr. Dixon and Mr. Emory's leadership of the strategic planning session.

Chairman Edge asked Board members when they would like to schedule a meeting regarding the upcoming budget. Mr. Martin informed the Board that instructions will be given to Department



Heads to look at holding the line on their budgets and to give some thought to contingency plans should cuts be needed. In response to a question posed by Commissioner Faircloth, Mr. Martin advised he hopes to be able to recommend the schools' and FTCC's funding at the current budgeted amount which the county is now paying on a monthly basis. It was a consensus of the Board for Mr. Martin to inform the School System of this goal. After further discussion on when a clearer picture of what is coming down from Raleigh will be received, it was decided that the Clerk will provide three tentative dates to place on the calendar for a budget meeting.

Chairman Edge thanked all attendees for their attendance and input.

MOTION: Commissioner Council moved to adjourn.

SECOND: Commissioner Faircloth

VOTE: UNANIMOUS

The meeting adjourned at 3:50 p.m.

Approved with/without revision:

Respectfully submitted,

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Marie Colgan  
Clerk to the Board