



CARTERET COUNTY STRATEGIC PLAN

2020-2024

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EXECUTIVE SUMMARY FROM COUNTY MANAGER TOMMY BURNS

A strategic plan is a growth-planning document used as a guide for departments to forecast future impacts to County budgets and services. It is primarily focused on the direction of a department in a five-year period. It also provides analytics and real time data to support any changes to personnel or services that the department provides. Some of the plan's primary objectives are:

- 1) Condition departments to think more long-term as opposed to an annual budgetary process.
- 2) Provide a supplemental budgetary document that can be updated annually based on current and projected needs.
- 3) Provide a departmental forecast guide for County Commissioners and County Manager to use in planning and developing future budgets.
- 4) Ensure conservative, insightful, and cost-conscious service and personnel growth to meet the changing and, at times, challenging needs of a growing coastal County.
- 5) Provide an analytical benchmark to review annually, to chart forecasted growth and demand on services and personnel, and budgetary considerations, both present and projected.

The departments involved in this strategic planning process all report through the County Manager's Office. Elected department heads did not provide a strategic plan. The departments, over the course of a more than a year-long period, compiled this plan based on the data currently available and used forecast data to project out the growth of the department over the next five years. They were also tasked with keeping the plan updated annually, following subsequent budget approvals. In doing this, the plan becomes a maintenance document that can be referenced annually as a supplemental planning and forecast document in conjunction with the budget process. It should be a helpful tool to the Commissioners, County Manager, Finance personnel and the departments themselves.

In reviewing these plans, I hope that you will see the hard work, attention to detail, use of analytics, and forecasting data that is both conservative and measurable. This document was not composed to be placed on a shelf to collect dust. Elected officials and staff alike should reference it to think about long-term budgets and staffing. This further reinforces the impetus being on the staff to perform this document "maintenance" and keep it up to date at all times. It is anticipated that as challenges, needs, impacts or budget impacts allow, the plan will be revised and updated.

All of the departments involved should be commended for their work on this. The County Manager's Office, Clerk to the Board of Commissioners and Executive Administrative Assistant to the County Manager kept all departments focused and oriented to what the objectives of this document were. The two Assistant County Managers reviewed and sat in with the County Manager and each department head and reviewed this plan in its totality. Many thanks are due to all of those who composed, reviewed, edited, and published this strategic plan.

Respectfully Submitted,



Tommy Burns, Carteret County Manager



AGING SERVICES

2020-2024 Strategic Plan

AGING SERVICES

OVERVIEW / MISSION

At the Carteret County Department of Aging Services, helping older adults remain independent is our number one priority. We strive to support, assist, and advocate for seniors and their families by offering programs and services that ultimately allow them to age in place and remain at home.

Our mission is to enhance the quality of life for older adults in Carteret County by providing services, programs, and activities that will maintain or improve level of independence, encourage personal growth and development, promote community participation, and address current and future needs. Special emphasis is placed on serving the socially and economically disadvantaged, low income, minorities, and the frail elderly.

CONCEPTS OF STRATEGIC PLANNING

Yogi Berra once said “if you don’t know where you are going, you’ll end up someplace else.” Strategic planning is important to our department because it provides a sense of direction and goals to where we want to be. This strategic plan will be useful for guiding day-to-day decisions as well as evaluating progress. As a recognized North Carolina Senior Center of Excellence, our goals align with the requirements set forth for this designation. As a recipient of funds through the Home & Community Care Block Grant, we will continue to meet the requirements set by the North Carolina Division of Aging and Adult Services to receive these funds and provide much needed services to older adults in Carteret County. This plan will be a working document projecting over the next 5 years. Input will be gathered each year from key stakeholders to include Carteret County Aging Services staff, members of the Carteret County Senior Center Advisory Board and participants of the senior center.

PROGRAMMATIC OBJECTIVES

The Leon Mann, Jr. Enrichment Center is a welcoming place for older adults over 50, caregivers, and the community at large. We place a strong emphasis on offering quality, no cost health and wellness programming, social events, seminars, and many other educational and recreational activities. Available to those aged 60 or better, nutrition services (congregate lunch) and transportation to and from the Center are available to participants at no cost through the Home & Community Care Block Grant. Services provided to those aged 50+ include information and assistance, health screenings, legal services and many health & wellness programs. Additionally, we offer Medicare insurance counseling and tax assistance available to all ages.

SWOT ANALYSIS

Strengths

- A North Carolina *Center of Excellence*
 - Outstanding customer service
 - Provides a sense of community
-

AGING SERVICES

- Provides a safe, caring environment for older adults
- Provides a variety of activities (recreational to educational)
- Works with other agencies to help accomplish our mission
- Provides a wide variety of services
- Collaborates with Friends of Aging non-profit organization for fundraising efforts
- Large, up-to-date facility
- Large fitness room with commercial grade equipment
- Caring staff that works well together
- Knowledgeable staff, all staff are kept up to date on training and stay abreast of issues facing older adults

Weaknesses

- Not enough grant funding to provide home delivered meals for all that are in need
- Because of location, mainly serve participants from Morehead City and Newport area
- Because of high usage, cleanliness of fitness room could be improved
- Can sometimes be difficult to accommodate a wide variety of physical and mental abilities
- Hours do not accommodate working seniors
- More instructor lead fitness classes
- Quality of food served through nutrition program needs improvement
- No mental health services

Opportunities

- Senior population growing (baby boomers)
- Potential partnerships with independent/assisted living facilities
- Situated in a growing retirement area
- As the Friends of Aging non-profit grows, an increased opportunity for funding
- Older adult mental health resources

Threats

- Growth of independent/assisted living facilities in the area
- Grant funds are not increasing, while the senior population is growing
- Older adults are working longer
- “Aging out” of our older generation
- Baby boomers have different interests than the older generations

MAJOR GOALS

- Obtaining a new and improved caterer for nutrition programs; Home Delivered Meals and Congregate Nutrition
- Improve outreach into the community – especially with local churches. Increase speaking opportunities with area service organizations.

