

CUMBERLAND COUNTY BOARD OF COMMISSIONERS
THURSDAY, JANUARY 17, 2019 – 1:00 PM
JUDGE E. MAURICE BRASWELL CUMBERLAND COUNTY COURTHOUSE
117 DICK STREET, 5TH FLOOR, ROOM 564
SPECIAL MEETING MINUTES

PRESENT: Commissioner Jeannette Council, Chair
Commissioner Glenn Adams
Commissioner Michael Boose
Commissioner Charles Evans
Commissioner Jimmy Keefe
Commissioner Larry Lancaster
Amy Cannon, County Manager
Tracy Jackson, Assistant County Manager
Duane Holder, Assistant County Manager
Rick Moorefield, County Attorney
Michael Gibson, Fayetteville Cumberland Parks and Recreation Director
Tiffany Anderson, Fayetteville Cumberland Parks and Recreation
Management Analyst
Rachel Cotter, Assistant Director Public Sector, McAdams Consulting, Inc.
Sara Donohoe, Landscape Architect, McAdams Consulting, Inc.
Candice White, Clerk to the Board
Kellie Beam, Deputy Clerk
Press

ABSENT: Commissioner Marshall Faircloth, Vice Chairman

Chairman Council called the meeting to order. Amy Cannon, County Manager, stated the purpose of the meeting is to hear from McAdams Consulting, Inc. commissioned by the Fayetteville Cumberland Parks and Recreation Department to develop a multi-year comprehensive plan for the unincorporated districts for parks and recreation purposes. Ms. Cannon introduced Rachel Cotter, Assistant Director Public Sector, McAdams Consulting, Inc., and Sara Donohoe, Landscape Architect, McAdams Consulting, Inc. Ms. Cannon also recognized Michael Gibson, Fayetteville Cumberland Parks and Recreation Director, who introduced Tiffany Anderson, Fayetteville Cumberland Parks and Recreation Management Analyst.

Ms. Cotter displayed a slide introducing members of the McAdams Consulting, Inc. project team and provided the presentation outline recorded below. Ms. Cotter stated the master planning process will take ten to twelve months.

1. Project team
2. Planning process
3. Community engagement
4. Key data + information
5. Social vulnerability mapping
6. Comprehensive plan benefits
7. Asset mapping exercise

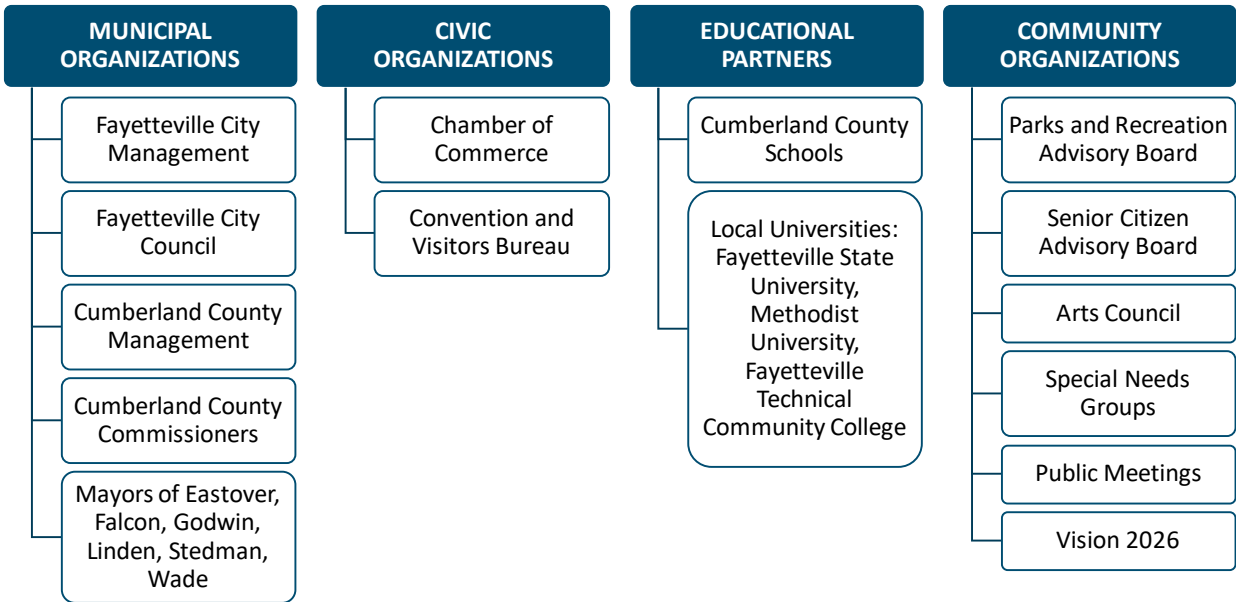
Ms. Cotter summarized the four phases of the project process as outlined below.

