

CUMBERLAND COUNTY BOARD OF COMMISSIONERS  
GOAL-SETTING RETREAT  
MONDAY, JANUARY 23, 2017 – 8:30 AM  
PUBLIC HEALTH DEPARTMENT-1235 RAMSEY STREET-3RD FLOOR AUDITORIUM  
SPECIAL MEETING MINUTES

PRESENT:

Commissioner Glenn Adams, Chairman  
Commissioner Charles Evans, Vice Chairman  
Commissioner Michael Boose (arrived 9:21 a.m.)  
Commissioner Jeannette Council  
Commissioner Marshall Faircloth (departed 1:35 p.m.)  
Commissioner Jimmy Keefe  
Commissioner Larry Lancaster  
Amy Cannon, County Manager  
Melissa Cardinali, Assistant County Manager  
Tracy Jackson, Assistant County Manager  
Rick Moorefield, County Attorney  
Sally Shutt, Governmental Affairs Director  
Sylvia McLean, Community Development Director  
Brenda Jackson, Social Services Director  
Callie Gardner, Pretrial Services Director  
Ann Johnson, Senior Employment  
Tammy Gillis, Director of Internal Audit and Wellness Services  
Dr. John Lauby, Animal Services Director  
Jerod Roberts, Solid Waste Director  
Eric Redrick, Veteran Services Director  
Keith Todd, Information Services Director  
Buck Wilson, Health Department 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  
Ron Cooper, Central Maintenance Fleet Supervisor  
Julean Self, Deputy Human Resources 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 H. White, Clerk to the Board  
Kellie Beam, Deputy Clerk to the Board  
Press

Chairman Adams called the special meeting to order and stated the purpose of this meeting is to give County department heads an opportunity to provide presentations on what their departments are doing, their successes and their challenges. Chairman Adams stated input from department heads will be considered by the Board of Commissioners as they fine-tune their goals and objectives.

Amy Cannon, County Manager, thanked the Board of Commissioners for taking time to learn more about County departments. Ms. Cannon called on Sally Shutt, Governmental Affairs Officer, to facilitate the presentations.

**Dr. John Lauby, Director of Animal Control, provided the following presentation on the Animal Control Department.**

Department Overview

- Location: 4704 Corporation Drive (off Tom Starling Road)
- Number of Employees: 46

Dr. Lauby reviewed the department organization chart.

## Mission

- Prevent the spread of rabies
- Enforce local and state laws that protect animals and humans
- Humanely shelter, adopt, rescue, foster and process stray and unwanted animals
- Educate public on responsible pet ownership

## Administrative Functions

- Call center operation
- Input calls in Chameleon/Dispatch
- Adoptions and owner reclaims
- Accept and process unwanted animals
- Rabies updates, licensing, pet ownership
- Fee collections, adoptions, citations, donations

## Shelter Functions

- Feed, water, shelter 250-325 animals per day
- Cleaning, sanitizing and medications
- Process and track all animals during stay
- Behavior testing and evaluations
- Off-site adoption events (PetSmart)
- Coordinate volunteers (rescue & foster)
- Show animals for adoptions/reclaims
- Prepare specimens for lab testing
- Feed, water, shelter 250-325 animals per day
- Cleaning, sanitizing and medications
- Process and track all animals during stay
- Behavior testing and evaluations
- Off-site adoption events (PetSmart)
- Coordinate volunteers (rescue & foster)
- Show animals for adoptions/reclaims
- Prepare specimens for lab testing

## Enforcement Functions

- Patrol and enforce all state/county laws
- Respond to complaint calls from citizens
- Investigate animal cruelty
- Pick up stray animals
- Write citations for violations
- Dangerous dog investigations/charges
- Dispense traps to citizens
- NACA/Animal cruelty training and certification for officers

## Animal Control Statistics (2014-2016)

- Cumberland County: 50,382
- City of Fayetteville: 60,478
- Other Municipalities: 11,523  
122,383\*

*\*Avg 40,794 calls per year*

## Current Pet Licenses County

### Licensed Cats:

- [2012] 1,024
- [2013] 3,041
- [2014] 3,300
- [2015] 5,842
- [2016] 5,690

### Licensed Dogs:

- [2012] 3,400
- [2013] 10,719
- [2014] 12,000
- [2015] 18,300
- [2016] 17,926

*Estimate 131,000+/- unvaccinated and/or unlicensed animals in Cumberland County*

#### Licenses Issues in Cumberland County

##### FY16 – 22,051 Licenses Issued:

➤ 3,039 @ \$25 (unaltered)	\$ 75,975
➤ 15,914 @ \$7 (altered)	111,398
➤ 2,654 seniors @ \$0	0
➤ 10 senior 4 <sup>th</sup> @ \$25	250
➤ 362 senior 4 <sup>th</sup> @ \$7	2,534
➤ 26 service dogs @ \$0	<u>0</u>
<i>Total:</i>	<i>\$190,157</i>

#### Major Achievements

- Decreased euthanasia rate at shelter
- Increased adoptions, fosters and rescues
- Computerized Animal Control program
- Service contract w/ Fort Bragg
- In-house training/certification classes
- Increased rabies vaccinations, licensing in county
- Expanded foster, rescue and volunteer programs

#### Challenges

- Staffing & retention – burnout/illness/injuries
- Increase in uncompleted/pending Calls
- Unpaid citations
- Low spay/neuter rates
- Low rabies vaccination rates
- Low compliance with pet licensing

Dr. Lauby concluded his presentation and responded to questions.

**Ron Cooper, Central Maintenance Fleet Superintendent, provided the following presentation on the County's Central Fleet Maintenance Department.**

#### Department Overview

- Located at 426 Mayview Street in Massey Hill
- 9 employees
  - Superintendent
  - 2 Administrative personnel
  - 2 Shop Foremen
  - 4 Automotive Technicians

#### Mission

Our mission is to provide a comprehensive preventive maintenance program to maximize vehicle safety and minimize breakdown maintenance at the best possible savings to the citizens of Cumberland County.

#### Highlights

- Continue to maintain the fleet with a flat line budget while keeping pace with the newest innovations and technology.
- The addition of hybrids to the fleet is producing fuel savings for DSS and Tax Administration.

#### Taurus Gas vs Fusion Hybrid

<u>FL 530</u>	<u>SS 11</u>
2014 Taurus	2015 Fusion
Fuel used 790.03 gl	622.03 gl
MPG 14.53	41.44

#### Highlights

- Updating certifications of NC Vehicle Inspectors, ASE certified technicians and maintaining an NC Notary Public keep personnel current with changing laws and maintenance procedures.

#### Challenges

- Totaled vehicles throw off budget estimates every year.
- Accidents, transmissions, engines and windshields drive the budget. Between 1/1/2016 and 12/31/16 we had:
  - 46 Accidents
  - 13 Transmissions replaced
  - 33 Windshields replaced
  - No Engines replaced
- Vehicle replacement is not a fixed cost. It can vary from year to year.
- There currently is not a standardized vehicle replacement policy. The superintendent and department head, or vehicle control officer, discuss various strategies to maintain a department's ability to perform its mission.

Mr. Cooper concluded his presentation and responded to questions about selling assets through GovDeals, hybrid vehicles, types of maintenance performed by his department and the County's vehicle inventory.

**Sylvia McLean, Community Development Director, provided the following presentation on the County's Community Development Department.**

#### Department Overview

- Located at 707 Executive Place
- 13 employees

#### Community Development's Core Mission

Committed to providing quality service to citizens of Cumberland County that will improve the quality of life by offering opportunities for decent, safe and affordable housing, developing programs that will improve accessibility and effectiveness of public and human services programs.

Ms. McLean reviewed the organization chart for the Community Development Department.

#### Highlights

- Affordable Housing
  - Through our housing rehabilitation program, improved the quality of the housing and maintained the affordability for homeowners and renters.
  - Renovated 20 units of transitional housing facility to extend the life of the units in order to maintain a facility utilized for homeless families in the community.
- Recent modifications made to the housing rehabilitation program to address disaster recovery housing repair and minor housing repair.

