

CUMBERLAND COUNTY BOARD OF COMMISSIONERS
TUESDAY, APRIL 3, 2018 – 9:00 AM
117 DICK STREET, 1ST FLOOR, ROOM 118
REGULAR MEETING MINUTES

PRESENT: Commissioner Larry Lancaster, Chairman
Commissioner Jeannette Council, Vice Chair
Commissioner Charles Evans
Commissioner Marshall Faircloth
Amy Cannon, County Manager
Tracy Jackson, Assistant County Manager
Sally Shutt, Assistant County Manager
Duane Holder, Assistant County Manager/Interim Health Director
Rick Moorefield, County Attorney
Vicki Evans, Finance Director
Deborah Shaw, Budget Analyst
Heather Harris, Budget Analyst
Brenda Jackson, Social Services Director
Jeffrey Brown, Engineering and Infrastructure Director
Candice White, Clerk to the Board
Kellie Beam, Deputy Clerk
Press

ABSENT: Commissioner Glenn Adams
Commissioner Michael Boose
Commissioner Jimmy Keefe

Chairman Lancaster called the meeting to order.

INVOCATION / PLEDGE OF ALLEGIANCE

Chairman Lancaster provided the invocation followed by the Pledge of Allegiance to the American flag.

Recognition of Amanda Bullard as Winner of the Steven C. Graham Achievement Award for Earning the Highest Passing Score on the Certified Local Government Purchasing Officer Certification Exam

Commissioner Faircloth recognized Amanda Bullard, the County's Purchasing Manager, stating she received the Steven C. Graham Achievement Award at the Carolinas Association of Governmental Purchasing conference held in March. Commissioner Faircloth stated Ms. Bullard won the award for earning the highest passing score on this year's Certified Local Government Purchasing Officer certification examination, and she not only achieved the highest score among the 22 exam applicants, she accomplished the rare feat of earning a perfect score. Commissioner Faircloth stated passing the certification exam is a critical step on Ms. Bullard's path toward achieving her Certified Local Government Purchasing Officer designation and to earn this professional designation includes completing four core courses offered by the UNC School of Government, earning 154 hours of continuing education and passing a three-part certification examination. Commissioner Faircloth congratulated Ms. Bullard on her outstanding efforts working toward her professional certification.

Recognition of Dee Taylor, Interim Community Development Director, on Her Appointment to the Governor's Interagency Council for Coordinating Homeless Programs
United Way Campaign Recognitions

Commissioner Evans recognized Dee Taylor, Interim Community Development Director, stating Governor Roy Cooper has appointed her to the North Carolina Interagency Council for Coordinating Homeless Programs and she was sworn in on March 15 for a three-year term. Commissioner Evans stated Governor Cooper established the N.C. Interagency Council for Coordinating Homeless Programs in May 2017, and among its duties, the 26-member council will advise the Governor,

Secretary of the N.C. Department of Health and Human Services, other state agencies and partners on issues related to housing stabilization for persons that are homeless or at risk of homelessness. Commissioner Evans also stated the council is comprised of people from various state agencies, the public education system, the faith-based community and one member each from a county and city government. Commissioner Evans stated the Council meets quarterly and will submit an annual report with policy recommendations. Commissioner Evans congratulated Ms. Taylor and thanked her for representing Cumberland County on the state level.

United Way Campaign Award Recognitions

Chairman Lancaster stated Cumberland County participated in the 2017 United Way Campaign from October 23 through November 17, and during the campaign, County employees showed their generosity by donating money to United Way in the amount of \$29,790 dollars. Chairman Lancaster stated those funds, along with funds donated by other organizations, made it possible for United Way to fund 71 programs and services and serve more than 105,000 individuals and families right here in Cumberland County. Chairman Lancaster thanked everyone who contributed to the 2017 campaign and stated it is because of their generosity that United Way can do the great work that it does.

Chairman Lancaster stated there were several County departments that went above and beyond during the 2017 campaign and received United Way awards, with the Central Maintenance Facility and Veterans Services receiving the Campaign Excellence Awards, which is presented to organizations with at least 85 percent employee participation and either a \$10 per capita gift or a 20 percent increase in employee giving over the previous year. Chairman Lancaster recognized staff representing the Central Maintenance Facility and presented them a certificate.

Chairman Lancaster stated the Finance Office earned the Campaign Leadership Award, which is presented to organizations with at least 75 percent employee participation and either a \$78 per capita gift or a 15 percent increase in employee giving over the previous year. Chairman Lancaster recognized staff representing the Finance Office and presented them a certificate.

Chairman Lancaster stated five departments earned the Campaign Achievement Award, which is presented to organizations with at least 50% employee participation and either a \$52 per capita gift or a 10 percent increase in employee giving over the previous year. Chairman Lancaster recognized staff representing Administration, Cumberland County Cooperative Extension, Print Mail and Design Services, Register of Deeds and Workforce Development and presented them a certificate.

Chairman Lancaster thanked everyone who generously gave and supported the 2017 United Way Campaign.

Amy Cannon, County Manager, requested a change to Item 6.A. from a closed session for Attorney-Client Matter(s) pursuant to NCGS 1430318.11(a)(3) to a closed session for Economic Development Matter(s) pursuant to NCGS 143-318.11(a)(4).

1. APPROVAL OF AGENDA

MOTION: Commissioner Council moved to approve the agenda with the change as requested to Item 6.A. for a closed session for Economic Development Matter(s) pursuant to NCGS 143-318.11(a)(4).

SECOND: Chairman Lancaster

VOTE: UNANIMOUS (4-0)

2. CONSENT AGENDA

- A. Approval of Minutes for March 9, 2018 Special Meeting with Legislative Delegation, March 15, 2018 Special Meeting for Capital Investment Planning and March 19, 2018 Regular Meeting
- B. Approval of Proclamation for Kiwanis Aktion Club Day

COUNTY OF CUMBERLAND

NORTH CAROLINA

PROCLAMATION

WHEREAS, the first Aktion Club was organized by the Governor of Kiwanis International's Florida District in 1987 and spread by word-of-mouth throughout the Kiwanis world where the Aktion Club became an official Service Leadership Program of Kiwanis International on October 1, 2000; and

WHEREAS, the Aktion Club is the only community-service club for adults living with disabilities with more than 12,000 members worldwide and thirty-four Aktion Clubs with over 900 members in the Carolinas District; and

WHEREAS, Aktion Clubs draw members from various organizations that support individuals with disabilities and a Kiwanis club, composed of like-minded, service-oriented people from the community, serves as the Aktion Club's sponsor; and

WHEREAS, the Motto of the Aktion Club is "where development has no disability"; and

WHEREAS, the Vision of the Aktion Club is "to develop competent, capable, caring leaders through the vehicle of service"; and

WHEREAS, the Mission of the Aktion Club is "to provide adults living with disabilities an opportunity to develop initiative, leadership skills and to serve their communities"; and

WHEREAS, the Core Values of the Aktion Club are character building, leadership, inclusiveness and caring.

NOW, THEREFORE, We, the Cumberland County Board of Commissioners, do hereby proclaim April 14, 2018 as Kiwanis Aktion Club Day in Cumberland County, North Carolina and urge all citizens to recognize the Aktion Club for its support of adults living with disabilities.

Presented this 14th day of April 2018.

- C. Approval of Proclamation Recognizing April 8-14, 2018 as National Library Week

COUNTY OF CUMBERLAND

NORTH CAROLINA

PROCLAMATION NATIONAL LIBRARY WEEK APRIL 8 – 14, 2018

WHEREAS, libraries are not just about the materials they provide, but are also about how they serve their communities; and

WHEREAS, libraries have long served as trusted and treasured institutions, and library workers and librarians fuel efforts to better their communities, campuses and schools; and

WHEREAS, libraries continue to lead the way in leveling the playing field for all who seek information and access to technologies; and

WHEREAS, libraries and librarians look beyond their traditional roles and provide transformative opportunities for education, employment, entrepreneurship, empowerment and engagement, as well new services that connect closely with community needs; and

WHEREAS, libraries lead their communities in innovation, providing Science, Technology, Engineering, Arts, and Math (STEAM) programming, as well as access and training for new technologies; and

WHEREAS, National Library Workers' Day on April 10th recognizes the unique contributions that library workers make to help people find the information they need for learning, working, as well as for recreational purposes; and

WHEREAS, libraries, librarians, library workers and supporters across the country are celebrating National Library Week.

NOW THEREFORE, We, the Cumberland County Board of Commissioners, hereby proclaim April 8 – 14, 2018 as "NATIONAL LIBRARY WEEK" in Cumberland County. We encourage all residents to visit the library, to get a library card, and to take full advantage of library programs and services that enhance life in our County.

Adopted this 3rd day of April 2018.