AGING SERVICES

- Incorporate extended operating hours to accommodate working older adults (for example, 7am to 6pm)
 - Increase participant and non-participant surveys to ensure we are offering programs and services of interest.
 - Extend services to include Eastern and Western areas of Carteret County – create partnerships with those in Eastern and Western communities to help provide services needs to older adults.
 - Collaborate with other agencies to establish a mental health support group for older adults and/or caregivers of older adults whom are mentally ill.
 - Increase use of rental facility to generate more revenues.
-

STAFFING / PERSONNEL IMPACTS

Carteret County Aging Services currently consists of seven full-time employees and five part-time employees. As a small department, there will be a need for additional staff in the next three to five years. As the number of older adults increase, so will our participation. Extending the operating hours of the center and increasing our facility rentals will increase the need for at least an additional part-time staff member.

We currently have one retirement on the horizon. Professional development will be important to keep current employees engaged and motivated in their current roles. As of summer 2019, three out of the seven full-time employees will have less than 12 months of Carteret County Government experience. Carteret County based trainings will be imperative. Securing local county governmental training opportunities will be essential. Trainings will include but are not limited to the North Carolina Association on Aging Conference, North Carolina Department of Aging and Adult Services trainings, Senior Health Insurance Information Program trainings and UNC School of Government courses.

SUCCESSION PLANNING

The Director, Assistant Director and Senior Administrative Assistant all work very closely together and are kept up to date on each position's duties. Should one of these positions become available, the other two should be able to either temporarily fill-in or step into the new position. The remaining four full-time employees are all cross-trained and able to fill in each other's absence. Since we are such a small department, it is imperative that we work together as a team and are able to cover multiple roles.

BUDGETARY IMPACTS

Projecting growth and extension of hours, the biggest impact to our budget would be to hire an additional part-time employee. This employee would work approximately 16 hours per week with an average expense of \$10,000 per year. Additionally, if our Home & Community Care Block Grant funding was to decrease or required to be re-allocated and decrease Senior Center Operations, we would have to decide if the county would cover the lack of funds or if we would

AGING SERVICES

have a reduction in services. With the exception of sequestration in 2013, reduction of funds has not been an issue for the past five or so years and we are hopeful that it will remain that way.

SUMMATION

With the increase in number of older adults and baby boomers, this proves to be an exciting time for our department. Baby boomers constitute more than two-thirds of the 50+ population. With the rise in population, we will also face many challenges. Baby boomers, who have different interests as compared to our older generation, will require slightly different activities than our older population. With an increasing amount of seniors retiring later in life, we will need to adjust our operating hours and programs accordingly. It is our hope that we will have something to offer each and every older adult in Carteret County.

CCATS



CARTERET COUNTY AREA TRANSPORTATION SYSTEM

2020-2024 Strategic Plan

CCATS

OVERVIEW

CCATS is currently funded by state and federal grants, contracted services with county agencies and fares charged for our services. Currently without the states assistance the county would have to absorb most of the operational costs. We continue to seek out new revenue sources to limit the liability should future funding through the grants is either reduced or eliminated.

This document was prepared by members of the CCATS staff to serve as a blueprint that guides our work for fiscal years of 2019-24. Contained within this plan are four integrated sections, Mission / Vision, Succession Plan, Successes and a 5 year map for our future. We will use this plan to give our agency the ability to provide high quality service to customers and value to taxpayers.

MISSION STATEMENT

To deliver transportation to the residents and guests of Carteret County in a manner that links people, jobs and community conveniently, consistently and safely.

VISION STATEMENT

Develop a system that combines an excellent customer experience with a priority of overall cost effectiveness in delivering service.

VALUES

Service

Exceed our customers' expectations by delivering convenient, comfortable and reliable service; surpassing today's expectations.

Safety

We provide a safe and secure environment for our customers, community and employees through consistent training, enforcement and allocation of resources.

Environmental Responsibility

We promote public transportation as an environmentally friendly service and conduct our business in an environmentally responsible manner. We are seeking ways to make our vehicles more environmentally friendly through alternative fuel usage.

Innovation

We continually ask our team members to think outside the box and encourage creativity and innovation in all aspects of delivering our service.

Teamwork

As employees we seek to treat one another with respect and consider each other as customers.

Community Orientation

CCATS

We engage the community in our decision-making, and continually offer opportunities for public involvement.

Financial Responsibility

We seek to improve the cost efficiency of our services and we approach our financial relationships with integrity and transparency.

SUCCESSION PLANNING

Public Transportation has two defined elements for its successful operation.

1. Administrative

a. Public Grant application and administration

- i. Applying for 4 concurrent grants offered through the state with funds distributed from both state and federal budgets.
- ii. Monthly, Quarterly, bi-annual and yearly reporting requirements
- iii. Quarterly Invoicing with supporting documentation for both Administrative costs and Capital expenditures
- iv. Supporting documentation through operational statistical reporting

b. Contracted Services

- i. Coordinate with both public and private industries to develop contracted agreements for our services
- ii. Monthly reporting and billing to organization
- iii. Track revenues

c. NEMT / DHHS

- i. Contract with DHHS as a transportation provider
- ii. Monthly billing of services
- iii. Track through operational reporting costs
- iv. Track revenues

d. Staffing

- i. Review staffing needs
- ii. Interview, Hire, Train and support staff
- iii. Mentor and provide educational opportunities

e. System Safety Plan

f. VUD Vehicle Utilization Data(bi-annual)

2. Operational

a. Maintenance of the Scheduling Software System

- i. Thorough knowledge of scheduling program
- ii. Scheduling
- iii. Dispatching
- iv. Verification
- v. Tablet usage
- vi. Notifications

b. Training of Staff

CCATS

- i. New hire
- ii. Required monthly training
- iii. Reinstruction, disciplinary training
- iv. Commercial Driver License Training
- c. Vehicle Operation and Maintenance**
 - i. Maintain vehicle
 - ii. Report to online based system for state
- d. Customer Service**
 - i. Compliments, Complaints, Recommendations
 - ii. Maintaining Title VI Certification
- e. Drug and Alcohol Testing**
 - i. Annual State reporting of tests conducted throughout year
 - ii. New Hire
 - iii. Random
 - iv. Post-Accident
 - 1. Escort employee to provider
 - 2. Report findings to state
 - v. Reasonable Suspicion training and reporting
- f. Incident / Accident Reporting**
- g. Operational Reporting**
 - i. State
 - ii. Federal
 - iii. Efficiencies
- h. Road Supervision**
 - i. In the community personnel supervision

Vickie Clifton (admin) and Alison Vick (operations) are both highly trained and well versed in these areas. While they could maintain, for an extended period time, the day to day operations a permanent replacement for the Director position would need to be located.