#### Challenges

##### External

- Affordable Rental Housing
  - Barrier - accessibility for very low and low income residents
- At-Risk Homeless and/or Homeless
  - Families with children, very low and low income
- Unaccompanied youth (aging out of foster care, pending information to capture data for HUD reporting)
- At Risk Homeless and/or Homeless....
  - Chronically homeless individuals and families – lack of permanent supportive housing available for target population to maintain housing.
  - Federal Funding Allocations
  - Past years decrease in CDBG and HOME allocations due to annexation and legislation changes imposed internal challenges and changes.

##### Internal

- Program Assessment to address:

- Removing internal administrative barriers to allow homeowner residents 80% and below median income to qualify for assistance.
- Modifying internal program policies to better serve residents in Cumberland County specifically targeting programs such as the housing rehabilitation program and homebuyer program.

Ms. McLean concluded her presentation and responded to questions about median income for Cumberland County, transitional housing, identifying the number of homeless in unincorporated areas and services provided for the homeless.

**Lisa Childers, County Extension Director, provided the following presentation on the Cumberland County Cooperative Extension.**

Department Overview

- North Carolina Cooperative Extension brings the capacities of NC's two land grant institutions: NC State University and NC A&T State University
- Located in all 100 counties
- Cumberland County Agriculture Center
  
- Agriculture
  - Urban Horticulture
  - Commercial Horticulture
  - Row Crops
  - Livestock
  - Forestry
- Family and Consumer Sciences
- 4-H

Highlights

- 186 Farmers
- 83% Small family farms
- County's Land
  - 21% Farmland
  - 42% Forestry
- Diverse Production
  - Poultry—2.5 million Broilers & Turkeys Ranks 10th
  - Tobacco—Ranks 18<sup>th</sup>
  - Swine—Ranks 17<sup>th</sup>
  - Vegetables, Fruits, Nuts, & Berries—Ranks 18<sup>th</sup>
- Total Agricultural Receipts \$107,324,000

Ms. Childers shared photographs of highlights in agriculture, 4-H, and family and consumer sciences.

Challenges

- External Challenges:
  - Telling our story and marketing what services we provide; “Best Kept Secret”
  - Access to local foods for citizens
- Internal Challenges:
  - Retention of staff
  - Maintain current funding
  - Lack automated options for the public to sign up for classes and workshops.

Ms. Childers concluded her presentation and responded to questions.

**Randy Beeman, Emergency Services Director, provided the following presentation on the Emergency Services Department.**

Department Overview

- Location: Law Enforcement Center Basement & First Floor
- Number of Employees
  - 50 total employees

Mr. Beeman reviewed the Emergency Services Department organization chart.

#### Department Core Mission and Functions

- Mission to provide quality 24-hour emergency services to the public in the protection of life, limb and property.
- Functions
  - 911 Communication Center
  - Emergency Management
  - Fire Marshal

#### Highlights

- Maintaining 911 call answering times per National Fire Protection Association (NFPA) and NC911 Board minimum answering parameters. (90% of all 911 calls answered within 10 seconds)
- Implementation of Automatic Vehicle Locator (AVL)
- Shared training with City of Fayetteville Communications Center
- Improved recruitment processing with support of Cumberland County Human Resources department
- Partnered with County/City Management and Consultants on consolidation project

#### External Challenges

- Meeting and maintaining Professional Standards through Quality Assurance.
- Training & Skill Development

#### Internal Challenges

- Staff Turnover
- Outdated Mass Notification System
- Office Space

Mr. Beeman concluded his presentation and responded to questions about staffing, call volume numbers and training staff to readily step into vacancies.

**Jeffrey Brown, Engineering and Infrastructure Director, provided the following presentation on the Engineering and Infrastructure Department.**

#### Department Overview

- Administrative Coordinators (2)
- Engineering Division (3)
- Public Utilities Division (1)
- Landscaping and Grounds (13)
- Facility Management Division (45)
  - Facilities Maintenance (19)
  - Public Buildings Janitorial (22)
  - Carpentry (4)

#### Engineering Division

- Flood Damage Prevention Ordinance
- National Flood Insurance Program - CRS
- Facility Assessments
- Capital Improvement Projects
  - Construction
  - Renovations and Repairs
- Support to County Departments
- Cumberland County Industrial Parks

#### Public Utilities Division

- Kelly Hills Sewer System
- Northern Cumberland Regional Sewer System (NORCRESS)
- Southpoint Water System
  - Purchase Bulk Water from Bladen County
- Overhills Park Sewer Project
- Bragg Estates Sewer Project

- Key Functions
  - All Responsibilities of Water System
  - Utility Billing
  - Smoke Testing

#### Landscaping and Grounds Division

- Mowing and Edging of all County Facilities
- Maintain County Owned Cemetery
- Mulching of Landscaped Beds at Facilities
- Leaf Collection at County Facilities
- Maintain JP Riddle Stadium
- Special Projects
  - Drainage
  - Replace/Install Landscaping

#### Facilities Management Division

- General Maintenance & Repairs
  - 46 Buildings
  - Oldest Building – Historic Courthouse – 1924
  - Average Age – 32 Years
- Building Automated Controls
- Renovation/Construction Projects
- BOE Assistance (77 precincts)

#### Highlights

- Recently Introduced Annuals Into Landscaping Around Facilities
- Construction of Overhills Sewer Project Underway

#### Challenges

- Aging Infrastructure
- Aging Workforce
- Keeping Up With Technological Advances
- Attracting Qualified Candidates for Vacancies

#### Common Misconceptions

- Street Maintenance
  - NCDOT or City/Town Responsibility if Public
  - Owner Responsibility if Private
- Drainage Issues from Public ROWs

Mr. Brown concluded his presentation and responded to questions about extending water, PWC's involvement and management of water and sewer districts.

#### **Tom Lloyd, Planning and Inspections Director, provided the following presentation on the Planning and Inspections Department.**

##### Department Overview

- Location: 130 Gillespie St., Fayetteville, N.C.
- Number of Employees: 55
- Mission: The Cumberland County Planning and Inspections Department's mission is to promote a safe, stable, culturally and economically viable environment for the citizens of Cumberland County through comprehensive and coordinated planning, with the provision of responsible Code Enforcement and Trade Inspections. We emphasize excellent customer service, whether enforcing regulations or coordinating with citizens during the planning process.

Mr. Lloyd reviewed the Planning and Inspections organization chart to include transportation planning.

#### Highlights

- Enhance focus on cross-training
- Increased ridership by 200 for Transportation Program from previous year

- Excellent customer service
- Successfully completed Countywide area plan updates
- Inspections Department aided in Hurricane Matthew damage assessment
- Completed Coliseum Overlay District
- Spring Lake Main Street Overlay District
- Eastover Commercial Corridor Overlay District
- Verified Hope Mills Historic District Overlay
- Annually update all ordinances
- Adoption of municipal Zoning Ordinance for Wade and Godwin

#### Challenges

##### External Challenges- County wide water

- Joint Planning with City of Fayetteville
- Natural disasters
- Municipal inspections
- Constant changes in land use law

##### Internal Challenges- Changing of Permitting Software

- Replace workforce due to retirement

Mr. Lloyd concluded his presentation and responded to questions about cross training for Level III inspector qualifications, minimum housing and inspections for small towns, online availability of permit applications and a joint city/county planning board.

**Julean Self, Deputy Human Resources Director, provided the following presentation on the Human Resources Department and reviewed the organization chart for the department.**

#### Department Overview

- Location: Cumberland County Courthouse Room #15 and #25
- Number of employees: 10

#### Core Mission

Administer and maintain a Human Resource System that supports the strategic direction and mission of the County.