D. Approval of Proclamation Recognizing April 2018 as National County Government Month

COUNTY OF CUMBERLAND

NORTH CAROLINA

PROCLAMATION

National County Government Month - April 2018

"Serving the Underserved"

WHEREAS, the nation's 3,069 counties serving more than 300 million Americans provide essential services to create healthy, safe and vibrant communities; and

WHEREAS, counties move America forward by providing health care, administering justice, keeping communities safe, creating economic opportunities and much more; and

WHEREAS, Cumberland County and all counties take pride in their responsibility to protect and enhance the health, welfare and safety of its residents in efficient and cost-effective ways; and

WHEREAS, through National Association of Counties President Roy Charles Brooks' "Serving the Underserved" initiative, NACo is focusing on the critical role counties play in breaking multi-generational cycles of poverty; and

WHEREAS, in order to remain healthy, vibrant and safe, America's counties provide public health, justice, safety, infrastructure, transportation, technology, environmental stewardship and economic services that play a key role in everything from residents' daily commutes to emergency response; and

WHEREAS, each year since 1991 NACo has encouraged counties across the country to actively promote their own programs and services to the public they serve.

NOW THEREFORE, BE IT RESOLVED, that the Board of County Commissioners of Cumberland County, do hereby proclaim April 2018 as National County Government Month and encourage all county officials, employees, schools and residents to participate in county government celebration activities.

Adopted this 3rd day of April 2018

E. Approval of a Proclamation for National Public Safety Telecommunicators Week

COUNTY OF CUMBERLAND

NORTH CAROLINA

PROCLAMATION

National Public Safety Telecommunicators Week

April 8-14, 2018

WHEREAS, emergencies can occur at anytime that require law enforcement, fire or emergency medical services; and

WHEREAS, when an emergency occurs, the prompt response of law enforcement officers, firefighters and medical services personnel is critical to the protection of life and preservation of property; and

WHEREAS, the safety of our law enforcement officers and firefighters is dependent upon the quality and accuracy of information obtained from citizens who telephone the Cumberland County Communications Center; and

WHEREAS, Public Safety Telecommunicators are the first and most critical contact our citizens have with emergency services; and

WHEREAS, Public Safety Telecommunicators are the single vital link for our law enforcement officers and firefighters by monitoring their activities by radio, providing them information and insuring their safety; and

WHEREAS, Public Safety Telecommunicators of the Cumberland County Communications Center have contributed substantially to the apprehension of criminals, suppression of fires and treatment of patients; and

WHEREAS, dispatchers have exhibited compassion, understanding and professionalism during the performance of their jobs over the past year.

NOW THEREFORE, BE IT RESOLVED, that the Cumberland County Board of Commissioners declares the week of April 8-14, 2018 to be “NATIONAL PUBLIC SAFETY TELECOMMUNICATORS WEEK” in Cumberland County in honor of the men and women whose diligence and professionalism keep our County and citizens safe.

Adopted this 3rd day of April 2018.

- F. Approval of Proclamation for Cumberland County Law Enforcement Officers Week and Peace Officers Memorial Day

COUNTY OF CUMBERLAND

NORTH CAROLINA

PROCLAMATION

WHEREAS, Cumberland County recognizes the heroism of all law enforcement officers who have died in the line of duty – giving their lives to protect and serve the citizens of our county; and

WHEREAS, the Cumberland County Sheriff’s Office has lost twelve officers in the line of duty; and

WHEREAS, a permanent memorial has been designated and erected in memory of all those fallen officers and placed in the ground of the Cumberland County Courthouse and Law Enforcement Center.

NOW, THEREFORE, BE IT RESOLVED, that the Cumberland County Board of Commissioners PROCLAIMS May 6 – 12, 2018 “CUMBERLAND COUNTY LAW ENFORCEMENT OFFICERS WEEK” and May 10, 2018 “PEACE OFFICERS MEMORIAL DAY”.

BE IT FURTHER RESOLVED, that the Cumberland County Board of Commissioners encourages all citizens of Cumberland County to recognize the contributions of those who serve their community in potentially dangerous circumstances and the ultimate sacrifice by those who have given their lives protecting and serving this county.

Presented this 10th day of May 2018.

G. Approval of Chapin Hall Contract Amendment #1 for the Department of Social Services

BACKGROUND:

The purpose of this contract is to develop a multidimensional and integrative service delivery model for aging out foster children and older teens in transition to adulthood in Cumberland County DSS custody to improve their outcomes. Chapin Hall assists CCDSS in utilizing A Model Approach for Change in Child Welfare (AMAC-CW) in collaboration with Cumberland's Partners to create a model for change in child welfare. (AMAC-CW) embodies the essence of collective impact and employs a method of research that begins with the internal workings of the child welfare agency and extends to, includes, and catalyzes the efforts of the greater community. Duke Endowment has awarded Cumberland County DSS a multi-year grant for the implementation plan for AMAC-CW, in an effort to reform child welfare systems.

RECOMMENDATION / PROPOSED ACTION:

We respectfully request your approval of Amendment #1 - Chapin Hall at the University of Chicago contract from \$97,000.00 to \$228,185.00 to include the second installment of the Duke Endowment Grant for FY 2018.

Contract Amendment
Cumberland County Department of Social Services Fiscal
Year Begins July 1, 2017 Ends June 30, 2018
Contract #2018261
Amendment #1

SECTION I

Agency: Chapin Hall at the University of Chicago

Program: Children and Adult Services

Effective Period of the Contract: July 1, 2017 - June 30, 2018

This Contract Amendment amends the contract between the Cumberland County Department of Social Services (the "County") and Chapin Hall at the University of Chicago (the "Contractor"). As provided for under the terms of the contract, The County and Contractor agree to amend the provision(s) indicated in Section II below.

SECTION II

Justification/Change to Contract: To increase contract amount to include the second installment of Duke Endowment funds.

Please see amended Scope of Work. The total Increase is \$131,185.

1. Current amount of reimbursement- \$97,000.00
2. Revised amount of reimbursement: \$228,185.00
3. Except as specifically amended herein, all other terms and provisions of the purchase of services contract shall remain in full force and effect.
4. The total expenditures under this Agreement shall be at least \$97,000.00 but not to exceed \$228,185 .00 depending on costs and available funds.

SECTION III

All other terms and conditions set forth in the original contract shall remain in effect for the duration of the contract. The contract specified above is amended by this Contract Amendment effective January 26, 2018.

Chapin Hall at the University of Chicago
Scope of Work
A Model Approach for Change in Child Welfare
(AMAC-CW)
Contract Year August 1, 2017 – June 30, 2018

Purpose of Initiative

Employ a modified approach to collective impact that will result in an effective, articulated, documented approach to systems change that will improve outcomes for older youth in child welfare and inform child welfare and family support programs in Cumberland County.

Improving the internal County support structures available to families is the first step towards improving the well-being for children and youth in care and improving youth outcomes. The initiative will begin with an internal focus on all services, staffing, and funding within the organization to ensure all resources are maximized to address the needs of this vulnerable population. The focused review will examine not only the current use of county, state, federal and grant child welfare funding, but will also examine guardianship and adult protective services, and employment and training opportunities through Temporary Assistance for Needy Families and Food and Nutrition programs.

While collective impact is in use across the nation, it has not been used as an organizing framework for reforming child welfare systems. The overarching goal is to use a refined form of collective impact as an organizing framework for systems change, while integrating data analytics and strategies for using research evidence to (a) reduce the number of children entering into child welfare; (b) coordinate outreach to at-risk families to connect services and sustain the family when possible; and (c) improve the safety, permanency and child well-being outcomes for all youth across Cumberland County starting with our older youth population.

Systems change is a shift in the way that an agency makes decisions about policies, programs, and the allocation of its resources and, ultimately, in the way it delivers supports and services to its citizens. Effective systems change requires the agency to build collaborative bridges among multiple agencies, community members, and other stakeholders.

In the case of Cumberland County, systems change as the centerpiece of collective impact distinguishes collective impact from what a conventional service-delivery program revision might entail. When funds are spent "just" to deliver services, their impact is limited to the people who receive those services. When services are siloed, their impact is limited to selected challenges that impede quality of life and a corresponding incapacity to attend to improving quality of life. But when funds are devoted effectively to systems change, impact can extend beyond a single program or multiple programs in isolation. When implemented and documented with care, collective impact can be used to develop "a model approach to change in child welfare" (AMAC-CW) which has the potential to ensure effect across multiple programs, agencies, and service recipients, with benefits that accrue to the entire community well into the future.

Elements of the Multi-Year Initiative

A Model Approach for Change in Child Welfare (AMAC-CW) embodies the essence of collective impact. We propose an approach that begins with the internal workings of the child welfare agency and extends to, includes, and catalyzes the efforts of the greater community. Cumberland's partners in this effort include Southeastern Workforce Strategies (SWS), University of North Carolina Chapel Hill (UNC-CH), NC DHHS-Division of Social Services (State DSS), Chapin Hall at University of Chicago, Casey Family Programs, and key community stakeholders and governing bodies, as indicated in the text and work plan that follow. The State DSS has committed to AMAC-CW by partnering with CCDSS and SWS to provide Chapin Hall access to administrative data through existing agreements with UNC-Chapel Hill. Casey Family Programs formally joined this effort and believes this work will help further the 2020: Building Communities of Hope Initiative. The partners aim to pursue a vision for improving safety, permanency, well-being and quality of life.

Vision:

Children grow up in households and communities with caring adults, have positive educational and vocational experiences, and benefit from informal and formal community supports that enable them to develop into healthy, socially competent, independent, productive adults.

Project Goal:

Using a collective impact (CI) approach, create a sustainable, replicable model of change that supports the vision and enables reform of the social service system to improve the safety, permanency and well-being of children, youth, and families in Cumberland County and beyond.

