Cumberland County Priorities & Objectives

2021-2022

CUMBERLAND COUNTY

NORTH CAROLINA

PRIORITY 1: Performing Arts Center

Priority 1 Objective 1	Complete Market Analysis and Feasibility Study

Work began on the feasibility study for the PAC before the onset of COVID-19, roughly January 21-23, 2020. Work on this item is currently paused. The final phase of the engagement with Spectra's vendor, CSL, is the community survey. Schedule timelines were negatively impacted due to COVID-19.

Action Steps	- Vendor conducts community survey (projected to begin late spring or early summer) - Vendor reports study results to Spectra Venue Management (projected completion date is late summer or early fall) - Spectra provides market analysis and feasibility study results to the Board of Commissioners
Key Performance Indicators	- Percent of County residents and other community stakeholders participating in the survey - Completion of study and delivery of results to BOC

Priority 1 Objective 2	Board direction based on results of Market Analysis and Feasibility Study
Action Steps	- Board of Commissioners directs staff on next steps for the PAC based on market analysis and feasibility study results - Staff begins background work with financial advisors and bond counsel to determine how a financing package might be structured
Key Performance Indicators	Staff adherence to timelines provided by Board of Commissioners

PRIORITY 2: Gray's Creek Public Water Access

Priority 2 Objective 1	**Develop a long-term financially sustainable water system to address GenX contamination in the Gray's Creek District**
Action Steps	• Extend water to the schools in Gray's Creek District • Continue extension of water lines throughout the district • Develop operational plan that provides long-term financial sustainability
Key Performance Indicators	• Public water extended to schools in Gray's Creek • Operational Plan completed • Timeframe developed for completion of remaining phases

Priority 2 Objective 2	**Partner with the Public Works Commission (PWC) as the primary water provider**
Action Steps	• Determine the role of PWC in operation of water system • Develop agreement for provision of water to the district
Key Performance Indicators	• Role and participation from PWC defined • Agreement with PWC completed

Priority 2 Objective 3	**Identify funding sources for costs of extending water lines**
Action Steps	• Continue to engage Chemours in seeking funding • Work with Federal lobbyist to identify grants and financial assistance • Partner with USDA for long-term, low-interest loans
Key Performance Indicators	• Agreement from Chemours to fund Gray's Creek construction • Funding secured through grants or long-term loans

PRIORITY 3: Countywide Public Water

Priority 3 Objective 1	**Explore long-term plan to extend public water throughout the county**
Action Steps	• Update 2009 Countywide Water Study • Conduct financial feasibility study of water expansion in each identified district • Seek funding sources to create long-term financial sustainability
Key Performance Indicators	• Select consultant to update the Preliminary Engineering Report (PER) • Initiate study • Report findings to the Board

PRIORITY 4: Homelessness

Priority 4 Objective 1	**Work with homeless consultant, OrgCode, to develop a Three-Year Homelessness Strategic Plan**

On March 11, 2021, Dee Taylor presented the contract for OrgCode as an information item since it did not require Board approval. OrgCode is the consultant selected to work with Cumberland County and project stakeholders through a process that will produce a fully vetted three-year homelessness strategic plan. The plan will be the first step towards a comprehensive plan that will lay out how the County will handle homelessness for the next several years. This document will capture the action steps outlined in OrgCode's scope of work. The strategic plan will provide the County with the following: action steps, funding sources, and key performance indicators. The completion date for this effort will be no later than June 30, 2021 as indicated by the proposed project timeline below.

Action Steps

Phase SCHEDULE / TIMELINE ESTIMATES	
Start-Up Tele-Conference	By week two after Contract Execution
Phase 1	March - April
Phase 2	May
Phase 3	May - June
Project Completion	No later than June 30, 2021

Key Performance Indicators	- Hold start-up teleconference no later than week two after contract execution - Manage the schedule and ensure that the consultant stays on task regarding the schedule - Stakeholder identification

Priority 4 Objective 2	**Phase 1: Assessment of Current Programs and Resources**
Action Steps	- Use scientific methods to measure and assess the context, formation, process, impacts and outcomes of the tools, approaches and activities involved in the current homeless response system - Manage the schedule and ensure that the consultant stays on task regarding the schedule - OrgCode will conduct a comprehensive operational and fidelity review of the status of the homeless response system - Research available program, funding, inventory and HMIS homeless data to examine the local capacity to address existing and projected need for the next three years (2021-2024) - OrgCode will seek to engage and receive data from the City and County along with the housing authority to gather the most comprehensive funding perspective of housing and supports - Gather data and review documentation - Community and Stakeholder Feedback
Key Performance Indicators	- Adherence to the schedule as outlined by the contract - Percentage of work completed

Priority 4 Objective 3	**Phase 2: Needs Assessment and Gaps Analysis Report**
Action Steps	- Data Organization and System Mapping: - Conduct qualitative and quantitative analysis of the information gathered in Phase 1 - The data will be organized to clearly represent the current state of the homeless in Cumberland County - Identify any observable differences in homelessness experiences utilizing a racial, gender and familial lens - Highlight other subpopulations such as persons fleeing violence, unaccompanied youth, and veterans