#### Department Overview

##### Core Functions:

- Administer HR System based on County Personnel Ordinance and Employment Law
- Assist hiring managers with HR functions:
  - Post and refer qualified applicants for vacant positions
  - Establish and reclassify positions
  - Recommend salary rates based on market and policy

#### Highlights

##### Achievements:

- Processed 106 Reclassification Actions
- Advertised and recruited for 222 vacancies
- Received and reviewed 8,401 applications
- Processed 2,343 personnel and pay actions
- Approved 268 FMLA requests
- Now providing in-house applicant testing at three locations
- Completed RFP process and selected a new background check vendor
- Enhanced the automated performance management system
- Assessed training needs, planned new courses, and updated the training catalog
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##### Changes:

- Implementation of new software (i.e., Munis) will enable HR to provide data-driven reports to departments to better manage their HR functions. This will allow HR and the



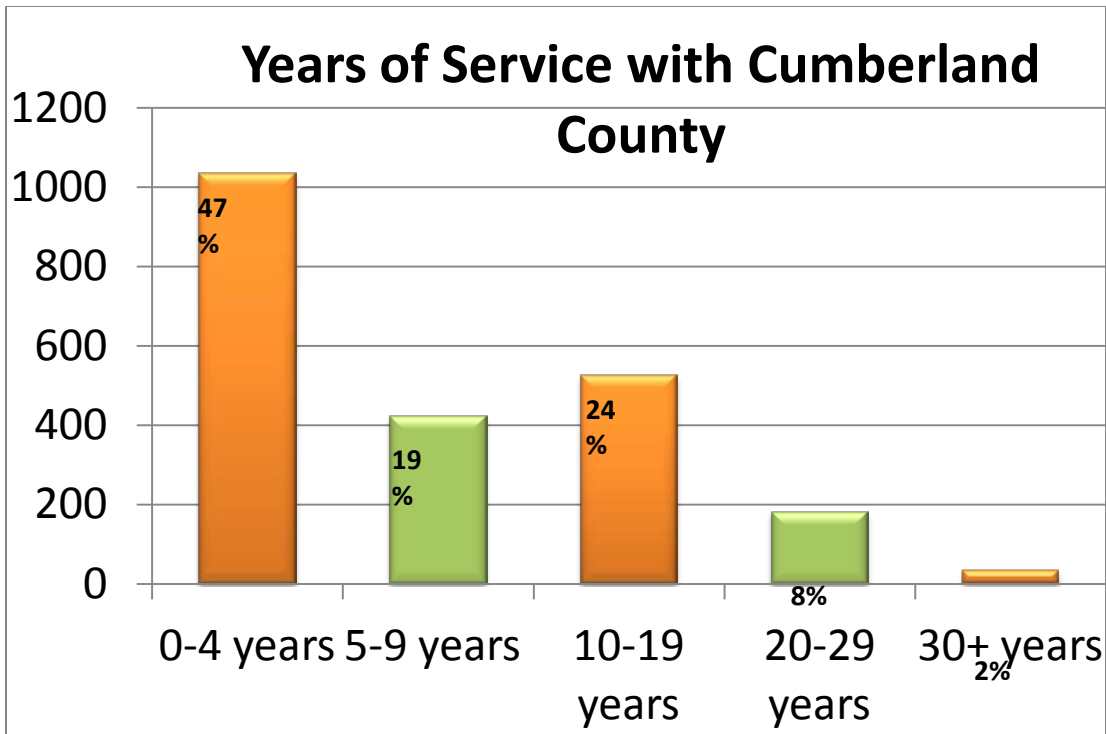
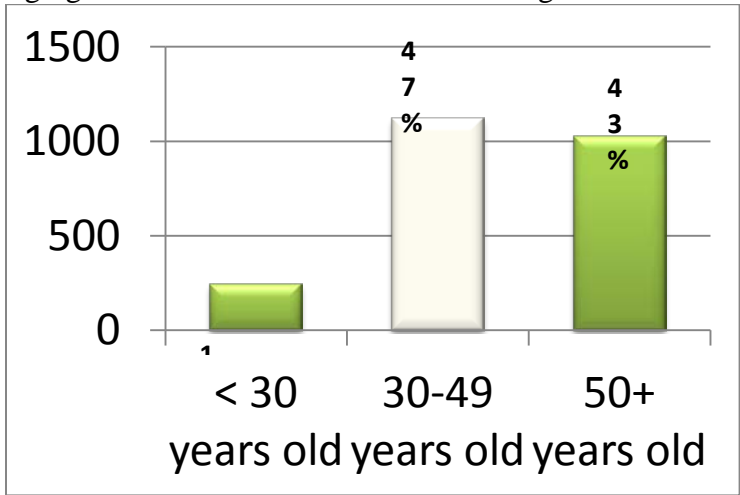
departments to be more strategic and pro-active in personnel management & administration.

Challenges

Internal Challenges:

- Salary Plan
  - Ability to recruit and retain qualified employees
    - County movement to the pay plan 1.5% (2015)
    - 2013 \$700 Stipend
    - 2015 3% COLA
    - 2016 \$800 Stipend
    - Comparable counties averaged 1-2% increase annually since 2012
    - City of Fayetteville averaged 2.2% increases since 2012; higher percentages were granted to certain positions
  - Funding for salary issues
    - County employees paid below the salary range midpoint:
      - 2012: 91%
      - 2014: 93%
      - 2016: 94%
- Difficult to recruit and retain certain positions:
  - Skilled trades (certifications and licensure)
  - Medical Providers
  - Human Service classes
  - Telecommunicators
- 2016 Turnover
  - County-wide: 14.5%
  - City of Fayetteville: 10.1%

Aging Workforce and Succession Planning



**Internal Challenges:**

- 297 employees eligible for retirement with either full or reduced benefits
- 38 occupy high-level supervisory and management positions within the County
- Outgrowing available space
  - No formal testing or training area
  - Applicant testing done in public area

**External Challenges:**

- Assimilation of millennials into the workforce
  - By 2020 this group will comprise 50% of the workforce and 75% by 2025
  - Average job tenure is 20 months
- Regulatory changes that impact our operations, policies and practices

Ms. Self concluded her presentation with a snapshot of employment laws. Ms. Self responded to questions about policy updates and spoke to work/life balance, training and career development, process for new hires, local government retirement system, promoting from within, exit interviews, reclassification/compression and marketing County positions.

**Donna Foster, Soil and Water Conservation District Administrative Program Officer, provided the following presentation on the Cumberland Soil and Water District Agriculture Center.**

**Operations**

- Authority – Tracy Jackson, Assistant County Manager
- Organization

**Supervisors**

*Appointed:*

2012-2018 Clifton McNeill, Jr., Chairman  
1996-2020 Wingate Collier, Secretary

*Elected:*

2006-2018 Robert “Bob” White, Vice Chairman  
2014-2018 C. Wayne Collier, Jr.  
2016-2020 Cathy Dickens

**Mission Statement**

The mission of Cumberland Soil and Water Conservation District is to take available technical, financial and educational resources and administer programs designed to encourage individual responsibility to conserve, improve and sustain our soil and water resource for future generations.

**Staffing**

Larry Simpson 1989-Present  
District Technician - County  
Agriculture Specialist – State

**Agricultural Cost Share Programs through the State of North Carolina Division of Soil and Water Conservation:**

A voluntary, cost share based program offering financial and technical assistance for the installation of best management practices to address non-point source pollution

**More than 60 approved best management practices in these categories:**

- sediment/nutrient losses
- animal waste management
- stream protection
- erosion/nutrient reduction

**ACSP encompasses:**

- cropland conversion
- conservation tillage
- stream protection

Ms. Foster shared historical snapshots of the Dust Bowl and pointed out poor agricultural practices and years of sustained drought caused the Dust Bowl.

## Stewardship

A major goal of the District is education and informing the public. We are committed to helping landowners understand and succeed at land stewardship. We also recognize that the future of our resources depends on nurturing an attitude of stewardship in the minds and hearts of children.