1. Project Process - Inventory and Analysis
 - o Reviewing Demographics + Trends
 - o Conducting Statistically Valid Survey
 - o Benchmarking Departments to See How They Compare to Other Agencies
 - o Completing a Programming Analysis to Look at Current Programs Being Offered
 - o Social Vulnerability Mapping
 - o Community Input
2. Project Process - Synthesis and Goal Setting
 - o Synthesize results of all inventory and analysis to determine strengths and weaknesses from community engagement and asset mapping
 - o Create goals in partnership with Department staff for the next ten years

All references to any materials which are described in these minutes or incorporated into these minutes are to the materials that are contained in the same numbered item in the agenda for this meeting. These may be viewed online in the agenda set out on this web page
<http://co.cumberland.nc.us/departments/commissioners-group/commissioners/meeting-documents>

- 3. Project Process - Recommendations
 - o Identify best practices and national standards for achieving goals
 - o Draw connections between best practices and the Department’s specific context
- 4. Project Process - Action and Implementation
 - o Detailed list of action items
 - o Identify responsible Department of staff
 - o Prioritize goal, objectives and action items as ongoing, short-term, medium-term or long-term

Ms. Cutter reviewed the Community Engagement Strategy outlined below and stated it needs to be an all-inclusive process for not only the leadership of the City and the County, but also for the community and towns under the Parks and Recreation Department. Commissioner Keefe suggested including the Fayetteville Cumberland Youth Council to get information to and from other youth in the community. Duane Holder, Assistant County Manager/Interim Health Director, stated the Board of Health would like to be at the table. Commissioner Adams suggested inclusion of the Gray’s Creek area and the Garrison Commander at Fort Bragg.



Ms. Cutter stated one aspect of community engagement is a statistically valid survey. Ms. Cutter reviewed the following and provided an example of a survey conducted in Morrisville, N. C.

- Key Data and Information – Statistically Valid Survey (via a contract through ETC Institute)
- > Survey conducted through a combination of mail, internet and phone
 - > +/- 2,000 - 3,000 surveys distributed
 - > Hope to receive back +/- 400 surveys
 - > 95% level of accuracy

Ms. Cutter responded to questions posed by Commissioner Adams and Commissioner Keefe. Ms. Cutter stated distribution is to a random sample and ETC Institute is good at looking for geographic distribution. Ms. Cutter also stated ETC Institute is given the GIS boundaries for the County excluding the two jurisdictions not under the County’s umbrella. Ms. Cutter stated the survey results received are not only a good geographic representation, but they mimic the demographics within the City and the County. Ms. Cutter explained the priority investment rating also provided by the survey and stated it shows the demand and the need, where priorities should be placed when improving parks and recreation throughout the community and is a good way to validate decisions by decision-makers across the community.

Ms. Cutter reviewed the following and provided an example of a survey conducted in Chatham County, N. C. Ms. Cutter stated a combination of a data base from the U.S. Census and local demographic data is used and stated demographics and trends are being sought for comparison with the state and the country. Ms. Cutter stated demographics and trends tell about how to plan for the future.

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Key Data and Information – Demographics and Trends to Form Goals and Objectives for Recreation

- > Projected population growth (aligned with local projections)
- > Household growth
- > Age segment distribution
- > Racial distribution
- > Hispanic/Latino Ethnicity distribution
- > Income characteristics
- > Others relevant to Department needs

Ms. Cutter reviewed the following and provided an example of the survey conducted in Rolesville, N. C.