	• Gaps Analysis Report:
	    ○ OrgCode to write and present a Gaps Analysis Report to the County and the Continuum of Care
	    ○ Present supply and demand comparisons
	    ○ The Gap Analysis Report will set the stage for developing and organizing a data driven, evidence-informed, community led strategic plan

Key Performance Indicators	• Adherence to the schedule as outlined by the contract • Percent of work completed

Priority 4 **Objective 4**	**Phase 3: Developing the Three-Year Strategic Plan on Homelessness**
Action Steps	Critical to the development of the final strategic plan will be an understanding of the community's vision and priorities in their effort to end homelessness. • Community Public Forums: OrgCode will conduct two facilitated public forums (approximately 90 minutes each) to focus on: service provider audiences such as community leaders, faith-based organizations, neighborhood associations, business, and housing developer communities. • Stakeholder Forums: OrgCode will conduct two forums (likely Zoom-based) with primary and secondary stakeholders. The feedback forums will reflect on the status of the homeless response system and develop priorities on impacts on other community systems and supportive services and housing providers. • Continuum of Care Operations Workshop: OrgCode will conduct a facilitated workshop with specific homeless service system operations providers. • Leadership Strategic Planning Retreat: OrgCode will develop a preliminary draft framework to serve as the working document of the Three-Year Homelessness Strategic Plan. This will be presented at a final County and CoC executive leadership strategic planning retreat. The retreat is envisioned to be either a site visit gathering of at least a half-day (if possible given COVID) or a multi-part Zoom facilitated retreat. This session will help develop goals and strategies for each impact area and prioritize goals and strategies. • Draft Strategic Plan: The final phase of the project will be the compilation of the Three-Year Homelessness Strategic Plan. The leadership staff will have an opportunity to review the document and make recommendations for edits during this time.

	• Final Homelessness Strategic Plan Document: OrgCode recommends at least a two-week comment period and review. Consultant will finalize and make delivery of the final plan for adoption by the County and the COC. The final deliverables will be the strategic plan document, a brief PPT covering the highlights of the plan and a one-pager summarizing the plan for education, training, and marketing of the plan.
Key Performance Indicators	• Adherence to the schedule as outlined by the contract • Percent of work completed

PRIORITY 5: Government Communication
Continue to build the County's internal and external communication channels and overall reach

Priority 5 Objective 1	Improve internal communication and employee access to information
Action Steps	• Continue to use multiple communication channels such as "all employee" emails, County Connection and Wellness Connection newsletters, Cumberland Alerts and employee town halls to effectively reach employees/internal audiences • Upgrade the look, feel and functionality of the Intranet to improve the user experience • Deploy WebEx in more departments for virtual meetings and collaborative communication • Provide monthly departmental presentations to commissioners and create other content spotlighting departments for internal and external use
Key Performance Indicators	• Internal employee survey with questions on internal communication – percentage who use County website, Intranet and social media; satisfaction with content of employee newsletters; use of Cumberland Alerts and town hall meetings • Percentage of employees who open newsletters, participate in town halls, open Alerts • Intranet ease of navigation survey questions • Implementation of WebEX and usage

Priority 5 Objective 2	**Improve external communication by updating website design and functionality and providing excellent social media and web content to better inform and engage with residents**
Action Steps	• Complete website redesign including content migration and departmental review, bringing library website under the County's website • Launch redesigned website in spring • Develop and implement countywide social media strategy in accordance with best practices and policy • Better coordinate posts across all County social media properties using content calendar and other strategies • Develop a comprehensive communications plan/program that includes how citizens contact and engage with county departments (email, website, social media, future mobile apps, telephone and other channels) • Develop an updated comprehensive communications plan for sharing information to citizens through various outlets (website, print, radio, TV, billboards, in-house Countywide digital signage, telephone, text messaging, etc.)
Key Performance Indicators	• Website launch • Tracked growth in website usage • Social media strategy development and implementation • Tracked growth in social media reach • Comprehensive communications plan for citizen contact/engagement • Comprehensive communications plan for information sharing

Priority 5 Objective 3	**Improve and expand digital media production for CCNC-TV and web channels**
Action Steps	• Live broadcast of three Boards of Commissioners meetings each month and rebroadcasting on CCNC-TV • Continue live broadcast of monthly advisory board meetings held virtually • Promote all live videos via the county website, social media and local media • Develop content that spotlights departments and educates citizens about services and the Board of Commissioners • Share and promote content related to municipalities and other governmental agencies, including features on smaller communities, current events and other information

	• Complete creation of Cablecast Screenweave app for on-demand and streaming service on multiple platforms
Key Performance Indicators	• Number of meetings and events live streamed • Percentage of departments with content created for channel • Percentage of municipalities sharing information • Usage of Screenweave app