The guidance, knowledge and experience that is needed for a relationship with the government departments we utilize, requires extensive training and relationship building to understand.

SUCSESSES

Financial

Through contracted services and reducing costs thru efficiencies we have eliminated the department deficit and have become profitable.

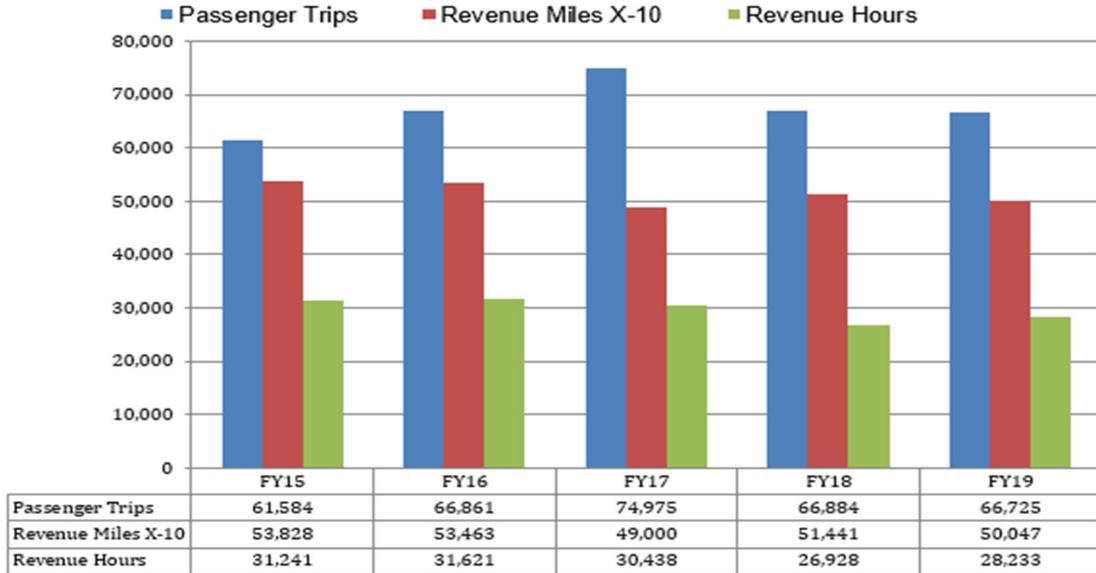
Operational Efficiencies

Through FY17 we had increased our ridership by over 35% while reducing the miles needed by 12% and maintaining the same number of hours.

CCATS

With FY18 and FY19 we experienced a drop in ridership due mainly to inclement weather and a strong economy.

In FY20 we are expecting our ridership to show a strong increase.



COOPERATIVE EXTENSION



NC COOPERATIVE EXTENSION

Carteret County Office
Including
Carteret Soil and Water Conservation District
and Carteret Big Sweep

2020-2024 Strategic Plan

COOPERATIVE EXTENSION

MISSION

NC Cooperative Extension: NC State Extension helps create prosperity for North Carolina through programs and partnerships focused on agriculture and food, health and nutrition, and 4-H youth development.

- Agriculture programs - NC State Extension connects farmers, agribusinesses and communities with vital research-based information and technology. Research at NC State targets society's grand challenges. Extension delivers this research directly into the hands of North Carolinians, helping them to translate knowledge into everyday solutions.
- Health and Nutrition (FCS) – Extension offers a wealth of educational programs that address public health issues improve economic well-being and help people make healthier, better-informed decisions. Programs range from local foods, food safety, and food preservation to gardening and environmental efforts.
- 4-H Youth Development – The mission of 4-H is to provide meaningful opportunities for all youth and adults to work together to create viable community change. This is accomplished within three primary content areas: civic engagement and leadership, healthy living, and science. These mission areas reiterate the founding purposes of NC State University Extension through agriculture (e.g. community leadership, quality of life, and technology transfer) in the context of 21st century challenges and opportunities.

Carteret Soil and Water Conservation District: is a governmental subdivision of the state. The District's responsibilities are to protect our natural resources by providing technical assistance to individuals and groups, and to inform and educate the public on the best use of conservation practices.

Carteret Big Sweep: The mission of Carteret Big Sweep is to engage the public in protecting the environment through educational programing and scheduled clean-ups.

OVERVIEW

In NC Cooperative Extension we use an Advisory Leadership System (ALS) where members of the ALS help with environmental scanning to assess the needs of the community, set priorities among the discovered and perceived needs, and act as advocates for the programming needs and success. Each agent may have a program committee for their area of responsibility. These program committees help agents with program design and implementation, which may include identifying resources to support the program, tailoring the content to fit audience needs, and marketing the program to targeted audiences and communities. Each agent is responsible for delivering programs in the area they are assigned to.

Currently the County Extension Director is responsible for the administration of the department including oversight of individual program areas, the budget, conducting program reviews with each employee twice each year to ensure they are pursuing their stated program goals and objectives, communicating with both the County Manager and the District Extension Director that the staff is on track and making progress toward both state and county goals and objectives. The County Extension Director also has responsibilities in the program area of consumer and

COOPERATIVE EXTENSION

commercial horticulture. About thirty to fifty percent of their time should be dedicated to programming in their area of responsibility.

In consumer horticulture, the agent has responsibilities to train Extension Master Gardener Volunteers to help answer home gardening questions that come into the office either by phone, email or walk-in clientele. They also schedule educational classes and workshops to teach home gardeners how to manage insects, diseases, weeds and other issues that may arise in the landscape. In commercial horticulture, the agent is responsible for providing classes and workshops for those working in the commercial horticulture industry including landscapers, nurserymen and commercial fruit and vegetable producers. There are also times when one of these clients may have an issue they aren't familiar with, so it is the agent's responsibility to help them diagnose the issue and design a plan to solve the problem.