As detailed in the work plan included in the approved grant proposal the multi-year project will be delivered in phases with the proposed two years (phase 1) focusing on the continued internal (Cumberland DSS and existing partners) preparation and planning. The effort focuses on developing and testing practical strategies for helping child welfare and related social services using data and research findings to more effectively to refine policy, reform program

implementation within public agencies, and redesign and delivery of a new practice model for child welfare that promises novel integration.

Duke Endowment has expressed an interest in financially investing in a multi-year implementation plan for AMAC-CW after the two-year phase I funding. The research informs the redesign of practice strategies that are an efficient use of staff time and inform the service delivery system for youth aging out of care. Based on funding availability year-three will consist of the enact full implementation A Model for Change in Child Welfare (AMAC-CW) that includes new and revised policy and procedures (policy, data and practice model), implementation monitoring, data and analysis, and embedding of CQI. Further, the partners are confident that the focus on documentation and refinement of the model across time will enable the initial project investment to leverage systems change efforts well beyond Cumberland County.

Anticipated Results

AMAC-CW will have both county specific outcomes and broader systemic impacts in its development and implementation. Specifically, CCDSS will co-create collaborative processes to address the escalating rates of youth aging out of the child welfare system without the educational and life skills to successfully transition into early adulthood.

The project will leverage administrative data (e.g., baseline information on the number of available foster care placements; pathways of youth in, through, and beyond the system) to inform action and develop sustainable systems reform and innovations. CCDSS has invested

significant time, energy, and resources to prepare staff to effectively engage in this process. Based on funding availability, long term anticipated results based on a 3-5 year implementation beyond the initial two years of project include:

Systems Change

- Integrated data system used to advance the work in DSS
- Improved array of services and funding supports for DSS
- Enhanced cross system coordination

Child Welfare Outcomes

- Decreased rate of repeat maltreatment
- Safe reduction of the number of children/youth entering out-of-home care
- Increased timeliness and use of reunification
- Increased placement stability
- Safe number of children in group home and congregate care
- Improved parental and caregiver well-being

Youth Outcomes

- Permanence-connected to at least one caring adult or family
- Employable and able to obtain steady employment
- Educational and vocational attainment
- Strong independent living skills
- Socially and emotionally competent

Collectively, these approaches implemented in collaboration and partnership across the public systems will create more efficient service delivery models tailored to meet the needs of the youth and county-specific contexts. CCDSS and partners will refine, plan, implement, evaluate and replicate this model to improve the services to children and families and influence the system for positive change. The model once fully implemented and refined will be replicable, and adaptable across jurisdictions, enabling monitoring and improvement of child welfare outcomes of varying type and emphasis in future applications.

In the initial year engagement, we will employ A Model Approach for Change in Child Welfare (AMAC-CW) by embodying the essence of collective impact that will result in an effective, articulated, documented approach to system change that will improve outcomes for older youth in child welfare and inform child welfare and family support in Cumberland County. Cumberland's partners in this effort include SWS, Inc, University of North Carolina at Chapel Hill, Chapin Hall at the University of Chicago, and key community stakeholders and governing bodies as indicated

in the grant text and work group. Duke Endowment has embraced this effort and awarded a two-year grant for this work.

Further Duke Endowment understands the need for a 5 to 6-year implementation process and has voiced interest based on the progress of the first two years for possibly a continual financial investment. CCDSS will work with local, county and state partners as well as other grantors to seek funds to further the work and commitment to the initiative.

Detail activities are outlined in the May 2017 AMAC-CW Initial Work Plan approved in the Duke Endowment grant proposal for year one. The grant is dispersed in installments two times a year for two years. (\$97,000 Duke Endowment Grant - 1st Installment in August 2017 for Year One. Revised: January 26, 2018 to include the Duke Endowment Grant \$131,185 - 2nd Installment for Year One.

- a. Visits to Fayetteville to assist the company with hands on meetings with executive management, select staff and specific stakeholders that provided an orientation and education of collective impact.
- b. Data & Governance - Review and integrate administrative data process for collective impact, identify target population, seek and review grant application for research funding to help to create for CCDSS an evidence-based model for aging out foster care using collective impact.
- c. Leadership & Governance - Assist CCDSS in establishing priority areas for the initial collective impact initiative, build consensus within and across the department and agencies and engage internal partners.
- d. Policies & Procedures - Conduct reviews and establish framework for a practice model and revise policies and procedural manuals.
- e. Process Evaluation- Observing and document effort and progress of the AMAC- CW work including benchmarking, outputs and findings.

Funding Breakdown

\$97,000- Other (Duke Endowment 1st Installment)

\$131,185- Other (Duke Endowment 2nd Installment)

- H. Approval of Southeastern Workforce Strategies Contract Amendment #1 for the Department of Social Services

BACKGROUND:

The purpose of this contract is to develop a multidimensional and integrative service delivery model for aging out foster children and older teens in transition to adulthood in Cumberland County DSS custody to improve their outcomes. Southeastern Workforce Strategies, LLC (SWS) acts as a trusted intermediary to assist CCDSS to integrate all efforts, such as A Model Approach for Change in Child Welfare (AMAC-CW), and to collaborate with Cumberland's Partners to create a model for change in child welfare. AMAC-CW employs a modified approach to collective impact that will result in an effective, articulated, and documented approach to system changes that will improve outcomes for older youth in foster care and advance child welfare and family support programs in Cumberland County. Duke Endowment has awarded Cumberland County DSS a multi-year grant for the implementation plan for AMAC-CW, in an effort to reform child welfare systems.

RECOMMENDATION / PROPOSED ACTION:

We respectfully request your approval of Amendment #1 - Southeastern Workforce Strategies from \$277,000.00 to \$339,874.00 to include the second installment of the Duke Endowment Grant for FY 2018.

Contract Amendment
Cumberland County Department of Social Services Fiscal
Year Begins July 1, 2017 Ends June 30, 2018
Contract #2018133
Amendment #1

SECTION I

Agency: Southeastern Workforce Strategies. LLC Program: Children and Adult Services

Effective Period of the Contract: July 1, 2017 - June 30, 2018

This Contract Amendment amends the contract between the Cumberland County Department of Social Services (the "County") and Southeastern Workforce Strategies. LLC (the "Contractor"). As provided for under the terms of the contract, The County and Contractor agree to amend the provision(s) indicated In Section II below.

SECTION II

Justification/Change to Contract: To increase contract amount to include the second installment of Duke Endowment funds.

Please see amended Scope of Work. The total Increase Is \$62,874.00.

1. Current amount of reimbursement: \$277,000.00
2. Revised amount of reimbursement \$339,87.400
3. Except as specifically amended herein, all other terms and provisions of the purchase of services contract shall remain in full force and effect.
4. The total expenditures under this Agreement shall be at least \$277,000.00 but not to exceed \$339,87.400 depending on costs and available funds.
5. Attachment A - General Terms and Conditions: Intellectual Property Rights shall be amended to read as follows:

Copyrights and Ownership of Deliverables: All deliverable items produced pursuant to this contract are the exclusive property of the County. The Contractor shall not assert a claim of copyright or other property interest in such deliverables. County acknowledges Contractors' ability to publish materials, consistent with industry standards, resulting from the services provided under this contract; provided however, that such publication does not disclose proprietary trade secrets or confidential information of County. Contractor agrees to acknowledge the County in any such publications and to include a disclaimer to the effect that the published material does not necessarily reflect the views of the County. Cumberland County has the right to review and approve all publications to help ensure that no confidential proprietary, or personally identifying information is contained in any publication Contractor agrees to provide County with a copy of such publications prior to publication.

SECTION III

All other terms and conditions set forth in the original contract shall remain in effect for the duration of the contract. The contract specified above is amended by this Contract Amendment effective January 26, 2018.

Purpose of Initiative

The purpose of this initiative is to develop and implement an internal Collective Impact model at the Cumberland County Department of Social Services (CCDSS). The general scope is increasing the focus of the agency to improve service delivery and practices for Children and Adult Services. Also, insure the agency has the most effective organizational structure to achieve and improve permanency for aging out foster children and older teens as they transition adulthood.

This is a multi-year initiative to addresses following challenges within the agency:

1. How to improve outcomes for youth in Foster Care ages fifteen to twenty- one years of age.
2. How to maximize federal, state and county funds such as IV-E, TANF, JCPC, and other resources to better serve this population.
3. Determine how to marry Child Welfare with Adult Services to provide better service delivery to older teens and foster children transitioning adult guardianship
4. How to steer away from having many short-term initiatives and develop curriculum and programs for a long-term model over a two to three-year period.
5. Analyze how the current screening and assessment of youth to determine what improvements and/or changes are necessary to focus on the future of foster children and juvenile as they age out of care and services.
6. Analyze how the agency services teens currently and implement how the agency can serve teens better.

7. Determine how the staff views current service delivery. Assess staff feedback on their roles and how their roles can be enhanced.
8. Analyze current job descriptions. Also, in this regard, determine if a new unit needs to be formed for Foster Care and Transitioning Youth.
9. How to increase Foster Home Recruitment to include specialize legal guardianship recruitment efforts for youth aging out of foster care.
10. How to address Kinship Care.
11. Review, assess and provide feedback on the Vision and Mission Statement of the agency.
12. Review, assess and provide feedback to the Expectations and Standards of the agency.
13. How to promote better staff recognition of the agency's Core Values and Validating behaviors.
14. How to address a major staff issue of lack of appropriate skills necessary for decision making, judgment and ownership. A particular focus will be on supervising level staff.
15. How to transition staff from being task driven and playing it safe due to fears of the consequences of making a decision.
16. How to successfully integrate the select stakeholders-Court, Juvenile and School systems.