## Conservation Education Programs

- Parks and Recreation Summer Programs
- Family Night at Lake Rim Park
- Very Special Arts Festival
- Classroom Lessons
- Library Presentations
- Community Outreach
- Poster, Essay, Speech Contest
- Garden Clubs
- Educators
- Land Judging
- Envirothon
- Festivals
- Church Groups

Ms. Foster elaborated on the education programs, the conservation education envirothon, grain drill rental machines, educator workshops and fundraisers. Ms. Foster concluded her presentation and responded to questions.

## **Austin Keating, Child Support Director, provided the following presentation on Cumberland County Child Support.**

### Department Overview

- Location: 109 Bradford Avenue, 4<sup>th</sup> Floor
- Department Local Call Center Telephone Number: 910-486-1092
- State Call Center Telephone Number 1-800-992-9457
- 73 Staff Members

Mr. Keating reviewed the organization chart for Child Support.

### Core Mission

Providing family-centered child-support services through mutual collaboration with families and partners, using innovative strategies to reach a common goal and self-sufficiency.

### Core Functions

- Noncustodial Parent Location
- Establishment of Paternity
- Establishment of Child Support Obligation
- Collection of Child Support Payments
- Enforcement of Child Support Obligation

### Highlights

- Paternity Establishment
- Total Collections
- Customer Service
- Retention of Staff/Turnover Rate

### Challenges

- Increasing collection rate
- Meeting customers' expectations
- Continuing an increase in all goals

Mr. Keating concluded his presentation and responded to questions about enforcement, wage withholding, collection rates, case numbers, unemployment/minimum wage and compliance with value pay.

## **Buck Wilson, Public Health Director, provided the following presentation on the Public Health Department.**

Location: 1235 Ramsey Street; complex with Department of Social Services

Number of Employees: 30

Mr. Wilson reviewed the organization chart for the Public Health Department Leadership Team.

#### Our Mission

To provide high quality service in a professional, efficient, and fiscally responsible manner while improving the health of Cumberland County.

#### Vision and Value

##### ➤ Vision

To have healthy people living in a healthy community.

##### ➤ Values

- Innovation
- Collaboration
- Integrity
- Diversity
- Quality

#### Board of Health

##### ➤ 2015 Outstanding Board of Health of the Year

##### ➤ Members:

Barbara Massey Stelly, MSW, ACSW, Chair, Public Rep.  
Dr. William Philbrick, Vice Chair, Optometrist  
Dr. Vikki Andrews, Public Representative  
Dr. Sanjay Shah, Physician  
Dr. Oliver Hodge, Jr., Dentist  
Dr. Carl Creech, Pharmacist  
Dr. Heather Burkhardt, Veterinarian  
Dr. Jeannette Council, Commissioner  
Dr. Connette McMahon, Public Representative  
Sonja Council, Nurse  
Dave Greyshock, Professional Engineer

#### CCDPH Services

- Dental Clinic
- Billing Office
- Pharmacy Operations
- Laboratory Services
- Women, Infant, and Children (WIC) Nutrition Services
- Child Health Clinic
- Express Care (Immunizations) Clinic
- Epidemiology
- Pregnancy Test Counseling
- Medical and Vital Records
- Supply
- Adult Health Primary Care
- Housekeeping
- Communicable Disease
- Breast and Cervical Cancer Control Program (BCCCP)
- Well-Integrated Screening and Evaluation for Women Across the Nation (WISEWOMAN)
- Health Promotion and Education
- Pregnancy Care Management
- Care Coordination for Children
- School Health
- Maternity Clinic
- Family Planning
- Environmental Health
- Preparedness and Response
- Medical Administration

- Information Technology
- Administration-Fiscal Management
- Cumberland County Detention Center

#### Health Department Successes/Challenges

##### Successes:

- ✓ Collaboration
- ✓ Grants
- ✓ Annual Reports – 3 years
- ✓ Awards
- ✓ Interdepartmental relations

##### Challenges:

- ✓ Retention of medical staff
- ✓ Cost of Medical Supplies
- ✓ Stagnant Reimbursement rates

#### Adult Health Primary Care

##### Successes:

- ✓ Implementation of Healthy Heart Now in 2017.
- ✓ Consistent provider
- ✓ Declining no show rates.

##### Challenges:

- ✓ Taking new patients
- ✓ Future of Primary Care

#### Child Health

##### Successes

- ✓ Effective use of Enhance Role Register Nurse (ERRN)
- ✓ Bilingual provider
- ✓ Offering late clinic for physicals on the 2<sup>nd</sup> and 4<sup>th</sup> Tuesday of each month all year.

##### Challenges

- ✓ Use of virtual network for EMR slows down processing patients

#### Central Triage

##### Successes

- ✓ Have all staff trained to serve our patients effectively.
- ✓ Less wait time for patients
- ✓ Quality Improvement

##### Challenge

- ✓ Request for Mental Health services

#### Management Support

##### Successes

- ✓ Implemented a new process for registering patients in central registration

##### Challenge

- ✓ Continual staff shortage

#### Immunization Clinic

##### Successes

- ✓ Implemented a new process for registering patients in central registration

##### Challenge

- ✓ Continual staff shortage

#### School Health

##### Success

- ✓ Received money from Cumberland County Schools to hire temporary school nurses

##### Challenge

- ✓ Student/nurse ratios continue to be high compared to other counties

#### Epidemiology Clinic

##### Successes

- ✓ TB Audit was a success

- ✓ TB Cohort was reviewed and no corrections needed
- ✓ Able to interface with Cape Fear Valley Hospital medical records
- ✓ Implementation of Electronic Medical Records

Challenges

- ✓ None

Teen Wellness Clinic

Successes

- ✓ Implemented Teen Wellness Clinic for patient's aged 12 to 19
- ✓ Teen friendly environment for Family Planning and STD
- ✓ Employed two new health educators(with grant money)
- ✓ Successful Real Talk Events

Challenges

- ✓ Increased workload in Family Planning
- ✓ Added STD to the clinic

BCCCP/WISEWOMAN

Successes

- ✓ Patient caseload is on target
- ✓ Meeting the guidelines of state Agreement Addenda
- ✓ Started WiseWoman and have met target numbers 2015-16

Challenge

- ✓ Competition for nurses

STD Clinic

Successes

- ✓ Worked with Police Department for PDI (Prostitute Diversion Intervention)
- ✓ Increased condom distribution
- ✓ Collaboration with State
- ✓ Collaboration with CFV Hospital - reportable patient data that is required by the state
- ✓ Implemented Blue Light and Green Light system (for patients who need to be seen)

Challenges

- ✓ Increase of STD, especially Syphilis Rates
- ✓ Increase patient load

Health Ed

Successes

- ✓ Implemented "A Matter of Balance" an Evidenced-Based Community Program
- ✓ Implemented Colorectal Cancer Screening Program
  - ✓ Participants receiving information on the importance of colorectal cancer screenings:
    - ✓ 748 in 2015
    - ✓ 600 in 2016

Challenges

- ✓ None

Environmental Health

Successes

- ✓ Food & Lodging increased our inspection frequency compliance from 53% for 2014-2015 to 91% for 2015-2016.
- ✓ Awarded to date \$394,916.20 in grant funding to achieve greater conformance with the FDA Retail Program Standards
- ✓ Successful Rabies Clinics in both the spring and the fall of 2016.
- ✓ Hosted State of Practice (SOP) education courses at the CCDPH
- ✓ Cross trained Food & Lodging staff in Pool and Tattoo inspection
- ✓ Two (2) additional staff members authorized in Lead investigation
- ✓ Participated in a seventeen (17) county and three (3) university wide mosquito surveillance research program.

