

CUMBERLAND COUNTY BOARD OF COMMISSIONERS  
STRATEGIC PLANNING RETREAT  
TUESDAY, MARCH 10, 2015 – 8:00 AM  
CROWN COLEISUM BALLROOM-1960 COLISEUM DRIVE-FAYETTEVILLE, NC  
SPECIAL MEETING MINUTES

PRESENT: Commissioner Kenneth Edge, Chairman  
Commissioner Marshall Faircloth, Vice Chairman (departed 8:30 a.m.)  
Commissioner Glenn Adams  
Commissioner Jimmy Keefe  
Amy Cannon, County Manager  
James Lawson, Deputy County Manager  
Melissa Cardinali, Assistant County Manager  
Rick Moorefield, County Attorney  
Sally Shutt, Governmental Affairs Officer  
Tammy Gillis, Director of Internal Audit and Wellness Services  
Vicki Evans, Finance Director  
Dr. John Lauby, Animal Services Director  
Bobby Howard, Solid Waste Director  
Eric Redrick, Veteran Services Director  
Keith Todd, Information Services Director  
Buck Wilson, Health Department Director  
Brenda Jackson, Department of Social Services Director  
Tom Lloyd, Planning and Inspections Director  
Jeffrey Brown, Engineering and Infrastructure Director  
Donna Foster, Soil and Water Conservation Administrative Program  
Officer  
Austin Keating, Child Support Services Director  
Tina Belanger, Assistant Tax Administrator  
Ron Cooper, Central Maintenance Director  
Julean Self, Human Resources Assistant Director  
Randy Beeman, Emergency Services Director  
Jody Risacher, Library and Information Center Director  
Lisa Childers, Cooperative Extension Director  
Terri Robertson, Board of Elections Director  
Angie Cunningham, Printing and Graphic Services Director  
Candice White, Clerk to the Board  
Kellie Beam, Deputy Clerk to the Board  
Press

ABSENT: Commissioner Jeannette Council  
Commissioner Charles Evans  
Commissioner Larry Lancaster

Following a networking breakfast, Chairman Edge called the meeting to order and welcomed everyone in attendance. Amy Cannon, County Manager introduced Madeleine Henley, Walking Stick Associates, as the facilitator for the Strategic Planning Retreat.

Ms. Henley defined the meeting objectives, outlined the roles of participants and provided an agenda review of the two-day plan of action. An ice breaking exercise followed.

Ms. Henley displayed the county's existing Mission and Vision statements:

Mission

To provide quality services to our citizens while being fiscally responsible.

Vision

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

Ms. Henley provided the following results from the questionnaire/survey about the Mission and Vision statements:

- Change the wording to better describe services;
- Access services to all citizens to improve the quality of life;
- Cumberland County government, in cooperation with the community and local government units, strives through a planned process to deliver quality services that address public needs;
- Cumberland County Government shall strive to be stewards of the public trust and to protect the public health and welfare of its citizens, while recognizing the chief function of local government at all times is to serve the best interests of all the people;
- Align business with purpose to be the county of choice for economic development, commerce and cultural excellence;
- Maybe just word it differently - to grow as a regional destination to me says we are already there and we are not. We need to become a destination and to do that we need to all be on the same page;
- How do we attain economic development, when we continue to close the doors on development;
- The Vision statement could continue to be about growth but also about providing good/effective governance (legislative, administrative, etc.) for citizens;
- Perhaps add something about enjoying a high quality of life by residents; the use of "destination" implies to me attracting tourists. That's a good thing of course, but the well-being of residents is the focus.

Ms. Henley reported that two of the County Commissioners responded that they liked the county's current Mission and Vision.

Ms. Henley divided participants into small groups to work with the Mission and Vision statements and report back in an effort to build consensus on the next steps to be taken.

The groups reported back with the following:

Mission

To deliver excellent customer service with efficiency and sound fiscal management.

Mission

To provide equitable, efficient quality services to our citizens within available resources while being fiscally responsible through a coordinated effort by all entities in the county.

Mission

Same

Mission

Providing exceptional services that make Cumberland County a unique and thriving community in which to live, work and raise a family.

Vision

To enhance our citizens' quality of life through education, growth in economic development, employment, commerce and cultural pursuits.

Vision

A caring and committed county workforce serving a dynamic and engaged community while instilling public confidence.

Vision

A culturally diverse county serving the best interests of our residents where our children learn, our citizens participate, our family and neighbors thrive and our community prospers.

Chairman Edge called a fifteen minute break following which the meeting reconvened.

Ms. Henley conducted an overview of the existing goals:

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

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

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

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

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.

Ms. Henley provided the following questionnaire/survey results about the goals:

- Our plan does not address the homeless population, veteran issues, BRAC or reduction of military and impacts on community and requirements for County services with less sales tax, more services, impact on current services etc.
- Could add something about state and federal advocacy programs and/or the military and its beneficial presence in the county to include defense support industries, etc.
- Would revise Goal 2 somewhat to state "Provide adequate infrastructure to support growth in developing a dynamic county"
- Enhancing online payment capabilities to all county departments.
- Increase efforts in providing sustainable human service programs that address the needs and reduces the homeless population
- Working closely with the city would seem to be integral to meeting the goals. Since it is a shared populace, mostly shared space, the pooling of resources and cooperation for the sake of efficiency and services for the citizens would be highly beneficial

Ms. Henley asked each group to create a list of issues that could be incorporated under the existing goals or could become new goals. Ms. Henley encouraged participants to consider things that could have an impact on the community. The following issues were identified.

Issues	Suggested Goal Placement
Natural Gas Pipeline	Goals 2, 3
Economic Development on Post	Goals 3, 4
Coordinate with City of Fayetteville (pooling resources) and other municipalities	Goals 1, 3, all of them, new goal
Homelessness	Goals 1, 4
Drawdown	Goal 3
Internet Purchasing	Goals 2, 5
Reorganization of Economic Development	Goal 3
Water Issues	Goals 2, 3, 2 and 3
Youth Violence	Goals 1, 3
Use of Technology to Provide Services	Goals 2, 3, 4, 5
Succession Planning	Goals 3, 5, 6 (new goal)
Healthcare Costs	Goals 4, 5
Legislative Changes	Goal 4
Employee Health	Goals 1, 5
Behavioral Health	Goal 1
Employee Safety and Security Issues	Goals 4, 5
Aging Infrastructure	Goals 2, 3
Capital Improvements	Goal 2
Dept. of Defense Schools Responsibility	Goal 1
Veterans Services	Goals 1, 4
Changing of Federal Funding Models	Goal 1

Discussion followed regarding the list of issues identified and whether existing objectives had been met, were a work in process or were ongoing.

Ms. Henley summarized session accomplishments and stated she would define the process for March 31 by meeting with members of County Administration and Chairman Edge.

Chairman Edge provided closing remarks.

There being no further business, the meeting adjourned at 11:55 a.m.

Approved with/without revision:

Respectfully submitted,

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Candice H. White  
Clerk to the Board