There is an agriculture agent who works with the farmers who produce row crops in the county. This agent helps diagnose problems that arise in row crops such as corn, soybeans, cotton, wheat and others. They also plan and teach pesticide classes to keep the farmers who have pesticide applicator licenses current with their continuing education credits.

The FCS agent works to deliver nutritional programming to multiple audiences and age groups addressing the objectives of healthy weight management and chronic disease prevention. These programs are designed to empower youth and families to lead healthier lives and become community leaders. Programs may include food preparation, food preservation, safe food handling, health and wellness as well as others that may be suggested by the advisory leadership system or the program committee.

Carteret County 4-H is a part of the larger 4-H youth development program of the US Department of Agriculture and is implemented by NC Cooperative Extension in the Carteret County Center, through NC State University. Funding for programming comes from partnerships of federal, state, and local governments, and other public and private entities and connections are established with schools and community organizations. Carteret County 4-H integrates knowledge, skills and behaviors of formal and non-formal education strategies to develop life skills in youth and adults with programs evolving to meet the needs of Carteret County youth and adults. Carteret County 4-H helps young people see themselves as unique, resilient, life-long learners who actively participate in their own future—setting personal goals and practicing self-determination to accomplish them. Carteret County 4-H believes that all young people, as members of families, communities and citizens of a global society, should have the opportunity to reach their full potential.

The person working with Carteret Soil and Water Conservation District works with individuals and organizations to protect our environment and implement conservation practices. They work with farmers, businesses and citizens to implement national, state and community programs that will improve the natural environment in which we live. Some of these programs will include beaver management, waterway clearing, erosion control, implementing practices that reduce non-point source pollution of our waterways, and Community Conservation Assistance Program to control storm water runoff.

COOPERATIVE EXTENSION

The Carteret Big Sweep coordinator currently spends about thirty to fifty percent of their time coordinating litter reduction clean-ups and providing educational programming related to keeping the environment clean and free of trash and other debris. The main functions of this position are to schedule clean-ups, provide tools and materials for the volunteers, collect data to have a record of the quantity and type of debris being collected, and provide educational programs that encourage people to volunteer to remove trash and debris in the county. The other fifty to seventy percent of this person's time is dedicated to assisting the 4-H agent in delivering programs in youth development.

TIMELINE

Each of these programs continuously does needs assessments at least every three to five years if not more often using the Advisory Leadership System to improve their program delivery as well as stay current with the needs of the citizens in the county.

PROGRAMMATIC OBJECTIVES

The staff NC Cooperative Extension in the Carteret County office has chosen the following overarching objectives to focus on for our plan of work for 2020 - 2024. These objectives may change from year to year depending on the advice we receive from our County Advisory Council, program committees and the changing needs of the people in Carteret County. These objectives were written to encompass a lot of subject matter to allow for the changing needs of our community.

Agriculture

- Commercial agriculture crops will become more profitable and sustainable.
- Agricultural producers and consumers will adopt safe food and agriculture production, handling and distribution practices.
- Consumers will enhance the value of plants, animals and landscapes, while conserving valuable natural resources and protecting the environment.

Health and Nutrition (FCS)

- Empower people to make healthier, better informed decisions about food safety, nutrition and promote healthy living.
- Educate consumers and commercial food handling people to be better equipped for safe food handling and storage practices.
- Cooking classes will be offered to all audiences to teach basic cooking techniques for preparing healthy and nutritious meals on a budget.
- Educational programs will be offered to help participants make healthier eating choices and increase physical activity.

4-H Youth Development

- Empower youth and families to lead healthier lives through educational programming that enlightens participants on the benefits of smart choices.

COOPERATIVE EXTENSION

- Youth will participate in learning opportunities that develop their sense of conservation and protection of natural resources.
- Provide opportunities for youth to develop life skills that will prepare them for college, adulthood and the workforce.

Big Sweep

- Deliver educational programs about marine debris, roadside litter, recycling and reduction of plastics to the public and school groups.
- Schedule clean-ups with volunteer groups to remove litter along roadsides and waterways throughout the year in designated areas.
- Work with municipalities and other agencies to increase impacts through cooperation.

District Objectives for Soil and Water Conservation are:

- Continue to meet its responsibility to provide technical assistance to all land users for the protection and conservation of our soil and water resources.
- Implement the North Carolina Agricultural Cost – Share Program for non-point source pollution control in Carteret County.
- Continue to participate and cooperate in programs, plans and needs of local, state and federal agencies.
- Continue to provide assistance to schools, groups, clubs, organizations, and the general public on soil and water conservation.
- Continue to implement the Community Conservation Assistance Program to install storm water practices.

SWOT ANALYSIS

In this section, all the areas will be grouped together as one department. If an idea only fits with Carteret Soil and Water Conservation District, it will be indicated with (SW). If the idea only applies to NC Cooperative Extension, it will be indicated with (CE). If the idea only applies to Carteret Big Sweep, it will be indicated with (BS).

Strengths

- Partnerships with local community groups, businesses, schools and other organizations.
- Has strong ties to two universities (NC State University and NC A&T State University) where specialists do research and provide research-based information and training to agents to get them the knowledge they need to deliver programs. (CE)
- Ties to other government agencies that help provide funds and guidelines to implement programs. (SW)
- Advisory Leadership System is in place to direct the programs to address new and emerging issues in the county.
- Long term employee with abundant knowledge of the available programs, the people who need them, and the areas of the county the programs will work best. (SW)
- Well established volunteer base who are willing and have a passion to do the work. (CE, BS)

COOPERATIVE EXTENSION

Weaknesses

- Though more people are learning about programs offered, there are still relatively few people who know all the programs we do offer.
- Competition for similar programming from other departments and organizations. Partnering with these other entities to combine efforts can sometimes be difficult. (CE, BS)
- Soil and Water has one person who does all the field work and the paperwork. A part-time person to help with the paperwork would be helpful in fulfilling the responsibilities of the position working with the county and residents. (SW)

Opportunities

- There are opportunities to partner with other organizations that do similar work to combine efforts and increase the impacts of all involved.
- The new branding effort offers the opportunity to become more well-known in the community for all the programs we offer. (CE)
- More people are consciously aware of environmental issues and are willing to step up and help out when they know of efforts being made to make a difference.