Elements of the Multi-Year Initiative

Southeastern Workforce Strategies, LLC (SWS, LLC) will analyze, assess, recommend and provide effective modifications and changes to address the challenges of the CCDSS as part of a multi-year initiative.

- I. SWS, LLC will develop and implement internal Collective Impact as an integrative service delivery model at the CCDSS. The focus of Collective Impact is to coalesce all units, departments and staff to consolidate and maximize services. The emphasis will be on creating a long-term model with curriculum and programs for long term solutions.
- II. SWS, LLC will to analyze and assess the current screening and assessment procedures to help determine where you want a youth to be three years from now. Understanding taking an early approach to youth aging out of foster care should yield improved outcomes toward self-sufficiency.
- III. SWS, LLC will assist the agency in determining how to maximize outcomes for youths in foster care ages fifteen to twenty-one years old. These focus groups and interviews will concentrate on how the agency serves teens currently and how the agency can serve teens better including adoption and guardianship of older teens. Questions will primarily explore five topics:
 - 1.) What is being done now?
 - 2.) What can be done better?
 - 3.) Feedback on Quality and Quantity of Resources
 - 4.) State of North Carolina Prudent Parenting and Foster Care normalcy
 - 5.) What is each staff members' role when it comes to servicing teens well?
- IV. SWS, LLC will also serve as a clearinghouse for projects and research. The general focus of SWS, LLC's work is to increase the focus of the agency to improve service delivery and practices.
- V. Moreover, SWS, LLC assess staff structure to insure the agency is organizationally structured to improve permanency for children and young adults. In that regard, SWS, LLC will duly address each of the fifteen challenges collectively over the course of the one-year contract.
- VI. SWS, LLC has established a dynamic partnership with Chapin Hall Center for Children at the University of Chicago and its Executive Director, Bryan Samuels. Mr. Samuels is a former commissioner of the Administrative on

Children, Youth and Families for the U.S. Department of Health and Human Services. Mr. Samuels will be personally assisting the president of SWS, LLC in implementing an internal Collective Impact at CCDSS and help promote greater Foster Care permanency and wellbeing for children aging out of foster and juvenile populations. SWS, LLC will serve as a conduit between CCDSS and Chapin Hall Center to develop to establish a data analysis system for CCDSS. SWS, LLC sponsor two to three visits to Fayetteville, NC for

Bryan Samuels of Chapin Hall to assist the company with hands on meetings with executive management, select staff and specific stakeholders.

- VII. The consultant will be onsite at the agency for four to six days per quarter for full day visits. At least half of the visits can include an overnight stay. The consultant will attend scheduled meetings at the request of the Director such as Permanency Roundtable meetings. Also, the consultant will possibly attend select in state and out of state conferences or seminars per the request of the Director.

Year One -August 1, 2015 through June 30, 2016

- I. In September 2015 SWS, LLC sponsored a visit to Fayetteville, NC for Bryan Samuels of Chapin Hall Center to assist the company with hands on meetings with executive management, select staff and specific stakeholders that provided an orientation and education of collective impact. SWS, LLC worked throughout the year with Chapin Hall Center to validate focus group questionnaire, seek and review grant application for research funding to help to create for CCDSS an evidence-based model for aging out foster care using a collective impact approach.
- II. Facilitated and coordinated the W.T. Grant Foundation Research Project which expanded the partnership with Bryan Samuels, Chapin Hall Center for Children and Casey Family Programs Research Division. The partnership is exploring funding opportunities to test the agency's use of Collective Impact model and its use of research evidence in child welfare. The project focuses on developing and testing practical strategies for helping the agency use data and research findings more effectively to refine policy, program design and practice in child welfare. Assisted CCDSS with WT Grant Foundation funding application submission in January 2016 and May 2016
- III. SWS, LLC provided on-site consultation and participated in Permanency Roundtable forum with Casey Family Programs and LINKS independent living program graduation ceremony to educate foster children graduating from high school about efforts to improve service delivery for teens transitioning to adulthood.
- IV. SWS, LLC conducted focus groups and interviews concentrating on how the agency serves teens currently and how the agency can serve teens better. Questions primarily explored five topics:
- 1.) What is being done now?
 - 2.) What can be done better?
 - 3.) Feedback on Quality and Quantity of Resources
 - 4.) State of North Carolina Prudent Parenting and Foster Care normalcy
 - 5.) What is each staff members' role when it comes to servicing teens well?

SWS, LLC conducted focus groups and a series of interviews with:

- A. Foster Care Workers
- B. Teen Unit Staff
- C. Group Homes
- D. TANF/Work First Staff
- E. Fiscal Staff
- F. Adult Services Staff
- G. LINKS/Independent Living
- H. Adoption Staff
- I. Leadership
 - a.) Line Supervisors for Child Welfare and Adult Services
 - b.) Legal staff

Year Two - July 1, 2016 through June 30, 2017

- Revision November 1, 2016 through June 30, 2017
- Revision January 1, 2017 through June 30, 2017

- I. Continue to provide consultation through conference calls and on-site visits to assist CCDSS to create an internal Collective Impact model to improve service delivery and practices for Children and Adult Services.

- II. Continue to work with CCDSS to develop the most effective organizational structure to achieve and improve permanency for aging out foster children and older teens as they transition adulthood.
- III. Continue to facilitate and coordinate the W.T. Grant Foundation Research Project which expanded the partnership with Bryan Samuels, Chapin Hall Center for Children and Casey Family Programs Research Division. The partnership will explore funding opportunities test the agency's use of Collective Impact model and its use of research evidence in child welfare. The project focuses on developing and testing practical strategies for helping the agency use data and research findings more effectively to refine policy, program design and practice in child welfare. Continue follow-up work on CCDSS with WT Grant Foundation funding application submitted in May 2016 and any resubmission in August/September 2016. On October 14, 2016, WT Grant Foundation Research Project did not approve the third revise proposal submitted on September 19, 2016 in conjunction with SWS, Casey Family Programs and Chapin Hall.
- IV. Casey Family Programs-Research Division has awarded \$25,000 to continue an amended version of item III above by taking a laser focus on the administrative data elements to include the reasons children come into care, where are the opportunities to prevent care and how do we reduce the length of care. Move to Year Three due to intensive work with Casey Family Program developing the scope of work and pending Duke Endowment Grant application status. Work jointly with Casey Family Programs, CCDSS and Chapin Hall at University of Chicago to refine scope of work to compliment the hybrid collective impact as a model for change. Casey funding year January-December.
- V. Casey Family Programs awarded \$8,000.00 effective November 1, 2016 to expand focus groups discussions to increase concentration on congregate and group care, specialized placement recruitment efforts for teens and exploration of family like setting business model for provider agencies based on the tenets of the proposed Federal Family First Prevention Act.
- VI. Continue to participate in Permanency Roundtable forum with Casey Family Programs and LINKS independent living program activity to educate foster children graduating from high school about efforts to improve service delivery for teens transitioning to adulthood. Provide workshops in conjunction with CCDSS at the annual adoption conference and NC Social Service Institute.
- VII. SWS, LLC will continue assisting the agency in determining how to maximize outcomes for youths in foster care ages to twenty-one years old. Expand focus groups and interviews concentrated on how the agency serves teens currently and how the agency can serve teens better. Questions primarily explored five topics:
 - 1.) What is being done now?
 - 2.) What can be done better?
 - 3.) Feedback on Quality and Quantity of Resources
 - 4.) State of North Carolina Prudent Parenting and Foster Care normalcy
 - 5.) What is each staff members' role when it comes to servicing teens well?

SWS, LLC will conduct focus groups and a series of interviews with:

 - A. Teens in Care
 - B. Community Stakeholders
 - a.) Juvenile Court Administrator
 - b.) Juvenile Justice Director or Designee
 - c.) CommuniCare
 - d.) School System-Social Work Manager
 - C. Private Adoption Agencies
- VIII. Continue to sponsor visits to Fayetteville, NC for Bryan Samuels of Chapin Hall Center to assist the company with hands on meetings with executive management, select staff and specific stakeholders that provided an orientation and education of collective impact. SWS, LLC will continue to work throughout the year with Chapin Hall Center to establish performance measures for collective impact, validate focus group data, seek and review

grant application for research funding to help to create for CCDSS an evidence-based model for aging out foster care using collective impact. SWS, LLC will publish a white paper for CCDSS with the results and recommendation of the focus groups no later than September 30, 2016.

Deadline for the completion of the focus groups extended to March 30, 2017 due to cancellation of focus groups due to scheduling challenges and the impact Hurricane Matthews disaster. The white paper will be presented to key stakeholders to include but not limited to CCDSS staff, social services board, key stakeholders and the media has been moved to Year -Three.