Challenge that was a success

- ✓ Emergency response to Hurricane Matthew

### Preparedness/Nursing

#### Successes

- ✓ Managed the shelters successfully for Hurricane Matthew and the September 28<sup>th</sup> floods.
- ✓ Successfully validated the low risk of lead at school by testing concerned children and staff.
- ✓ Implemented appropriate Incident Command structure during disaster

#### Challenge

None

Mr. Wilson concluded his presentation and responded to questions about recruitment for vacant medical positions, partnerships, school nurses, contracting out services and county health rankings/metrics.

### **Jody Risacher, Public Library and Information Center Director, provided the following presentation on the Public Library.**

#### Mission Statement

The library opens windows to the world by encouraging expression, enlightenment, and exploration.

Ms. Risacher reviewed the Public Library organization chart.

#### Department Overview

8 locations; plus Court Library

217 positions: 157 FT and 60 PT

#### Open Windows to the World

- Goal 1: Provide access to information that affects people's lives.
- Goal 2: Support self-directed learning.
  - Explore and know our Community
- Goal 3: Support diversity in the community.
  - Visit a Comfortable Place
- Goal 4: Provide safe, comfortable and welcoming places.
  - Connect to the Online World
- Goal 5: Support connecting to and participating in the digital world.
  - Engage in Lifelong Learning
- Goal 6: Encourage lifelong literacy and creative expression.

#### Grants

- LSTA Early Literacy \$46,000
- Arts Council Storytelling Festival \$4,000
- Arts Council Writers Workshop \$2,000
- NC Humanities Council Let's Talk about it
- Workforce Development Board Replacement Laptops \$50,000

#### Awards

- 3 State Awards-NCPLDA for 2016

#### Highlights - Helping Job Seekers and Entrepreneurs:

Library staff provided an Internet Job Café at the DSS Job Fair in March.

#### Library Job Fair

- 517 Job Seekers
- 133 Resumes Reviewed
- 40 Employers

#### Emerging Adults Vocational Job Fair

- 495 Participants
- Financial literacy help, online job application assistance, resume reviews and interview tips
- Offering job and career classes utilizing computers provided through a grant from Workforce Development.

### Digital and STEM Education for the Community

- Senior Geek Squad Cliffdale Recreation Center
- Coding, robotics, and science programs

### Bridging the Summer Reading Gap 2.4 million minutes read by children and teens during

- Summer Reading Program
- Summertime Kids Program reaches children at camps with a grant from Cumberland Community Foundation, Inc.
- STEM programs offered in conjunction with the NC Science Festival and throughout the year.

### Serving Our Diverse Community

Public forums, programs, and displays encourage open dialog, topics included:

- The Voting Rights Act
- Native American Culture
- Challenging Islamophobia and Racism
- Our State, Our Stories
- Fayetteville African American Heroes
- Speak for a Child: Guardian ad Litem
- Race Relations Series: Mirrors of Privilege
- Deaf Chat for those with hearing impairment
- Explore for adults with developmental challenges

### Challenges – External: marketing to a transient population

- Social media
- Newspaper (hard copy and online)
- Shuttle buses (Jan-May)
- Displays, signage, flyers
- Monthly calendars
- Outreach events

### Challenges – External

- Friends Budget for Library program use for CY17 is over \$87k.
- Income loss due to the flood may not be recoverable this year unless we can get Friends book sale room re-established.
- Friends pay for STEM kits, Summer Reading program, craft items, author visits, etc

### Challenges - Internal

- Currently unavailable:
  - Access to Local & State History room and public use of meeting rooms.
    - Suspended services include deposit collections for daycares, Boys & Girls Club, Department of Social Services, Health Department, Salvation Army, etc.
    - Office space is cramped, resources are scattered, communication is a challenge! Still, we are able to function fairly well.

Ms. Risacher concluded her presentation and responded to questions about developing a position dedicated to outreach, desire to increase walk-in patrons, effect of Hurricane Matthew damage and Friends of the Library

**Angela Cunningham, Print, Mail and Design Services Supervisor, provided the following presentation on the County's print and mail services.**

### Department Overview

- Location: Cumberland County Building Maintenance Facility, 420 Mayview St.
- 5 employees: Print Mail and Design Supervisor; 2 Mail Room Admin. Support Specialists; 2 Printing Technicians (1 vacant)
- Core Mission and Functions include providing printing, graphic design, and mailing services to County departments at a cost savings and in a timely manner; and to provide graphic design support to the Public Information Office.

### Facts and Figures

- Average Yearly Volume (Printing)



- 4 million impressions
- (\$90,000 in billing)
- Average Yearly Volume (Mail pieces)
  - 750,000 mail pieces
  - (\$400,000 in billing)

*(does not include UPS packages)*

Ms. Cunningham displayed photographs of print and mail operations as well as the digital production machine highlighted below.

#### Highlights

- Moving to “Digital Production Machine” that will replace printing presses. This machine can be networked to provide faster production and more automated binding and finishing. This machine will also allow *error correction and editing without loss of labor or materials*.
- More data-file merging (addressing of correspondence) reducing the need for departments to do their own addressing. This saves departments time and labor.
- Working with IS - after they produce the files - we are able to print, bind and mail the items without departments hands-on.
- On-line order system which has eliminated the need for departments to physically submit print requests. (Intranet.) This system was designed by County IS and is an excellent method for tracking print jobs throughout production, and also provides accurate records for billing and charge-outs to County departments. The County Print, Mail and Design Services Department has recently begun production of the Jury Summons. The project is printed and mailed entirely through our department with no hands-on work by the Jury Coordinator. Through shared drive folders, networked printers, folding and inserting machines, we are able to turn this project much more quickly and efficiently.
- Signs and Banners: New plotter allows us to make vinyl banners, displays and signs at a cost savings to County Departments. Vinyl cutting machine allows us to provide backup to the County Sign shop to take on some of the smaller, temporary signage needs in the County.

#### Goals

- Working with IS to completely review all items which will ultimately go through the mail stream. With the mail more uniformly prepared, there are higher levels of cost savings available from the USPS (examples):
  - Uniform addressing;
  - Barcoding;
  - “Second ounce free” (allows for marketing pieces to be inserted into mail pieces at no additional charge.)
- To meet one-on-one with each department regarding their printing, to make sure we are saving them the maximum amount.
- Cleaner work environment: With the addition of the new Production machine, we hope to completely remove all pressroom chemicals from the Print Shop. No longer will we need to send gallons of used chemicals to Solid Waste for disposal, and the Press Room will be a safer and cleaner work environment.

#### Challenges

- External challenge: Changes in technology. We are trying to keep up with the latest processes and still find the right fit for County needs.
- Internal challenge: We need to delve deeper into all departments’ processes to see where else we can help.

Ms. Cunningham concluded her presentation and responded to questions.

**Brenda R. Jackson, Social Services Director, provided the following presentation on the Department of Social Services.**

#### Department Overview/Locations/Number of Employees

- Main Office:
  - 1225 Ramsey Street
  - Fayetteville, NC

- Family Resource Center:  
103 Laketree Blvd.  
Spring Lake, NC
- Operate two group homes, a battered women's shelter & a family visitation center
- Business Hours: 7:30am-5:00pm
- Operating Hours: 24 hours/365 days a year

Ms. Jackson reviewed the top tier organization chart for Social Services beginning with the Social Services Board and stated the full organization chart would encompass over thirty pages.