Threats

- Cuts to budgets on the state and local level along with the difficulty of raising funds for programs make it difficult to acquire needed materials for quality programming.
- Other entities are offering similar programs that draw people away from the research-based programming offered by NC Cooperative Extension. These other entities are often better known to the public and create positions to offer the similar programs. (CE)
- With more pulls on people's time, it can be difficult to find volunteers willing to make the time commitment it takes to help grow some of the programs offered. (CE, BS)

STAFFING / PERSONNEL IMPACTS

Currently our staff consists of a County Extension Director (Department Head) who has responsibilities for programming in commercial and consumer horticulture. The use of volunteers to aid with the delivery of programs and activities in the area of consumer horticulture helps broaden the impact and exposure to more people in the county. As the volunteer base continues to grow the impact of the consumer horticulture programs will allow the agent to focus more on delivering programs and tackling issues dealing with commercial horticulture.

The agent we have that is helping with row crops, works in both Carteret (10%) and Craven (90%) to address issues in both counties. The current agent has twenty plus years of experience in this area and is a great resource for the farmers who produce row crops. Currently this agent has no plans to retire in the next five to seven years.

The Family Consumer Science (FCS) agent was hired in August 2019. They are responsible for programming equally in both Craven and Carteret Counties. Currently the agent is making contacts with people and other agencies to get programs started that haven't been offered in

COOPERATIVE EXTENSION

Carteret County recently. As these programs in health and nutrition, especially the ones that can be offered to youth in schools and child care facilities, become established, it is anticipated that there will be more demand for these programs in the county. Some of these programs require a lot of food preparation and planning prior to the program. With this position being split between two counties it is likely we will need a part-time program assistant to help with program delivery or look at funding a full-time agent. Depending on how aggressive the FCS agent is in building the program this may be a need in the next two to five years.

The 4-H agent is new being hired in April 2019. She has a desire to grow the 4-H program. Over the past 8 months, we have increased our overall 4-H enrollment and have chartered two additional clubs. With plans to increase programming through local day and residential summer camps, local 4-H clubs and in-school and after-school enrichment, the 4-H program will require additional support. As the 4-H program builds continuity over the next 3-5 years, it is expected that additional time will be needed from the 4-H program associate to provide the number of quality programs requested by our county. Currently the Carteret Big Sweep Coordinator (see responsibilities) shares some of this responsibility as the 4-H program associate, but due to increased demand of the Big Sweep Program, it has required additional effort and time. With an increased demand for the Carteret Big Sweep Associate, the 4-H agent will need additional support in the form of a program assistant within the next 3-5 years.

Currently, we have a position that is a shared 4-H Program Associate and Carteret Big Sweep Coordinator. This full-time position is designed to be split 50-70% 4-H and 50-30% Carteret Big Sweep. Because our county relies on tourism and commercial and recreational fishing for a large part of the economic growth, reducing litter is a vital service we provide. In the past year, more county residents have come forward with a concern about the amount of litter along roadways and shorelines. This concern has led to an increased need for environmental education opportunities and clean ups. While meeting the demands of environmental concerns and stewardship, the Big Sweep Coordinator has been pulled away from 4-H responsibilities. At the current rate of increasing demand, this position has seen a shift in responsibilities, requiring 60-70% of her time going towards Carteret Big Sweep. As the trend continues, this position will require more time for environmental programming and clean ups. Within the next 3-5 years, this position is projected to require 75-100% of a full-time position, leaving the 4-H agent in need of additional support by way of a program assistant.

A new program is being piloted in Carteret County titled Empowering Youth and Families. As a pilot program through NC State Extension that is being funded by a grant, a part-time program assistant was hired using grant funds and is paid by the university. The program has been in the county since Spring of 2019. The pilot is anticipated to run through July of 2020 and is geared toward teaching parenting/caregiver skills to assist youth in making healthy choices, reducing youth substance abuse in rural North Carolina, improving family relationships, and empowering families to lead community change, thereby leveraging support for healthier lifestyles within those communities. If the impacts of this program are promising the county may want to hire this position as a permanent staff position.

The Carteret Soil and Water Conservation District currently has one employee who is housed with NC Cooperative Extension. This employee spends a lot of time on projects to keep our

COOPERATIVE EXTENSION

waterways clear, reduce shore erosion and maintain stream flow. This leaves little time for the necessary paperwork that needs to be done for preparing to do a project and at the completion of a project. A part-time office support staff person to help with some of the paperwork may be requested in the next five years. The program focus of Soil and Water Conservation changes with time and available monies for specific types of projects ebbs and flows. The current employee has thirty years of experience doing this work. While they are still relatively young, with years of service this person could retire at any time. His retirement is not anticipated in the next five years.

The Carteret County office NC Cooperative Extension is currently in the NC State University building on the campus of Carteret Community College. In the recent past, there has been some discussion of charging rent for the office space that is being used by Carteret Soil and Water Conservation District. Currently that discussion has quieted down and is no longer an issue. However, with the hiring of a new Building Superintendent in 2019, this topic may arise again. While it fits to have Soil and Water Conservation near NC Cooperative Extension because we both work with farmers and landowner, and especially with the Carteret Big Sweep Coordinator who has a similar focus with environmental issues, this discussion may come up again necessitating the move of this position to another department or the payment of rent by the county for the office space.

Our Administrative Assistant retired and the position was filled in August 2019. This person is important to this office in order to support the many administrative functions of the position as well as provide support to agents and their program areas. However, with only one office support staff to help with meeting planning, scheduling, making copies, answering phones, advising on policy and procedure issues, helping with personnel files, reconciling credit cards and bank accounts and other responsibilities of that position, this person is extremely busy. Because they are new to this position a lot of time is spent learning the ins and outs of the position as well as county and university policies. As programs increase in visibility and production it may become necessary, in the next five to seven years, to add a part-time person to help with some of these responsibilities.