Year Three -July 1,2017 through June 30, 2018

- I. Continue to provide consultation through conference calls and on-site visits to assist CCDSS to improve service delivery and practices for Children and Adult Services. Act as a trusted intermediary to integrate all efforts (Court Evaluation, Adoption Promotion, Casey Project, REAP & AMAC-CW) of CCDSS to improve outcomes for foster children and young adults transitioning out of foster care. (\$105,000 County Funds)
 - a. SWS, LLC will work with Public Consulting Group (PCG) who is conducting an assessment of court from petition to permanency. This work will be incorporated in the hybrid collective impact to create a model approach for change. This will create synergy and consistency to inform and develop quality child welfare practice.
 - b. Continue to participate in Permanency Roundtable forum with Casey Family Programs and LINKS independent living program activity to educate foster children graduating from high school about efforts to improve service delivery for teens transitioning to adulthood. Provide workshops in conjunction with CCDSS at the annual adoption conference and NC Social Service Institute.
 - c. The consultant will be onsite at the agency for four to six days per quarter for full day visits. Visits can include an overnight stay. The consultant will attend scheduled meetings at the request of the Director such as Social Services meetings. Also, the consultant will possibly attend select in state and out of state conferences or seminars per the request of the Director. Present work of collective impact/AMAC to community partners, state DHHS, and various organizations and stakeholders.
 - d. Continue explore, seek and facilitate funding acquisitions to further the work of improving outcomes for at-risk children and young adults served by Cumberland County DSS.
- II. Continue to work with CCDSS to develop the most effective organizational structure to achieve and improve permanency including adoptions for aging out foster children and older teens as they transition adulthood. (\$50,000 State Adoption Funds)
- III. Casey Family Programs-Research Division has awarded a grant to continue an amended version of item III. above by taking a laser focus on the administrative data elements to include the reasons children come into care, where are the opportunities to prevent care and how do we reduce the length of care. Moved from Year Two to Year Three due to work with Casey Family Program developing the scope of work and pending Duke Endowment Grant application status. Using a comprehensive collective impact approach, identify the meaning of administrative data in terms of actionable research findings through "brown bag data discussions" using "trusted intermediaries" (Southeastern Workforce Strategies, LLC) and other research utilization strategies with key community stakeholders, county staff, consultants (UNC-Chapel Hill, Casey Family Programs, Chapin Hall) and others. Use the "mix method" finding from the focus groups being conducted by Southeastern Workforce Strategies, LLC and analysis of the administrative data to inform the work. Use the administrative data to develop strategies and sequencing where to put agency's efforts and resources. Item to be completed on or before grant funding expires on December 31, 2017. (\$25,000 Casey Family Programs Grant)

- IV. Employ A Model Approach for Change in Child Welfare (AMAC-CW) by embodying the essence of collective impact that will result in an effective, articulated, documented approach to system change that will improve outcomes for older youth in child welfare and inform child welfare and family support in Cumberland County. Cumberland's partners in this effort include SWS, Inc, University of North Carolina at Chapel Hill, Chapin Hall at the University of Chicago, and key community stakeholders and governing bodies as indicated in the grant text and work group. Duke Endowment has embraced this effort and awarded a two-year grant for this work. The grant is dispersed in installments two times a year for two years. (\$97,000 Duke Endowment Grant- 1st Installment in August 2017 for Year One) Revised: January 26, 2018 to include the \$62,874 Duke Endowment Grant - 2nd Installment for Year One.
- a. Visits to Fayetteville, NC for Chapin Hall Center to assist the company with hands on meetings with executive management, select staff and specific stakeholders that provided an orientation and education of collective impact.
 - b. Data & Governance - SWS, LLC will continue to work throughout the year with Chapin Hall Center to assist with the administrative data review and integration process for collective impact, identify target population, seek and review grant application for research funding to help to create for CCDSS an evidence-based model for aging out foster care using collective impact.
 - c. Leadership & Governance - SWS, LLC will assist to establish priority areas for the initial collective impact initiative, build consensus within and across the department and agencies and engage internal partners.
 - d. Policies & Procedures - SWS, LLC will assist to conduct reviews and establish framework for a practice model and revise policies and procedural manuals.
 - e. Process Evaluation - SWS, LLC will assist in observing and documenting effort and progress of the AMAC-CW work including benchmarking, outputs and findings.

Total Cost and Contract Invoicing Scheduling = \$339,874.00

The price for a twelve-month consulting contract for SWS, LLC to develop and conduct an internal Collective Impact initiative for an integrative service delivery model for aging out foster care and juvenile youth in transitioning to adulthood for the CCDSS is \$339,874.00 (\$105,000 County funds, \$50,000.00 Adoption Incentive funds, \$25,000 Casey Family Program funds and a \$97,000.00 1st Installment received August 2018 and 2nd Installment \$62,874 received December 2018 from Duke Endowment Grant). The County funds (\$105,000) will be billed and distributed in twelve (12) equal payments of \$8750.00. The Adoption Incentive, Casey Family Program and Duke Endowment installment funds will be billed separately and individually and will be distributed in full as a one-time payment.

Funding Breakdown

\$105,000 County
\$50,000 State (Adoption Incentive)
\$25,000 Other (Casey Family Program)
\$97,000 Other (Duke Endowment/1st Installment)
\$62,874 Other (Duke Endowment/2nd Installment)

- I. Approval of Resolution of Intent to Close a Dead-End Portion of Finish Line Drive and Call for a Public Hearing on the Question

BACKGROUND:

Road closure by the Board of Commissioners is governed by G.S. § 153A-241. The process is commenced by the Board adopting a resolution of intent. Once that resolution is adopted the statute requires advertised and specific notice of the proposed closure and for the Board to hold a public hearing. The Board may close the road after the public hearing if the Board is satisfied that the closure is not contrary to the public interest and that no individual owning property in the vicinity

of the road would be deprived of reasonable means of access to his or her property. Any person who is aggrieved by the closure may appeal to the courts within 30 days of the order of closure being adopted. Once the road is closed, title to the property lying in the close road vests in the adjoining property owners.

James and Anita Hilton submitted a petition to close a dead end, unimproved portion of Finish Line Drive. A copy of the petition has been provided as Exhibit 1. A survey and legal description of the portion to be closed prepared by Robert E. Leach, II, PLS, has been provided with the petition as Exhibits 2 and 3. A notice from NCDOT that the portion for which closure is requested is not state-maintained has been provided as Exhibit 4.

The county attorney has examined the county's GIS records and reports that the portion for which closure is requested is unimproved, is abutted by only two parcels with PIN 0403-92-6246 and 0403-92-8253 and each of these is owned by the petitioners, and no parcels will be landlocked by this closure.

RECOMMENDATION / PROPOSED ACTION:

County attorney recommends the Board to commence this closure by adopting the attached Resolution of Intent calling for a public hearing on May 21, 2018.

**BOARD OF COMMISSIONERS OF CUMBERLAND COUNTY
RESOLUTION OF INTENT TO CLOSE A PORTION OF A PUBLIC ROAD
AND CALLING A PUBLIC HEARING ON THE QUESTION
PURSUANT TO G.S. 153A-241**

WHEREAS, James and Anita Hilton submitted a petition to the Cumberland County Board of Commissioners (the "Board") requesting the Board to close a dead-end and unimproved portion of Finish Line Drive, located in Rockfish Township, Cumberland County; and

WHEREAS, the petitioners submitted notice from the NCDOT that the portion of the road for which closure is requested is not state-maintained; and

WHEREAS, the County Attorney reported to the Board that the GIS maps of Cumberland County show the portion of the road for which closure is requested to be unimproved; is abutted only by the parcels with PIN 0403-92-6246 and 0403-92-8253 owned by the petitioners; and the requested closure would not cause any other parcel to become landlocked; and

WHEREAS, the petitioners have provided a survey and legal description of the portion of the road to be closed, prepared by Robert E. Leach, II, PLS.

BE IT RESOLVED, that pursuant to the request of James and Anita Hilton, the Board intends to close the above described portion of this unimproved, dead-end portion of Finish Line Drive as shown by the survey and legal description prepared by Robert E. Leach, II, PLS.

BE IT FURTHER RESOLVED, that the Board shall hold a public hearing on the question of this closure May 21, 2018, at 6:45 p.m. in the Commissioners Meeting Room (Room 118), First Floor, Courthouse, 117 Dick Street, Fayetteville, North Carolina, and the Board shall hear all interested persons who appear with respect to whether the closure would be detrimental to the public interest or to any individual's property rights.

BE IT FURTHER RESOLVED, notice of this public hearing shall be given in accordance with G.S. § 153A-241.

Adopted in regular meeting held April 3, 2018.

J. Approval of the Transfer of the E. Newton Smith Facility to Cumberland County Hospital System, Inc., after Publication of Notice of Intent

BACKGROUND:

The final step in the process of transferring the E. Newton Smith building and the Highsmith-Rainey Hospital and associated parking lot parcels to the hospital corporation is a statutory

requirement of the Board's adoption of a resolution approving transfer after published notice of intent.

Notice of intent was published in the Fayetteville Observer on March 23, 2018. The publisher's affidavit has been provided. The proposed form of the deed of transfer has been provided.