- Number of Employees = 749
- 699 Full-Time Positions
  - 7 = Administration
  - 14 = Legal
  - 62 = Business Operations
  - 96 = Adult Services
  - 231 = Children's Services
  - 289 = Economic Services
- 45 Time-Limited Temporary Positions
  - Economic Services
- 5 Part-Time Positions

#### Department Overview/Core Mission

- Mission  
We stand united to strengthen individuals and families and to protect children and vulnerable adults. We collaborate with our community partners to provide programs and services which engage our customers in improving their quality of life.
- Vision  
For Our Customers...We envision our customers as partners, motivated and empowered to improve the quality of their lives.  
For Ourselves...We envision our Department as a catalyst for improving the quality of life through teamwork, partnership, forward thinking, and cutting edge service delivery.
- "Families Helping Families"

#### Department Overview/Core Function

- Primary function is to administer state & federal social service programs to local counties and its residents
- Programs address a variety of social and economic problems – poverty, hunger and malnutrition, lack of medical care, homelessness, child abuse and neglect, elder abuse and neglect, teenage pregnancy and unemployment
- Customers include children, families, the indigent, disabled, and senior citizens
- Majority of recipients are the working poor
- County DSS is federally mandated, state supervised and county operated.
- Three core statutory mandates:
  - Public Assistance – means tested programs such as Food Stamps, Medicaid, Energy Assistance, Child Care and Work First
  - Child Protective Services – abused, neglected and dependent children; foster care & adoptions
  - Adult Protective Services - abused, neglected and exploited disabled adults
  - Disinterested Public Guardianship for Adults

#### Non-mandatory services:

- Domestic Violence CARE Center & Shelter
  - Offer the only batterer's program
  - Operate the only battered women's shelter in the county
- Non-Emergency Medicaid Transportation Provider
- Youth Group Home Care
  - Operate two community base homes

#### Highlights

- Awarding Winning Department
  - 9 Best Practice Awards from NC Association of County Directors of Social Services and 8 NC Social Services Association Awards, including two for Chapter of the Year
  - Annual “March to Work” Job Fair was one of the largest in the state. employers who participated. It included the Internet Job Café in partnership with the Cumberland County Public Library & Information Center.
  - Annual Job Swap is a fundraising activity to support the annual Senior Health Fair. Provides opportunity for employees to bid to trade jobs with senior leaders for a day.
- Trailblazing Efforts
  - Successfully advocated for the state to re-calculate the FNS federal timeliness calculation for NC, based on recipients who already held an electronic benefit card. Resulted in an increase by 2%-3% timeliness rate across NC, which improved the state’s & Cumberland County’s compliance with the federally required 95% timeliness by July 1, 2016.
  - 2011 creation of the Department’s first Strategic Plan. Over 60 employees make up four strategic planning teams that drive and monitor the strategic objectives and action steps.
    - Established a Multi-Year Technology Plan – tablets with MS Office capabilities, portable and stationary smartboards, enhanced automated timesheets and various tracking systems, automated employee recruitment and performance management system, dual monitors and modernized website
  - 2011 creation of an employee represented Wellness Committee – Employee sponsored and maintained on-site fitness center, in addition to internal and external walking trails using existing building and grounds footprint
  - Serve as pilots for various state & federal initiatives and work groups (e.g., Child Welfare REAP, Child & Family Services Reviews, Non-Emergency Medical Transportation, Food & Nutrition Services, Trauma-Informed Practices)
  - Embarked on Aging Out of Foster Care initiative to address youth in foster care and adult services that involves public-private partnership with Southeastern Workforce Strategies, Chapin Hall at University of Chicago, Casey Family Programs, University of NC at Chapel Hill and NC DHHS
- LINKS Graduation – Continue to increase the number of teens in foster care who successfully graduate from high school. Several “Class of 2016” graduating foster children received academic and/or athletic college scholarships.
- Involved and engaged in state and federal association - Director named President of North Carolina Association of County Directors of Social Services for fiscal year 2016-2017. Serves on the Board of the National Association of County Human Services Administrators, an affiliate of the National Association of Counties (NACo).
- Social Services Board Member, Maria Constas, named Regional Rep for the North Carolina Association of County Boards of Social Services. Regions include Cumberland, Robeson, Hoke, Bladen, Scotland and Harnett Counties.

#### Challenges – Internal

- Reducing the number of children in foster care. Average over 900 children in care a year
- January 1, 2017 law increasing age children can remain in foster care to age 21
- New prudent parent law giving foster parents ability to authorize foster children to have increased opportunities ex. driver’s license. What is the liability? Who insures the child?
- Increased number, complexity and longevity of adult guardianship cases due to changes in the mental health system
- Workforce Capacity – Recruitment and retention of critical social work and income maintenance positions. Building the capacity of future leaders and leadership succession.
- Economic Service – Staffing to meet timeliness standard for
- Medicaid, especially adult and long-term care services.
- Infrastructure Needs – Carpet replacement and upkeep of first floor conference rooms

#### Challenges - External

- Inability to move children through the local court system in a timely and efficient manner

- Lack of local mental health services, especially crisis services, placements and substance abuse for children and adults
- Concern regarding any state expansion of Medicaid services.
- State program reform and roll-out of NCFAST for child protective services, foster care and adoptions
- Unfunded state and federal mandates ex. risk of losing federal Social Services Block Grant funding for administration.
- The unknowns related to new state and federal governing bodies
- Growing aged and disabled population statewide

Ms. Jackson concluded her presentation and responded to questions regarding age range for group homes, foster care numbers and the number of kids placed outside of Cumberland County to receive therapeutic care.

**Callie Gardner, Pre-trial Services Director, provided the following presentation on the Pre-Trial Services Department.**

Department Overview

- Cumberland County Courthouse Room 214
- Six employees
- Our mission is to provide public safety by providing comprehensive supervision of persons released on pending criminal charges in a fiscally responsible manner.

Ms. Gardner reviewed the Pre-Trial Services organization chart.

Highlights

- Our office works in conjunction with judges, attorneys and the Detention Center to reduce the jail population by releasing defendants who qualify for our program.
- We continue to save the county money by releasing these individuals from the jail.
- The Pretrial Office, along with the county commissioners, recently adopted the Misdemeanor Diversion Program designed for 16 and 17-year-old first-time offenders who do not have an adult criminal record.

Challenges

- Amount of time required to go out into the field to supervise offenders
- Space that provides adequate confidentiality.

Ms. Gardner concluded her presentation on Pre-Trial Services and responded to questions.

**Ms. Gardner also provided the following presentation on Sobriety Court.**

Department Overview/Mission

- The mission of Sobriety Court is to prohibit use of alcohol and to provide support to addicted participants in their recovery process.
  - Sobriety Court helps participants become clean and sober.

Ms. Gardner reviewed the organization chart for Sobriety Court.

Highlights

- Sobriety Court participants are only in the program for a minimum of 12 months; this allows the coordinator manageable time with the participants to focus on the treatment needed for the participant.
- Increased the number of house calls and random alcohol screens to ensure that alcohol is not being used. Those who violate this are given community service or a temporary commitment in CCDC. This allows the participants to understand their violation without a long commitment.
- Coordinator is participating in the Fort Bragg Unit Leader Prevention Course every month, providing an in-depth presentation about DWI awareness and education to Soldiers and Commanders.
- Coordinator provides an in-depth presentation to the surrounding universities on DWI awareness and education.

- Sobriety Court also plans to become a part of the freshman intake process for college students to educate them on DWI awareness in the community.
- Sobriety Court plans to incorporate an Advisory Committee comprised of police chiefs, a county commissioner, Pre-Trial Release Director, college advisors and treatment providers. This committee will meet at least once a year on the progress of Sobriety Court and provide input on ideas for future consideration for the program.

#### Challenges

- The availability of Advisory Committee members and their accessibility due to other commitments.
- Lack of funding for alcohol sensors for those that are on a fixed income, the initial cost is \$243 for a minimum of 60 days monitoring, after that the cost goes to \$168 every other week. This poses issues especially for those who are not working and need to be in the program for public safety.

Ms. Gardner concluded her presentation on Sobriety Court and responded to questions about the success rate of Sobriety Court and alternatives to prevent recidivism.

#### **Ann Johnson, Administrative Program Officer II, provided the following presentation on the Senior Community Employment Program.**

##### Department Overview

- Location  
707 Executive Place  
Suite B  
Fayetteville, NC 28305
- Number of Employees  
2 County employees  
1 Temporary staff  
1 Senior participant

##### Organizational Structure

- The Administrative Program Officer supervises the entire program: enrolling new participants, recruiting new host agencies, going to the various counties, enrolling, monitoring participants and host agencies, completing individual employment plans (IEPs), contacting local companies to promote the program and encourage them to hire our participants.
- The Financial Associate II develops the budget, files all of the monthly and annual reports. The Finance Associate also completes the payroll checking and inputting time sheets.