Key Data and Information – Benchmarking

- > Compares the Department to similar departments on key performance measures
- > Will analyze other departments with a joint City-County structure
- > Produces a median that can become the Department's standard
- > Often identifies resource gaps that limit departmental staffing, maintenance or operations
- > Highlights areas of success and efficiency

Ms. Cutter reviewed the following and provided an example of the survey conducted in Rolesville, N. C. Ms. Cutter stated national standards and best practices are contextualized with the local conditions as it relates to the level of services for the 10-year plan.

Key Data and Information – Level of Services (Population Based Metric)

- > Generates a standard based on:
 - Community engagement
 - Best practice
 - Statistically valid survey
 - Department context
- > Uses population projections to generate future demand for parks, trails and facility space
- > Provides achievable standard to reach in 10-year planning horizon

Ms. Cutter reviewed the following and provided an example of a survey conducted in Hope Mills, N. C.

Key Data and Information – Social Vulnerability Mapping

- > Dataset from the Center for Disease Control
- > Maps elements of “social vulnerability”; key factors include the following:
 - Socioeconomic status
 - Household compensation and disability status
 - Minority status and language
 - Housing and transportation

Ms. Cutter stated social vulnerability mapping will identify any communities that are potentially underserved and make sure social equity is promulgated across the Parks and Recreation Department. Ms. Cutter stated social vulnerability mapping uses a number of demographic statistics, there are certain social characteristics that have a direct relationship to underserved communities and the tendency is to invest in areas that are the most well off and have the least amount of need. Ms. Cutter stated some of the things looked at are socio-economic status, minority status and households without cars which are one of the biggest influences on social equity when it comes to parks and recreation. Ms. Cutter stated ways to promote equity include access to parks through alternative forms of transportation, ADA accessibility and inclusivity, geographic distribution with no gaps in service in underserved communities and equal financial investment in all parks.

Questions and discussion. Ms. Cutter stated park development and amenities are made specific to the local surrounding community through the department's site master planning period with the local community's involvement and engagement so the needs can be addressed on a more granular level. Ms. Cutter also stated community health assessments as they relate to parks and recreation

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are usually a collaboration between the consultant and the local health department that looks specifically at the health statistics and indicators that directly link parks and recreation to health outcomes. Ms. Cutter stated through that process the consultant usually makes recommendations about the planning, design and programming phases to better achieve health outcomes that align with the health department's goals. Ms. Cutter stated there is not currently a health assessment as part of this planning process, but should there be interest in including it, Mr. Gibson should be informed.

Ms. Cutter summarized the following benefits to comprehensive planning:

- > Required for state and federal grant funding
- > Provides data to validate decisions
- > Framework for department growth over next 10 years
- > Solicits data on community needs and wants
- > Engages community, staff, stakeholders and decision makers
- > Helps department understand + resolve gaps and deficiencies
- > Benchmarks against comparable agencies
- > Identifies level of service goals and metrics
- > Prioritizes goals + objectives for 10-year planning horizon

Following a five-minute break, Ms. Cotter led the Board of Commissioners through an asset mapping exercise by posing the series of questions below. Ms. Cotter stated asset mapping builds on a community's strengths and themes are revealed which form the development of the goals and objectives of the plan.

1. What about parks and recreation makes your community better?
2. What is your Parks and Recreation Department known for and what about its reputation makes it an asset or liability?
3. What would strengthen the Department's positive impact on the community?
4. What threatens parks and recreation as an asset most and why?

Ms. Cotter stated the asset mapping exercise revealed the following themes:

- o Money/funding
- o Communication
- o Collaboration
- o Location/accessibility
- o High expectations
- o Connectivity of trails and parks

Chairman Council thanked Ms. Cotter and Ms. Donohoe and all attendees, and stated Cumberland County looks forward to the final plan.

There being no further business, the meeting adjourned at 3:00 p.m.

Approved with/without revision:

Respectfully submitted,

Candice H. White
Clerk to the Board