RECOMMENDATION / PROPOSED ACTION:

The county attorney recommends adoption of the following Resolution Approving Transfer:

Whereas, the Board of Commissioners (the "Board") considered the transfer of the real property described herein to Cumberland County Hospital System, Inc., d/b/a Cape Fear Valley Health System, at its February 19, 2018, meeting; and

Whereas, notice of the Board's intent to make this conveyance was published in the Fayetteville Observer March 23, 2018, in accordance with the attached Publisher's Affidavit.

Be it therefore resolved, that the Board approves the conveyance of the Highsmith-Rainey Hospital, the E. Newton Smith Building (the former Public Health Department), and the parking lots and mechanical structures associated with these buildings, all located on the real property generally bounded by Russell St., McIver St., Fountainhead Ln., Pershing St., and Franklin St. in the City of Fayetteville, to the Cumberland County Hospital System, Inc., subject to the following terms and conditions:

- (1) The conveyance of the E. Newton Smith Building will be subject to the reservation of a leasehold interest in the ground floor and certain parking areas.
- (2) This conveyance shall be made pursuant to the terms and consideration stated in the 2006 Transfer Agreement recorded in Book 7225 at page 441 in the Cumberland County Registry.
- (3) This conveyance shall be made in accordance with the provisions stated in the Bill of Conveyance and General Warranty Deed as provided.

Be it further resolved, that upon the conveyance of the parking lot parcel owned by the City of Fayetteville to the County, lying with the above described property, the County shall further convey that parking lot parcel to the hospital corporation in accordance with the terms stated herein.

No taxable revenue:

Tax Parcel ID Numbers:

Prepared by R. Moorefield, County Attorney Return to:

Approved by the Board of Commissioners April 3, 2018

**NORTH CAROLINA BILL OF CONVEYANCE
AND GENERAL WARRANTY DEED**

THIS BILL OF CONVEYANCE AND GENERAL WARRANTY DEED (this "Deed") is made this day of April, 2018, by and between the COUNTY OF CUMBERLAND, NORTH CAROLINA, a political subdivision of the State of North Carolina (the "Grantor"), acting by and through its Board of Commissioners, and CUMBERLAND COUNTY HOSPITAL SYSTEM, INC. d/b/a/ CAPE FEAR VALLEY HEALTH SYSTEM, A North Carolina nonprofit corporation, acting by and through its Board of Directors (the "Grantee"), whose mailing address is 1638 Owen Drive, Fayetteville, NC 28302.

RECITALS:

A. Grantor is a municipality as defined in N. C. Gen Stat. Section 131E-6(5) and was the owner of certain hospital facilities and related property located at various sites in Cumberland and Hoke Counties, North Carolina that are operated as a hospital system (collectively, the "System").

B. In accordance with that certain Bill of Conveyance and General Warranty Deed dated May 2, 2006, and recorded in the Office of the Cumberland County Register of Deeds in Book 7225 at Page 436, and the Transfer Agreement by and between Grantor and Grantee dated as of May 4, 2006, recorded in the Office of the Cumberland County Register of Deeds in Book 7225 at Page 441, and incorporated by reference (the "Transfer Agreement"), Grantor transferred the System to Grantee in accordance with the provisions of N. C. Gen. Stat. Section 131E-8, subject to the terms and conditions stated in the Deed and the Transfer Agreement.

C. The Highsmith-Rainey Hospital facility was a key component of the System, has been leased to and used by the Grantee for hospital purposes since 1999, but was omitted from the transfer of the System in 2006.

D. The Highsmith-Rainey Hospital facility is located on the same tract of land as the E. Newton Smith Building, which was the site of the former county public health department.

NOW, THEREFORE, for and in consideration of \$10.00 cash in hand paid by Grantee to Grantor, and other good and valuable consideration, the receipt and sufficiency of which are hereby acknowledged, Grantor has and by these presents does grant, bargain, sell and convey unto Grantee, its successors and assigns, those certain tracts or parcels of land located in Cumberland County, North Carolina, more particularly described on Exhibit A, attached hereto and incorporated by reference (the "Land"), subject to the leasehold interests reserved to the Grantor in a portion of the Property and subject to the right of reversion and transfer to Grantor reserved herein;

TOGETHER WITH all buildings, structures, other improvements, all equipment and all personalty located thereon and all other property interests, and other improvements located thereon, and all appurtenances thereunto used in connection with the System (together with the Land, the "Property").

THIS CONVEYANCE is made pursuant to the provisions of N.C. Gen. Stat. Section 131E-8, and upon the express condition that Grantee shall comply with the terms and conditions set forth in the Transfer Agreement, subject to the leasehold interest reserved to the Grantor herein and subject to the right of reversion and transfer to Grantor as follows:

1. Fee Simple Determinable Interest. This conveyance of the Property to Grantee, its successors and assigns, conveys a fee simple determinable interest. Should Grantee fail to comply with the terms and conditions of the Transfer Agreement as described in Section 10 of the Transfer Agreement, as the same may be amended from time to time, all the Property, together with all improvements, additions and replacements thereto as described in Section 12 of the Transfer Agreement, shall automatically revert and transfer to Grantor, or its successors and assigns, and the estate held by Grantee shall automatically terminate.

2. Fee Simple Subject to a Condition Subsequent. This conveyance of the Property to Grantee, its successors and assigns is further made on the condition that Grantee comply with the other terms and conditions of the Transfer Agreement, as the same may be amended from time to time. It is the intention of the Grantor to create a fee which is subject to a condition subsequent, with the right of re-entry of the Grantor upon the Property, together with all improvements, additions and replacements thereto as described in Section 12 of the Transfer Agreement, in the event of a breach of the terms and conditions of the Transfer Agreement as described in Section 11 thereof, as amended from time to time.

TO HAVE AND TO HOLD the Property belonging to Grantee and its successors and assigns, in fee simple determinable and fee simple subject to a condition subsequent, as the case may be, subject to the right of reversion and transfer to Grantor upon failure of the conditions set forth above.

Grantor covenants with Grantee that Grantor is seized of said Land in fee simple, that Grantor has the right to convey the same, that title thereto is marketable and free and clear of all encumbrances, and that Grantor will warrant and defend said title against the lawful claims of all persons whomsoever, except for:

- (i) the right of reversion and transfer in Grantor set forth above;

- (ii) all easements, rights-of-ways, ad valorem taxes subsequent to the date of this conveyance, and other restrictions and covenants of record; and
- (iii) all matters affecting title created by Grantee during the term of its operation of the System pursuant to the Lease.

Grantee by its acceptance of this Deed and by execution below hereby agrees and is legally bound by the terms and conditions hereof. The Transfer Agreement is hereby incorporated by reference as if fully set forth herein. Grantor hereby agrees to execute, when requested by Grantee, a release of its right of reversion and transfer in any Property from the terms and conditions hereof and of the Transfer Agreement if such Property is to be transferred in accordance with Section 6 of the Transfer Agreement.

IN WITNESS WHEREOF, Grantor has caused this Deed to be executed in its name by its Chairman of the Board of Commissioners and its official seal to be hereto affixed and attested by its Clerk of the Board of Commissioners, all by authority of the Board of Commissioners of Grantor duly given.

EXHIBIT A

PARCEL 1:

Real Property PIN 0437-24-9698 and Highsmith-Rainey Hospital Building PIN 0437-34-1613

All that certain tract or parcel of land lying in Cross Creek Township, Fayetteville, North Carolina, being that parcel of 10.69 acres conveyed to the County of Cumberland by the Fayetteville City Board of Education by that deed recorded in the Cumberland County Registry in Book 2594 at Page 355, save and except all conveyances from this tract by the County of Cumberland or any of its successors in title as may be recorded in the Cumberland County Registry; provided that, this conveyance is made subject to the Grantor's reservation of a leasehold interest in the entire ground floor of the E. Newton Smith Building located on this parcel for so long as Grantor uses it for its governmental purposes, which leasehold interest shall be subject to Grantee's right to use all common areas contained within the corridors and foyer areas for ingress and egress to and from the building and for access to the stairwells, elevators and one of the loading bays serving the building. This leasehold shall include the area designated as "Parking Lot A," consisting of approximately 14 parking spaces, and four (4) parking spaces designated as "Pharmacy Parking" in the area designated as "Parking Lot B" as shown on the GIS Map attached hereto as Exhibit B. This leasehold interest reserved unto Grantor shall also include the full use of "Parking Lot B" for the two (2) consecutive weeks preceding, and the day of, each primary and general election for so long as the Grantor's use of the leasehold includes the its uses for elections purpose. This leasehold interest shall terminate upon Grantor's ceasing to use it for its governmental purposes or ninety (90) years from the date this instrument is recorded, whichever should first occur.

PARCEL 2 (PIN 0437-34-4946):

All that certain tract or parcel of land lying in Cross Creek Township, Fayetteville, North Carolina described as follows:

BEGINNING at a stake in the southeastern corner of that certain tract of land heretofore conveyed by Frederick C. Chason et ux to David Baker and Lee J. Baker dated 6/1/67, recorded in Book 2034, page 12, said point of beginning being located North 68 degrees 30 minutes West 275.40 feet from a point where the southern margin of Hay Street intersects with the western margin of Robeson Street; thence South 31 degrees 15 minutes West 200.0 feet to an iron pipe, thence for a first call South 21 degrees 29 minutes West 161.38 feet to a stake in the northern margin of Pershing Street; thence with the northern margin of Pershing Street; South 72 degrees 04 minutes West 45.91 feet to a stake therein; thence continuing with the said margin South 77 degrees 58 minutes West 57 feet to a stake; thence North 18 degrees 54 minutes East 184.11 feet to a stake; thence South 69 degrees 49 minutes East 91.29 feet to an iron pipe, the point of BEGINNING.