##### Core Mission and Function

- The Cumberland County Senior Community Service Employment Program (SCSEP) provides part-time employment opportunities in community service activities for unemployed, low-income individuals ages 55 and older.
- The program promotes economic self-sufficiency and increases the number of older people who enjoy the benefits of unsubsidized employment in the public and private sectors.
- SCSEP is authorized under Title V of the Older Americans Act and is funded by the U.S. Department of Labor through Senior Service of America, Silver Springs, Maryland. Cumberland County SCSEP currently serves seniors in Cumberland, Robeson, Moore, Lee, Richmond and Bladen counties.
- Participants are placed in community service assignments to allow them to develop their skills, receive paid training and build their confidence to secure unsubsidized positions. They meet the needs of local non-profit and public organizations and contribute to the general welfare of their community.

##### Highlights

- SCSEP has assisted nine participants in finding employment so far this year and hopes to assist another 10 or so in finding employment in the private sector by the end of the fiscal year 2017.
- Our most recent placement was hired at \$12 per hour in a related training field.

### Achievements

- Because we live in a military community, we have been successful in enrolling veterans. Nearly 30% of our participants are veterans, both men and women, who have served our country in peace and war.
- Sometimes older workers do not have sufficient nutrition to sustain them. In an effort to make the holidays a little bit brighter, we partnered with Second Harvest, The Food Bank of Central and Eastern North Carolina and Mountaire Inc. to provide food gift boxes for both Thanksgiving and Christmas. We have been successful in the last five years in providing food gift boxes to each participant in every county that we serve.

### Changes

- The Department of Labor and Senior Service of America make the rules and regulations for the program.
- Because of the regulations, we are not able to change things; we can only make sure we comply with the rules and regulations.

### Challenges – External

- We face several challenges as a program; starting with the goals set for us by DOL and Senior Service of America.
- The goals are difficult to achieve.
- Our service level goal is 114, which means that we must serve at least 114 participants including current participants and enrolling new participants.
- This is very difficult to achieve because we only have funding to sustain 71 participants without cutting hours.
- The placement goal this year has risen to 25 and each year it has been increasing in number.
- Participants are guaranteed up to 48 months of participation and most of the participants choose to use the entire 48 months at one time, which makes it very difficult to achieve the number of placements that we are required.
- Our participants can only be assigned to non-profits (501c3) or governmental agencies making it difficult for them to get hired.

### Challenges - Internal

- A participant is not allowed to work unsupervised; any participant working must have supervision by a host agency employee.
- I spend 60% of my time visiting host agencies in our six-county region and we only have one other full-time employee.

Ms. Johnson concluded her presentation on the Senior Community Employment Program and responded to questions about whether other counties served by this program provide any funding.

**Eric Redrick, Veteran Services Director, provided the following presentation on the Veteran Services Department.**

#### Department Overview

##### Our Location

301 E. Russell St.  
Fayetteville, NC 28301  
(Corner of Russell & Cool Springs Street)  
910-677-2970

##### Hours of Operation

Monday – Thursday 8 a.m. – 3 p.m.  
Friday 8 a.m. – 11 a.m.  
Phone Calls  
Monday – Friday 8 a.m. – 5 p.m.

##### Number of Employees: 7

Veteran Services Officers (5 - VSOs)  
Eric Redrick  
Joanie Rodriguez

Monishia Bland  
Robert Shelly  
Michelle Johnson

Administrative Support: 2

Administrative Support Specialist

- Michael Delarosa

Front Desk Receptionist

- Caroline Quinones'

4 Veterans Affairs Work-Studies

Mr. Redrick reviewed the organization chart for the Veteran Services Department.

Core Mission and Functions

Provide assistance to all veterans, surviving spouses and dependents in Cumberland County applying for VA benefits. Act as the liaison between the client and the Department of Veterans Affairs.

Highlights

- Compensation/pension compared to larger counties:
  - Cumberland County: \$462,789
  - Mecklenburg County: \$182,228
  - Wake County: \$192,899
- Process more claims than any other county
- See veterans outside of our county
- Partner with other community organizations such as Veterans Treatment Court & Veterans Council
- See on average 400 – 700 clients a month
- Community Outreach
- Home visits
- Presentations
- Changed our operating hours (now open during lunch)
- Members of the Veterans Council/Veterans Treatment Court
- Hired a new VSO to our staff (as of Jan 9, 2017)
- Going completely automated. With the Department of Veterans Affairs, soon we will have the ability to submit claims directly to VA.

Challenges – External

- Veterans seeking our services from other counties & states.
- Some other counties see clients only by appointment
- Community outreach commitments (not having enough staff to cover office/outreach)
- Other organizations processing of claims
- Veterans not knowing or understanding the claims process.

Challenges - Internal

- Not spending enough quality time with our clients
- Security

Mr. Redrick concluded his presentation on the Veteran Services Department and responded to questions about salary and qualifications for Veteran Service Officers, whether services provided outside Cumberland County can be recouped through a reciprocal agreement, and applying for benefits via E-benefits versus seeking services in the Veterans Services office.

**Jerod Roberts, Director of Solid Waste, provided the following presentation on the Solid Waste Management Department.**

Overview

- 698 Ann St, 771 Wilkes Rd, 16 containers sites throughout Cumberland County
  - Provides a range of disposal options for the county.
- 68 Employees/13 Seasonal/Temp Employees
  - Director and Supervisors, Remaining Direct Reports
- Core Mission and Functions

- The Solid Waste Management Department's mission is to provide for efficient use of the sanitary landfill and to further the county's efforts in developing future solid waste disposal programs that will conserve natural resources, reduce the volume of waste, and dispose of non-recoverable wastes in an environmentally sound manner.

#### Highlights/Accomplishments

- Recent development of a safety program
- Operator certification program in 2017 (through Swana)
- Quality customer service to residents and commercial haulers.
- GOAL setting for 2017, waste reductions, operating cost and increase revenue by improving operating efficiencies.

#### Challenges

- Side slope erosion from Hurricane Matthew
- Older equipment/high maintenance cost
- Evaluating recycling collection programs
- Employee buy-in/ ownership of work performance
- Operational changes with seasoned staff
- Fee schedule changes

Mr. Roberts concluded his presentation on the Solid Waste Management Department and responded to questions about the life of the landfill and extending the life with a permit to piggyback.

**Terri Roberts, Board of Elections Director, provided the following presentation on the Board of Elections.**

#### Department Overview

- E. Newton Smith Center
  - 227 Fountainhead Lane
- Three-member board appointed by the State Board
- Director and 7 full-time staff; part-time and temporary workers as needed
- Our mission is to perform all the duties and responsibilities as assigned by the general statutes of North Carolina in accordance with the laws of the state and to ensure all elections are conducted fairly, honestly and efficiently.
- Agency that maintains the voter registration records for Cumberland County
- Maintains precinct and district lines and notifies all voters of changes in precinct or districts
- Administers the elections in Cumberland County
- Administers the Campaign Reporting Act in Cumberland County.

Ms. Roberts reviewed the organization chart for the Board of Elections.

#### Highlights

- Administered the November 2016 Presidential Elections in a fair, honest, and open process with no complaints about long lines
- U. S. Department of Justice had federal observers here in our precincts on election day. There has not been any negative feedback from that agency.

#### Challenges – External

- Frequent changes to election laws that must be implemented sometime in the middle of an election cycle
- Public misconception about what our office does
- Lack of communication with the State Board of Elections

#### Challenges – Internal

- Storing for records required to be retained
- Staffing during an election for office and precincts
- Tracking equipment and supplies for precinct



Ms. Roberts concluded her presentation on the Board of Elections and responded to questions about elimination of touch screen usage and the M200 machine that will accommodate ADA requirements. Ms. Roberts stated her desire would be that state legislatures work with Board of Election directors who better know the needs of their individual counties.