Priority 5 Objective 4	**Improve intergovernmental communication and maintain strong relationships with municipal, regional, state and federal officials**
Action Steps	• Work with lobbyist and federal elected officials to develop and implement federal action plan and provide updates to the BOC • Provide updates with BOC on state legislation and Cumberland County delegation actions; share county information with delegation, including all media releases • Provide updates with BOC from municipalities, Fort Bragg and Board of Education on issues that have impact on county government • Participate in Mayors' Coalition; schedule departmental presentations to the group at quarterly meetings and provide communications support to the coalition • Share and promote content related to municipalities and other governmental agencies on CCNC-TV and other platforms; feature one municipality each month
Key Performance Indicators	• Level of grant awards and other federal funding applied for and obtained • Number of updates provided on federal, state and municipal activities • Level of information and content sharing on County platforms

Priority 5 Objective 5	**Develop, launch and promote web applications to improve citizen and employee engagement**
Action Steps	• Fully implement WebEx videoconferencing/online meeting software across the County • Fully implement ONESolution public safety mobile software • Launch EnerGOV planning and environmental health software to the public • Complete the build out of the Public Records Request online submission and tracking platform

	• Promote GIS applications on website to the public and employees. • Implement single point platform to accept payments (web and mobile) • Implement a citizen reporting web app for Solid Waste, Animal Services and other departments • Begin business requirements gathering for the development of a comprehensive county app that offers information on departments and the ability to communicate with departments and elected officials
Key Performance Indicators	• WebEX implementation, training and usage • OneSolution usage • Energov usage (employees and citizens), number of permits, online transactions (types and revenue amounts), customer survey responses • Public Records Request – usage, number requests, number responses, customer survey responses, time to respond to request, request type trends • GIS apps – New app development, usage and adoption of GIS across the County, number of GIS apps hits on the website. Usage rates based on Arc Data, customer survey responses • Payment app – implementation, usage, total revenue collected, total collection index • Percentage of completion of business plan for comprehensive county app and development of the app

PRIORITY 6: Economic Development

Priority 6 Objective 1	**Close any remaining service gaps and ensure affordable access to broadband**
Action Steps	• Work with existing and new service providers • Identify any remaining infrastructure gaps and pursue potential grants and partnerships to facilitate 100% County-wide coverage • Work to secure grant, state, and federal funding to make broadband access affordable for students and low-income households
Key Performance Indicators	• Broadband coverage areas

Priority 6 Objective 2	Identify and develop infrastructure-served industrial sites to support job creation
Action Steps	• Work with FCEDC, PWC / utility providers, the Mayors Coalition and planning staff to identify 1,000 acres for future job creation • Develop cost estimates for infrastructure extensions
Key Performance Indicators	• Inventory of infrastructure-served industrial sites

Priority 6 Objective 3	Expand support for expungement efforts and reentry programs
Action Steps	• Consider pursuing a structured program to increase expungement program participation • Create financial incentives for employers that hire reentry candidates
Key Performance Indicators	• Program creation • Number of individuals with past convictions enrolled in program and hired

Priority 6 Objective 4	Connect with key business sectors
Action Steps	• Facilitate a series of quarterly dialogue sessions with local business stakeholders with the support of the FCEDC • Propose cohort groups to include major employers, micro enterprises and startups, defense and technology companies, and the development / construction industries • Create candid dialogue with local companies on issues they are facing and how best the County could support their growth • Join FCEDC staff on select existing industry visits
Key Performance Indicators	• Participation in session • Participation in industry visits

PRIORITY 7: County Facility Asset Inventory and Audit

Priority 7 Objective 1	Perform a Feasibility Study for a General Government Services Building
Action Steps	• Project approved and budgeted in FY21 • Develop a scope of work and distribute a request for proposals • Evaluate proposals and choose the most responsive firm • Initiate study • Report findings to the BOC
Key Performance Indicators	• Successful selection of a firm • Successful completion of the study

Priority 7 Objective 2	Perform a Space Utilization Study of All County Facilities
Action Steps	• Determine an estimated cost and obtain BOC approval • Develop a scope of work and distribute a request for proposals • Evaluate proposals and choose the most responsive firm • Initiate study • Report findings to the BOC
Key Performance Indicators	• Budget approval for study successfully obtained • Successful selection of a firm • Successful completion of the study

Priority 7 Objective 3	Perform an ADA/Accessibility Assessment of All County Facilities
Action Steps	• Determine an estimated cost and obtain BOC approval • Develop a scope of work and distribute a request for proposals • Evaluate proposals and choose the most responsive firm • Initiate study • Report findings to the BOC
Key Performance Indicators	• Budget approval for study successfully obtained • Successful selection of a firm • Successful completion of the study

Goal 7 Objective 4	Identify Life Cycles of All County Facilities and Associated Critical Building Infrastructure
Action Steps	• Determine an estimated cost and obtain BOC approval • Develop a scope of work and distribute a request for proposals • Evaluate proposals and choose the most responsive firm • Initiate study • Report findings to the BOC
Key Performance Indicators	• Budget approval for study successfully obtained • Successful selection of a firm • Successful completion of the study

Priority 7 Objective 5	Centralization of Custodial and Facilities Services Across County Departments
Action Steps	• Determine potential costs associated with centralization • Plan for the centralization of the employees and assets in question • Implement the centralization • Assess post-centralization for success/opportunities for improvement
Key Performance Indicators	• Identification of potential costs • Successful integration of employees and assets • Visible improvement in service capabilities and response to facility and custodial needs