For history of title see Deed dated January 6, 1976 from Professional Home Cleaners, Inc. to Hettie Whaley, recorded in Book 2552, Page 541, Cumberland County Registry.

The above description was taken from the deed recorded in Book 2800 at page 809 of the Cumberland County Registry.

PARCEL 3 (PIN 0437-35-5055):

All that certain tract or parcel of land lying in Cross Creek Township, Fayetteville, North Carolina described as follows:

BEGINNING at a stake in the southern margin of Hay Street, the northwestern corner of the Presbyterian Church Lot, described in deed of July 10, 1884, recorded in Book 96, Page 640, Cumberland County Registry, said beginning point also the end of a round cement fence forming a part of the gate where two bricks stick in the ground surrounded by stone; and running thence South 23 degrees 55 minutes West 178.0 feet to a stake; thence North 69 degrees 25 minutes West 100 feet to a stake; thence North 21 degrees 10 minutes East 182.5 feet to a stake in the southern margin of Hay Street; thence as the southern margin of Hay Street South 66 degrees 45 minutes East 108.5 feet to the point of beginning being the same property conveyed to the North Carolina State Highway Commission by deed dated April 24, 1970, recorded in Deed Book 2206 at page 397 of the Cumberland County Registry.

The above description was taken from the deed recorded in Book 3254 at page 406 of the Cumberland County Registry.

Parcel 4 (PIN 0437-34-5969):

All that certain tract or parcel of land lying in Cross Creek Township, Fayetteville, North Carolina described as follows:

BEGINNING at the southeast corner of a lot formerly Thomas J. Robinson, now Rose's corner, the western margin of Robeson Street, and running thence with Rose's line, North 68 degrees West 266 feet to a stake; thence South 22 degrees West 49 ½ feet to a stake; the northwest corner of the lot conveyed by L. Levin to Mary Kate Johnston (Book 253, Page 87); thence with the line of that lot, South 68 degrees East 116 feet to a stake; thence North 22 degrees East 9 feet to a stake; thence South 68 degrees East 150 feet to a stake in the western margin of Robeson Street, Mrs. Johnson's corner; thence with the western margin of Robeson Street, North 22 degrees East 45 feet to the BEGINNING being the same property conveyed to the North Carolina State Highway Commission by deed dated June 29, 1969, recorded in Deed Book 2163 at page 677 of the Cumberland County Registry.

The above description was taken from the deed recorded in Book 3254 at page 406 of the Cumberland County Registry.

Parcel 5 (PIN 0437-34-5972):

BEGINNING at a stake 45 feet from the southeast corner of George M. Rose's lot, and running thence parallel with Rose's line north 68° west 150 feet to a stake; thence south 22° west 9 feet to a stake; thence north 68° west 116 feet to a stake in Walter Watson's line; thence south 22° west 40.5 feet to a stake; thence south 68° east 266 feet to a stake in the western margin of Robeson Street; thence with the western margin of Robeson Street north 22° east 36 feet more or less to the BEGINNING being the same property conveyed to the North Carolina State Highway Commission by deed dated May 26, 1970 recorded in Deed Book 2221 at page 495 of the Cumberland County Registry.

The above description was taken from the deed recorded in Book 3254 at page 406 of the Cumberland County Registry.

K. Approval of Budget Ordinance Amendments for the April 3, 2018 Board of Commissioners' Agenda

BACKGROUND:
General Fund 101

1. Public Health - Budget Ordinance Amendment B181005 to recognize State funds of \$14,855 for CAPUS Health Equity Safe Spaces

The Board is requested to approve Budget Ordinance Amendment B181005 in the amount of \$14,855 representing allocated State Funds. These funds will be used to expand the Safe Spaces Program that focuses on increasing Safe Spaces recruitment and enrollment, promoting activities and efforts that support medical adherence and viral suppression for individuals living with HIV.

Please note this amendment requires no additional county funds.

2. Emergency Services - Budget Ordinance Amendment B180862 to recognize a grant in the amount of \$2,500 from CSX Transportation

The Board is requested to approve Budget Ordinance Amendment B180862 in the amount of \$2,500 from CSX Transportation. This grant will be used to assist in the purchase of technology equipment such as laptops, computers, and two tablets. These tablets may also be used if the Chief's Association Communication or Emergency Services Support vehicles are deployed during a disaster.

Please note this amendment requires no additional county funds.

3. Library Grants - Budget Ordinance Amendment B180763 to recognize a grant in the amount of \$300 from the American Library Association.

The Board is requested to approve Budget Ordinance Amendment B180763 in the amount of \$300 from the American Library Association. The library was awarded a Truth, Racial Healing & Transformation Great Stories Club Grant to purchase books, programming materials, and refreshments for the program participants.

Please note this amendment requires no additional county funds.

School Fund 106

4. School Capital Outlay Category II - Budget Ordinance Amendment B181075 in the amount of \$1,647,000 for capital outlay equipment

The Board is requested to approve Budget Ordinance Amendment B181075 in the amount of \$1,647,000. This revision is to appropriate fund balance (sales tax) for replacement laptop computers as approved by the Cumberland County Board of Education on February 13, 2018.

Please note this amendment requires no additional county funds.

5. School Capital Outlay Category II - Budget Ordinance Amendment B181076 in the amount of \$1,000,000 for capital outlay equipment

The Board is requested to approve Budget Ordinance Amendment B181076 in the amount of \$1,000,000. This revision is to appropriate fund balance (sales tax) for facility repairs as approved by the Cumberland County Board of Education on February 13, 2018.

Please note this amendment requires no additional county funds.

6. School Capital Outlay Category I, II, and III - Budget Ordinance Amendment B181066 in the amount of \$7,509,786 for capital outlay

The Board is requested to approve Budget Ordinance Amendment B181066 in the amount of \$7,509,786. This revision is to appropriate fund balance (sales tax) for capital expenditures to include furniture, custodial equipment, vehicles, school renovations, land purchases, and security equipment as approved by the Cumberland County Board of Education on February 13, 2018.

Please note this amendment requires no additional county funds.

Inmate Welfare Fund 207

7. Inmate Canteen - Budget Ordinance Amendment B180362 to appropriate fund balance in the amount of \$47,000

The Board is requested to approve Budget Ordinance Amendment B180362 in the amount of \$47,000. The Inmate Welfare Fund Committee approved the appropriation of fund balance to address replacement of a combo oven due to safety concerns.

Please note this amendment requires the appropriation of Inmate Welfare Fund Balance.

Contingency Funds Report – FY18

Contingency funds were not used.

RECOMMENDATION / PROPOSED ACTION:
Approve Budget Ordinance Amendments.

MOTION: Commissioner Faircloth moved to approve consent agenda Items 2.A.-2.K.

SECOND: Commissioner Council

VOTE: UNANIMOUS (4-0)

3. ITEMS OF BUSINESS

A. Consideration of Contract for HVAC Improvements at Animal Control

BACKGROUND:

The HVAC system at Animal Services has proposed significant challenges for the Facilities Management Division of the Engineering & Infrastructure (E&I) Department over the last six months. The units have reached the end of their useful life as the facility operates 24 hours a day, seven days a week. The location of the units provides accessibility challenges to maintenance staff. Replacement parts for the existing equipment are extremely difficult to obtain. The Facilities Committee was informed of the issues at the March 1st meeting and that the E&I Department was in the process of bidding the project.

A pre-bid meeting was held on February 28th in which multiple vendors were invited to attend. Informal bids were received on March 15, 2018 for the HVAC Improvements at Animal Control. The certified bid tab along with a letter of recommendation from Progressive Design Collaborative, LTD., the project engineer, have been attached. The lowest, responsible and responsive bid was submitted by Smith's Refrigeration in the amount of \$367,633.

RECOMMENDATION / PROPOSED ACTION:

The Engineering and Infrastructure Director and County Management recommend that the Board of Commissioners approve the following recommendations:

1. Accept the bids for the HVAC improvements at Animal Control and award a contract to Smith's Refrigeration in the amount of \$367,633.
2. Establish a contingency in the amount of \$15,000 to be used for additional work recommended by the E&I Director and approved by the County Manager.
3. Approve Budget Ordinance Amendment #B181245 in the amount of \$382,633 for the HVAC Improvements at Animal Control

Jeffery Brown, Engineering and Infrastructure Director, reviewed the background information and recommendation/proposed action recorded above.

MOTION: Commissioner Council moved to accept the bids for the HVAC improvements at Animal Control and award a contract to Smith's Refrigeration in the amount of \$367,633, establish a contingency in the amount of \$15,000 to be used for additional work recommended by the E&I Director and approved by the County Manager, and approve Budget Ordinance Amendment #B181245 in the amount of \$382,633 for the HVAC Improvements at Animal Control.