To summarize the staffing impacts, it is anticipated that as we increase our programming efforts we may find the need for a full-time program assistant to help with 4-H programming, a part-time program assistant to help with health and nutrition (FCS) programming, and possibly a part-time office support staff person over the next five to seven years.

SUCCESSION PLANNING

The County Extension Director has only been in place for about five years and has at least fifteen more years before retirement. However, two of the requirements to become County Extension Director are 1) obtaining a Master Degree and 2) receive a title promotion. To help prepare the other agents in the office to be ready for the next step they are being encouraged to obtain their Master Degree, which is needed prior to writing for the title promotion. They are also encouraged to keep a book or file that chronicles their achievements and progress over their years of service to aid them when they put together their title promotion packet. As they

COOPERATIVE EXTENSION

approach the completion of the needed degree there is also a class to help them learn any additional steps needed to complete their title promotion packet. They will be encouraged to attend so they will be prepared when that time comes. The state requires that this and all position vacancies be advertised openly, however, qualified agents in the county are encouraged to apply for the County Extension Director position.

Agent positions in NC Cooperative Extension also need to be advertised publicly to get the best qualified candidate for the position. However, when there is a program assistant who would like to move up and has the needed degree, they are encouraged to work with the agent more closely to learn what their responsibilities would be when they move up to the agent position. This hopefully prepares them for the transition and gets them more qualified for the position than other applicants.

Currently our 4-H agent and FCS agent have over 20 years before they would be ready to retire, but they could possibly move up to the County Extension Director in about six to ten years, depending on how long it takes them to get a Master Degree and complete a title promotion packet.

The 4-H program assistant and Carteret Big Sweep Coordinator has the possibility of moving up to the agent position, if it becomes available, or continuing to grow the Carteret Big Sweep program and relinquishing the program assistant position to make that position available for another person. We don't have anyone who works with the Big Sweep Coordinator or with the program assistant to train to move into either of those positions.

Carteret Soil and Water Conservation District only has one employee. This means there is no one that can be trained to move up into that position. As mentioned previously retirement in the next five to seven years is a real possibility for this person, but not a strong likelihood. With only one person in that section, succession planning is difficult to do other than planning when that person may retire or move on to another job.

BUDGETARY IMPACTS

As programming grows and becomes more impactful in the community agents will need program assistants to support the program and keep things running smoothly. The part-time program assistant position to help with programming in the Family and Consumer Science area will likely be needed in the next three to five years creating an increase in salary of approximately \$20,000.

As the 4-H and Carteret Big Sweep programs continue to grow and develop the Carteret Big Sweep Coordinator position may become a full-time position creating the need for a full-time 4-H program assistant. This would likely be an added cost in salary of approximately \$44,000 including benefits.

If the Empowering Youth and Families program shows promise and the county would like to continue to offer this program to the citizens of Carteret County, a part-time person would need to be hired. This would increase salary by approximately \$20,000.

COOPERATIVE EXTENSION

If the Soil and Water Conservation District person were to retire in the next five to seven years, hiring a new, young person may create a savings of approximately \$6,000 in salary.

SUMMATION

In summary, it is NC Cooperative Extension's mission to create prosperity for North Carolina through programs and partnerships focused on agriculture and food, health and nutrition, and 4-H youth development. The mission of Carteret Soil and Water Conservation District is to protect our natural resources by providing technical assistance to individuals and groups, and to inform and educate the public on the best use of conservation practices. While the mission of Carteret Big Sweep is similar to that of Carteret Soil and Water Conservation District, to engage the public in protecting the environment through educational programming and scheduled clean-ups.

While these three areas work well together, the potential for growth in NC Cooperative Extension and Carteret Big Sweep may lead to us growing out of our current space in the next five to seven years. As we increase our presence and programming in the areas of 4-H youth development, Health and Nutrition (FCS) and Carteret Big Sweep there is the possible need to add a full-time program assistant for 4-H youth development and a part-time program assistant for FCS.

In terms of succession planning, we currently have a fairly stable staff with retirement of the Soil and Water agent being more than seven years out. The agents are being trained and prepared to apply for and possibly step into the County Extension Director position when that is vacated in approximately fifteen years.

As our programs grow we will have need for more supplies, equipment and personnel to maintain high quality programs in all areas. There is a lot of potential for growth. With a stable staff we should begin to see growth over the next few years with an increase in the number of programs held, people reached and lifestyle changes made.

CIVIC CENTER



CRYSTAL COAST CIVIC CENTER

2020-2024 Strategic Plan

CIVIC CENTER

MISSION

The Crystal Coast Civic Center's mission is to provide a professional facility for public, private and commercial use and contribute to the local economy by attracting groups to plan events in Carteret County.

The Crystal Coast Civic Center was completed and opened for business in 1983. The building is located on property owned by Carteret Community College and operated by Carteret County Government. The overall objective is to promote the facility and book events, generate revenue and provide excellent customer service to all clients. We promote the facility by making solicitation calls, attending tradeshows, working closely with the Tourism Development Authority staff to sell not only the facility but the Crystal Coast as a whole. We conduct research to insure we are advertising on all the correct platforms, social media outlets and keep marketing and promotional material fresh and new.

Our staff works with each client from the beginning of the booking process until the event is fully executed. We host over 200 events per year including several large community events that generate tourism dollars such as Big Rock Blue Marlin events, Chocolate Festival and Wedding Expos just to name a few and over 80% of our business is repeat groups. We provide a community service to many local non-profit organizations as well as assist other County departments and the Community College with meetings and conference space. We also produce several tradeshows and expos throughout the year. The center is approximately 12,000 square feet of flexible meeting space and can accommodate up to 1,000 people. The Crystal Coast Civic Center has been producing quality events and providing superior service to the citizens and visitors of Carteret County for 35 years.

OVERVIEW

This strategic plan will be used as a guide for setting goals and priorities for the future development of the Civic Center. As new conference facilities open around the County that will be in direct competition with the Civic Center, it is important that we stay relative in the market and focus our efforts and resources towards achieving that goal. Utilizing a 5-7 year strategic plan will help guide us on future upgrades, equipment purchases, staffing needs and other operational decisions as well as ensure all staff members and key stakeholders are working toward the same goal. The method for developing this plan was through meetings with key personnel as well as facility assessments and trends in the meetings, convention and wedding industries.