**Keith Todd, Information Services Director, provided the following presentation on the Information Services Department.**

Department Overview/Mission and Vision

- Mission  
Our mission is to provide efficient, accurate, reliable, secure, cost-effective technology for Cumberland County in alignment with Cumberland County's Strategic Plan.
- Vision  
Our vision is to provide progressive leadership and support for Information Technology to support the County's Vision.

Mr. Todd reviewed the organization chart for the Information Services Department and displayed a snapshot of staff.

Highlights/Operational Excellence

- Operational Excellence - Managing the current production environment.
- Maintaining Systems with optimal uptime: 2,500 phones, 300 network devices, 1,000 computers, 172 databases, 80 servers, 86 software applications.
- Responding to helpdesk requests: 4,902 helpdesk tickets submitted in 2016.
- Strong Security Posture

Highlights/Solution Delivery

- Solution Delivery – Seek ways to streamline service delivery, enhance business processes, reduce cost and enhance customer satisfaction.
- Seek enterprise solutions that consolidate technology, thereby reducing redundant systems. (Example: Voice over IP, Central Permits, etc.)
- Have developed a proactive approach to Business Intelligence to partner with our business departments.

Challenges/Legacy Systems

- Multiple, inflexible systems functioning together. Balancing the maintenance of legacy systems while supporting newer technologies.
- Application modernization (Jury, Finance, Central Permits, Solid Waste, CMF, Tax)
- A reduction of workforce for maintaining the mainframe system.

Challenges/Innovation

- 95/5 Rule – Building a culture of innovation can be challenging. Many IT departments succumb to this rule where 95% of staff and capital are devoted to maintaining existing systems and only 5% is left for innovation.
- Inspiring staff to innovate while maintaining current production systems.
- Keeping up with the rapid change of technology

Challenges/Influx of Projects

- Balancing the support of existing systems(new and legacy), need to innovate, and managing various complex projects (Tyler Munis, Laserfiche, Website Redesign, transition of mainframe applications, Utility Billing, etc.)
- Obtaining required knowledge and/or skillset to support new technology as a result of these projects. Technology is consistently changing therefore requiring constant training.
- In the process of filling the vacancy of our Project Manager position which will be responsible for establishing a project prioritization plan to rate projects and maintain a project portfolio.

Mr. Todd concluded his presentation on the Information Services Department and responded to questions about employee security training/education, the threat of email attachments, new hire education, network policy and opportunities for Human Resources to expand its training.

**Tammy Gillis, Internal Audit and Wellness Services Director, provided the following presentation on the Internal Audit Department and Wellness Services.**

**Department Overview/Internal Audit**

- Location  
County Administration  
117 Dick Street  
Fayetteville, NC 28301
- Number of Employees - 2

Ms. Gillis reviewed the organization chart for the Internal Audit Department and Wellness Services.

**Core Mission and Function/Internal Audit**

The primary purpose of Internal Audit is to provide a review function within the County and to assist members of the management team in the effective discharge of their responsibilities by furnishing them with recommendations and pertinent relevant information concerning the activities and/or areas under review. We audit County departments as well as non-profits that receive funding from the County. Audit also assists the external audit firm in the annual audit of the County.

**Highlights/Internal Audit**

Since hiring an additional internal auditor in October 2015, Internal Audit has doubled the number of internal audits completed each year. The Internal Audit Director gained certification as a Certified Government Audit Professional in June 2016. This certification allows Internal Audit to assist the external audit firm with the annual audit, which in turn saves the County approximately \$20,000 on the cost of the audit.

**Challenges/Internal Audit**

External audit occupies much of internal audits time, making it harder for Internal Audit to complete more internal audits.

**Department Overview/Wellness Services**

- Location  
Employee Pharmacy – 227 Fountainhead Lane  
Employee Clinic – 226 Bradford Avenue
- Number of Employees  
6 County employees  
1 Vacancy

**Core Mission and Function/Wellness Services**

The primary purpose of Wellness Services is to provide and manage health education programs for the employees of Cumberland County and help them maximize and maintain healthy lifestyles.

Wellness Services is comprised of:

- Employee Pharmacy
- Employee Clinic
- Wellness Programs

Wellness programs and clinic visits are free to employees. In the Pharmacy most generic medications are free and the co-pays for brands are \$30 less than in a retail pharmacy.

**Highlights/Wellness Services**

In 2016:

- The Employee Pharmacy filled 41,663 prescriptions, approximately 38% more than in 2015.
- The Employee Clinic had 2,613 visits which equal a cost savings of approximately \$120,000.

The Wellness Program is offering several activities for employees to participate in:

- Zumba classes 2 days a week
- Yoga class one day a week
- An employee garden

- Team sports, with basketball offered currently
- Walking group, running group and biking club

The most successful Wellness Program is the Weight Watchers At Work Program. The first 12 week session had 126 participants to complete the program and they lost a total of 1,500 pounds. We are in our 3<sup>rd</sup> 12 week session with approximately 100 participants.

Ms. Gillis displayed photographs of staff participating in wellness activities.

#### Challenges/Wellness Services

The Wellness Services area's biggest challenge is helping people realize the need to improve their health and to motivate them to take control of their health. Finding ways to get employees to participate in programs is a challenge.

Ms. Gillis concluded her presentation on the Internal Audit Department and Wellness Services and responded to questions regarding audit of nonprofit agencies and volunteer agencies, audit of contracts and reporting of audits. Chairman Adams stated he felt Internal Audit staff should meet with and report independently to the Finance Committee.

#### **Sally Shutt, Governmental Affairs Officer, provided the following presentation on the Public Information Office.**

##### Department Overview

- Mission: To tell the County's story
- Vision: To reach citizens and increase understanding about the County
- Tasks
  - Coordinate and manage external and internal communication with public, media and employees
  - Assist departments with communication needs
  - Inform the public, media and employees in a timely and accurate manner
  - Market County services
- Develop and collaborate on communications strategies for topics and issues
- Oversee the County's branding
- Facilitate public records requests

Ms. Shutt reviewed the current structure of the department and the new position added for a Communications and Outreach Coordinator.

- Tools
- Media releases
- Website – [co.cumberland.nc.us](http://co.cumberland.nc.us)
- Social Media:
  - Facebook – [facebook.com/CumberlandNC](https://facebook.com/CumberlandNC)
  - Twitter – [twitter.com/CumberlandNC](https://twitter.com/CumberlandNC)
  - YouTube – [youtube.com/CumberlandCountyNC](https://youtube.com/CumberlandCountyNC)
- Newspaper columns: weekly in Fayetteville Observer; bi-weekly in Up & Coming
- Fayetteville/Cumberland Educational TV Time Warner Cable Channel 5
  - Commissioners meetings live and rebroadcast
  - Cumberland Matters TV program/videos
- Outreach/Citizen Engagement (Citizens' Academy, Institute for Community Leadership, community events, radio, etc.)
- Other: signage, brochures, posters

##### Response to Challenges

- Digital platforms
  - Website redesign underway with IS and Business Intelligence
  - Mobile platforms – part of redesign
  - Content Management for departments
  - Social Media – increase use of visuals and videos
- Being proactive with departments
  - Communications & Outreach Coordinator position will increase capacity to work with departments
  - Long-range planning

Ms. Shutt concluded her presentation on the Public Information Office and responded to questions about partnering with FTCC for TV services since the County does not have its own channel.

Chairman Adams providing closing comments and thanked County staff for their efforts and department heads for their presentations. Chairman Adams stated the Board will engage in its goal setting process during its February 16 goal-setting retreat.

There being no further business, the special meeting adjourned at 2:55 p.m.

Approved with/without revision:

Respectfully submitted,

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Candice H. White  
Clerk to the Board