SECOND: Commissioner Faircloth

VOTE: UNANIMOUS (4-0)

B. Consideration of Bid Award for Stream Debris Removal for Rockfish Creek

BACKGROUND:

Cumberland County was awarded a disaster recovery grant in August 2017 from the Golden Leaf Foundation in the amount of \$500,000 for storm debris removal from Little Rockfish and Rockfish Creeks. The County had requested over \$2.4 million with the grant submittal to address stream debris removal in numerous water bodies within the County.

In late October, Cumberland County was also awarded \$1,219,408.00 in grant funding from the North Carolina Department of Agriculture and Consumer Services – Division of Soil & Water Conservation for stream debris removal in South River, Sandy Creek and Locks Creek. E&I Staff reached out to the Division of Soil & Water Conservation to ask if some of this funding could be used to complete Rockfish Creek if no additional grant funding is allocated by the Golden Leaf Foundation. E&I Staff was informed that this could be done. In December 2017 the County was awarded an additional \$200,000 for storm debris removal in Rockfish Creek from the Golden Leaf Foundation.

A pre-bid meeting was held on March 21, 2018 with contractors recommended by other local governments to review the project scope. Informal bids were received on March 28, 2018. The lowest, responsible and responsive bid was submitted by Hall's Tree Service, Inc. in the amount of \$198,000. Hall's Tree Service, Inc. is a local vendor and has been working as a subcontractor doing the debris removal on the first section of Rockfish Creek that was previously bid.

RECOMMENDATION / PROPOSED ACTION:

The Engineering and Infrastructure Director and County Management recommend that the Board of Commissioners approve the following recommendation:

1. Accept the bid for stream debris removal in the remaining portion of Rockfish Creek and award a contract to Hall's Tree Service, Inc. in the amount of \$198,000.

Mr. Brown reviewed the background information and recommendation/proposed action recorded above.

MOTION: Commissioner Council moved to accept the bid for stream debris removal in the remaining portion of Rockfish Creek to the river and award a contract to Hall's Tree Service, Inc. in the amount of \$198,000.

SECOND: Chairman Lancaster

VOTE: UNANIMOUS (4-0)

C. Consideration of Incorporating Community Development Block Grant - Disaster Recovery Program into County's Community Development Plans

BACKGROUND:

This item was to be considered at the April 5, 2018 Policy Committee meeting, but is being moved forward to a regular Board agenda due to the cancellation of the Policy Committee meeting and the necessity to meet a deadline for submission to the State. Hurricane Matthew impacted 50 counties in North Carolina largely along the eastern and central region of the state and along major rivers. The State's Action Plan created a suite of disaster recovery programs to address the impacts from Hurricane Matthew.

The State has developed a North Carolina's Housing Recovery Program Recovery Manual to help counties effectively manage the Community Development Block Grant Disaster Recovery (CDBG-DR) Program for compliance with HUD, State and other Federal regulations. The State developed the North Carolina's Housing Recovery Program Manual and the counties are required to adopt the Manual and any subsequent updates and implement as a part of the program. Community Development has updated its existing Citizen Participation and Compliance Plans to specifically include the CDBG-DR Program as required by the State to meet the contractual requirements between the County and the State. The State manual and the revised County compliance plan documents are available in hard copy in the Clerk to the Board of Commissioners' office or can be viewed online at these weblinks:

North Carolina's Housing Recovery Program Recovery Manual:

https://files.nc.gov/rebuildnc/documents/files/cbdg_dr_housing_recovery_program_manual_final.pdf?sbcdCbZRzI7Z1W_9Wrdj5QT39w3kdnWX=

Cumberland County Community Development Compliance Plan Documents include the following:

- Citizen Participation Plans
- Limited English Proficiency-Language Access Plan
- Grievance Procedure
- Section 3 Plan
- Equal Opportunity – Affirmative Marketing Plan
- Fair Housing Plan
- Residential Anti-Displacement & Relocation Assistance Plan
- Section 504 & Handicapped Accessibility
- Procurement Plan

RECOMMENDATION / PROPOSED ACTION:

Staff recommends approval to adopt the State Housing Recovery Program Manual and the revised Community Development Citizen Participation and Compliance Plans.

Tracy Jackson, Assistant County Manager, stated as part of the CDBG-DR and Hurricane Matthew recovery process, there are a lot of processes and procedures that have to be followed as well as federal and state guidelines that have to be incorporated into plans and documents. Mr. Jackson stated Community Development staff have taken the existing compliance plans for the HUD related CDBG and incorporated the County's disaster recovery portion as required by federal and state. Mr. Jackson explained the incorrect version of the HUD Program Manual Federal Compliance Plan was inadvertently provided pages 51-60 and are being replaced by a corrected version, or pages 51-56, as distributed.

In response to a question posed by Commissioner Faircloth, Vicki Evans, Finance Director, explained the main revisions to the County's procurement policy were stricter requirements related to bid threshold amounts and signatures related to contracts. Commissioner Council asked whether action on the plan was time-sensitive. Mr. Jackson stated under this particular grant, the money has already been allocated and any remaining items are process review related. Mr. Jackson stated staff sought to avoid any delays because the deadline to complete any updates to the plan is April 16. Ms. Cannon asked whether the Board would prefer to have the item brought back at the April 16 meeting along with the revised purchasing policy thus providing time for review prior to taking action. Mr. Jackson stated compliance plans have to be in place before disaster recovery claims can be processed and the State can be notified that the item will be considered on April 16.

MOTION: Commissioner Faircloth moved to adopt the State Housing Recovery Program Manual and the revised Community Development Citizen Participation and Compliance Plans to include the changes as presented.

SECOND: Commissioner Council

VOTE: UNANIMOUS (4-0)

D. Consideration of the Retroactive Waiver of the Flu Shot Administration Fee Back to March 1, 2018 through March 31, 2018

BACKGROUND:

The Board of County Commissioner's meeting held on February 5, 2018, the board approved waiving the \$32 administration fee for the flu vaccine beginning on January 17, 2018 and ending on February 28, 2018 upon the Board of Health's approval on January 16, 2018 meeting. During Board of Health meeting on March 20, 2018, the board approved waiving the fee retroactive to March 1, 2018 with new end date of March 31, 2018. In addition, the board would like for all patients that have paid their fee during March 2018 to receive a refund. The purpose for the request is in acknowledgement of the flu season extending beyond February 28th.

RECOMMENDATION / PROPOSED ACTION:

The Health Department is requesting the Board of County Commissioner to approve retroactive waiver of \$32 administration fee to March 1, 2018 through March 31, 2018 and refund of the fee during this period.

Duane Holder, Assistant County Manager/Interim Health Director, reviewed the background information and recommendation/proposed action recorded above. Mr. Holder stated it is important to note there is no hard and fast date for the end of flu season because flu season is calculated state-by-state based on outbreak prevalence and a decline in peak numbers. Mr. Holder stated when considering the current flu season, Cumberland County is probably looking at another two weeks. Mr. Holder stated 299 flu shots were administered during the period of January-February 2017 and 514 flu shots were administered during that same time period this year or an increase of approximately 72%. Mr. Holder stated he does not know whether the increase is due to a reduction in the administrative fee or heightened attention by the media. Mr. Holder stated there have been no flu deaths in Cumberland County and only one flu-related death due to other contributing health issues. Mr. Holder stated a comprehensive review of all Health Department fees is being conducted and will be brought forward for the Board's recommendations.

MOTION: Commissioner Faircloth moved to approve a retroactive waiver of \$32 administration fee to March 1, 2018 through March 31, 2018 and a refund of the fee during this period.

SECOND: Commissioner Evans

VOTE: UNANIMOUS (4-0)

4. NOMINATIONS

There were no nominations for this meeting.

5. APPOINTMENTS

A. Southeastern Economic Development Commission (1 Vacancy)

B. Cumberland County Juvenile Crime Prevention Council (2 Vacancies)

C. Cape Fear Valley Health System Board of Trustees (3 Vacancies)

D. Cumberland County Home and Community Care Block Grant Committee (1 Vacancy)

MOTION: Commissioner Council moved to reappoint County Manager Amy Cannon to the Southeastern Economic Development Commission; to appoint Nicole Hawkins and Dr. Mark Kendrick to the Cumberland County Juvenile Crime Prevention Council as At-Large Representatives; to appoint to the Cape Fear Valley Health System Board of Trustees Dr. Sandra Carr-Johnson and Dr. Sanjay Shah to the Medical Doctor positions and Sandy Ammons to the General Public Position; and to appoint Meredith Eagan to the Cumberland County Home and Community Care Block Grant Committee in the Aging Service Provider position.

SECOND: Commissioner Faircloth

VOTE: UNANIMOUS (4-0)

6. CLOSED SESSION: Economic Development Matter(s)
 Pursuant to NCGS 143.318.11(a)(4)

MOTION: Chairman Lancaster moved to go into closed session for Economic Development
 Matter(s) pursuant to NCGS 143-318.11(a)(4).

SECOND: Commissioner Faircloth

VOTE: UNANIMOUS (4-0)

MOTION: Commissioner Evans moved to reconvene in open session.

SECOND: Commissioner Council

VOTE: UNANIMOUS (4-0)

MOTION: Commissioner Evans moved to adjourn.

SECOND: Commissioner Council

VOTE: UNANIMOUS (4-0)

There being no further business, the meeting adjourned at 10:05 a.m.

Approved with/without revision:

Respectfully submitted,

Candice H. White
Clerk to the Board