TIMELINE

All programs and services are evaluated on a regular basis and adjusted to current situations (client needs, market supply and demand, historical data and booking projections). Future projections discussed in this plan are based on a 5-7 year timeline and can be adjusted based on internal and external factors.

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PROGRAMMATIC OBJECTIVES

Overall objectives for the below listed programs and services are expected to continue as stated for the foreseeable future. However, there are external factors expected to impact particular clients currently utilizing services - Carteret Community College plans to open a Hospitality and Culinary Arts Center that will undoubtedly move some of the CCC fundraiser and general meetings and events away from the Civic Center. Beaufort Hotel opened in Summer 2019, Merrell Estates and Gardens open in the Spring of 2019, Carolina Home & Garden opened an event venue in Spring 2019 and 213 West Wedding and Event Center will open in the Summer of 2020 – all these new venues will affect the wedding market in this area.

Department Programs and Services

Sales & Marketing

Solicit groups to bring their events to Carteret County through participation in state wide trade shows, phone solicitation, outside personal sales calls to potential clients, community networking, partnerships with local hotels, caterers, attractions, businesses, and meeting venues. Advertising and marketing the center on a variety of platforms including digital marketing, social media promotions, print, digital and direct mail to ensure our facility is in the forefront for event venues on the coast of North Carolina. Generate revenue through sales including facility rental, linen rental, coffee breaks, food concessions, equipment rental, catering commissions and decoration rental.

Event Execution

The booking process includes: site visit with potential clients, writing proposals and contracts for space rental, collecting the proper permits, insurance and license. Event logistics - planning & recording every detail for all functions. Set up for each event including tables, chairs, stage, pipe & drape, table linen and décor. Preparing the kitchen facilities for use by caterers / customers. Ensure clean and working order of kitchen equipment (6 burner gas range, all ovens, fryers, ice machine, dish washing machine, coffee maker, walk-in refrigerator cooler, freezer). Monitoring each event to insure safety and security of facility and customers. After events, break down tables, chairs, etc. and set up for next function. Billing & collecting rental fees from clients and 15% catering fee from all caterers. Maintenance and upkeep of building and all equipment.

Coordinate logistics for large public events

Such as Bridal Fair, Carolina Chocolate Festival, Big Rock Blue Marlin Tournament events, Quilt Show, Beaufort Antique Show, Chamber of Commerce events, Allies for Cherry Point, Dancing with our Stars, Friends of Aging, Hospice House Christmas Tree Show, etc.

Coordinate Non-Profit Organizations Events

Provide a community service by working with a number of local agencies to produce fundraising events that benefit organizations in the County such as Empty Bowls for Hope Mission Soup Kitchen, Boys & Girls Club, Domestic Violence, Take a Kid Fishing, Salvation Army, Ducks Unlimited, Rotary Clubs, Partnership for Children Smart Start, etc.

Government Agencies Events: Organize and execute countless events and meetings for government agencies such as our own County department events, Carteret Community College, Carteret Co. Schools, Marine Fisheries, Carteret County Library, Co-operative extension,

CIVIC CENTER

Economic Development Council, Tourism Development Authority, NC Dept. of Transportation, etc.

Produce two consumer tradeshow: The Civic Center hosts two annual public events; Holiday Gift Show in November, and the Home & Garden Show in March. Organize every aspect, vendor solicitation, marketing, set up, etc.

Personnel Responsibilities in services provided

Director: Coordinates marketing efforts for conference and event space; establishes fee schedule; participates in trade shows, sales events and consumer shows to promote the Center. Creates and implements revenue producing services, programs and special events; conducts sight tours, public presentation, media interviews, and outside sales calls. Actively participates with the Tourism Development Authority Board, hospitality association and chamber of commerce to solicit events to generate Occupancy Tax Revenue. Promotes programs and facility through press releases, monthly newsletter, website management and information flow on social media outlets, etc.

Manager: Responsible for all aspects of departmental operations and event coordination, planning, and managing the activities of the Civic Center. Promotes and handles logistics for the Civic Center for group events, public tradeshow and various civic events; negotiates contracts and fees, books events; secures required permits and liability insurance. Supervises facility maintenance and staff. Ensures the provision of technical support for shows and rentals in regards to lighting, sound, multi-media, etc. Coordinates staff schedules; oversees various functions such as managing caterers to ensure collection of fees. Coordinates third-party services (caterers, AV technicians, equipment rental and delivery and event planners). Prepares invoices for clients/vendors. Designs and sends information packages to potential clients. Participates in trade shows as needed for promotion of weddings and other social events. Participates in the business community to maintain facility visibility and market the facility and programs. Insures proper maintenance of facility and equipment; oversees the set-up of rooms for events. Handles all aspects of tradeshow planning and execution.

Event Services Supervisor: Plans, coordinates, organizes, schedules and supervises staff in managing the operation of events at the Civic Center facilities. Sets up for events, cleans up before and after events, and provides direction and support during the events. Coordinates technical equipment including lighting, sound, multi-media, general set-up and general operations of the facilities. Sets up stages, tables, chairs, and associated equipment to client specifications for events and functions; cleans floors, walls, windows, kitchen, bathrooms, walkways, and other facility components. Provides monitoring and technical support during events; sets up public address system, makes coffee, re-arranges room as needed, makes copies, hangs banners and provides other assistance to clients and customers. Conducts site visits to potential customers, assists Manager in floor plans, diagrams event logistics.

Operations Assistant: Building provides support in accomplishing the smooth operation of events at the Civic Center. Work involves setting up for events, cleaning up before and after events, and assisting during the events. Provides monitoring and technical support for events; sets up public address system, makes coffee, re-arranges room as needed, makes copies, hangs banners and provides other assistance to clients and customers. Sets up stages, tables, chairs, and associated equipment to client specifications for events and functions; cleans floors, walls, windows, kitchen, bathrooms, walkways, and other facility components. Assists with load-ins and load-outs of equipment for events.

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Part-time staff: office assistant works two days per week to assist with administrative duties, event planning, paperwork, logistics, etc. Maintenance assistants work on-call to help set-up, monitor and clean the facility during and after events.

SWOT ANALYSIS

Strengths

- Size, Largest facility in the County to accommodate events
- Flexibility to adapt space for small and large events
- Staff, high retention rate, track record for exemplary customer service
- Location, waterfront view
- Affordable rental rates
- County officials' commitment to improve the aging facility
- Ability to execute successful tradeshow

Weaknesses

- Aging facility and equipment
- Lack of adjacent hotel
- Inability to walk to restaurants and entertainment venues
- Customers must hire outside vendors for services such as catering, equipment rental, etc.
- Location on college campus limits sales opportunities (specifically ABC license)
- Parking issues on campus during week day events
- Lack of storage space for extensive equipment that could increase sales (i.e., outside wedding furniture, décor, etc.)
- Appearance of the exterior of the Civic Center building and grounds
- Antiquated audio visual technology

Opportunities

- Recent upgrades to facilities
- Explore creative options to obtain an ABC retail permit (County take over property the building sits on, exclusive catering agreement with profit share, etc.)
- Positive tourism and economic impact for the County
- Partnership with local businesses and service providers

Threats

- Competition – new meeting/event centers opening in the County
 - Community College owns the building, limits abilities for exterior improvements, creates parking issues
 - Location – possible storm damage, salt water causes corrosion of equipment
 - Lease agreement between the Community College and the County for operations of the Civic Center will expire in 2024
-

MAJOR GOALS

Increase revenue / Book more events

- Hire a full-time sales manager responsible for sales only
-

CIVIC CENTER

- Create storage space for rental equipment (white chairs, arbor, benches, etc.) / purchase rental equipment
- Explore creative ways to obtain ABC retail license to sell alcohol
- Increase awareness and continue to improve our two tradeshow

Continue to make improvements that will enhance aesthetics and marketability of the facility - Appearance is everything when trying to sell the venue to potential clients, especially weddings

- Paint all interior walls / exterior of the center
- Replace lobby interior doors
- Improve building exterior and grounds
 - landscaping, outdoor furniture, and patio aesthetics
 - Install shade structure on the waterfront patio
 - Repair patio concrete and enhance wedding area with concrete coating and design

Modernize and general upkeep of aging equipment and building

- Upgrade AV technology (new sound system, automatic ceiling screens and projectors / install sound system upstairs)
- Repair/Replace kitchen floor
- Replace aged kitchen equipment as it begins to fail
- Replace windows on the cat walk

STAFFING / PERSONNEL IMPACTS

Current staffing levels consist of 3.5 full-time positions:

- Director [split half time between Civic Center and Parks and Recreation]
- Manager
- Event Services Supervisor
- Operations assistant
- Part-time staff: one regular office assistant at 999 hours per year; various on-call set-up/maintenance assistants that work when warranted by events.

The dual role of the Director requires office hours be split in half between the two office locations.

Additional staffing needs

A full-time sales manager's main responsibility would be to solicit and book substantial, profitable events into the Civic Center, achieve revenue goals and provide economic impact to Carteret County by bringing out-of-County groups to the Crystal Coast. This person would be responsible for direct sales efforts for new customers in assigned market segments: corporate meetings, association conferences and conventions.

Justification for this position

The Civic Center Manager is often over-extended when it comes to meeting with clients, detailing events, and other duties that require one-on-one attention with customers. In short, the operation is often more than one and a half staff members can handle effectively, which leaves the dedicated direct sales effort falling short. In order to take the Civic Center revenue

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production to the next level, we need someone that can travel on a regular basis, prospecting new leads by cold calling, attending trade shows, conducting site tours, making outside sales calls and presentations to potential clients ...essentially 100% of their time would be selling the County as 'THE PLACE' to hold an event.

The County has completed many upgrades to modernize the Crystal Coast Civic Center. These improvements position the facility as a premier venue for waterfront events on the Crystal Coast. The idea of hiring a dedicated sales person was presented in 2013-14. At that time, it was the desire of the Board to update the facility, improve the condition and then revisit the idea of adding a new position.

SUCCESSION PLANNING

Department Director

The current director has been in the position since 2012 and has over fifteen years before retirement age with no intentions of changing employment.

Department Manager

The current department manager has been with the County since 2003, promoted from Administrative Assistant to Manager in 2012. The current manager has at least ten years before retirement and has no plan for changing employment. This employee brings an extensive amount of knowledge to the position and could easily transition into a higher management role. Should the director position become available, the current manager may be required to obtain a Bachelor's Degree, however it would be recommended that years of experience and job knowledge be taken into consideration in lieu of the degree.

Event Services Supervisor

The event services supervisor was on staff as a part-time set-up assistant from 2012, hired as full-time Supervisor in September 2015. Currently no plans for change of employment and has at least 15 years before being eligible for retirement. Promotion plan consists of cross training with Manager on a regular basis, budget and finance training occurs as well as customer service continued education and equipment operation certification.

Operations Assistant

The operations assistant has been in current position since 2008, has plans to retire within 5-7 years. The current employee is not seeking any type of promotion, is happy at the current level for the remainder of his career. The recruitment process for this position will be technical in nature, requiring someone who is maintenance oriented, willing to work late hours and on weekends. Given the starting salary for this position (\$27K), recruiting a candidate with the extensive knowledge of current employee may be difficult. It is possible an internal County employee could be interested in the position.

BUDGETARY IMPACTS

Hiring a full-time sales manager in the next one to two years would require a salary of approximately \$30,000 plus benefits. However, revenue would increase due to the focused efforts on increasing sales. Adding this position at would benefit the County by increased traffic in local businesses, increase occupancy tax as well as increased sales tax revenue.

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Large maintenance and capital improvement items listed below would add significant budgetary commitments but expenses would be spread out over the next 5 to 7+ years.

Crystal Coast Civic Center 5-7 Year Plan		Budgetary impact
1-2 years	Hire full time sales manager	30,000+ benefits
	Paint interior walls	20,000
	Increase awareness and continue to improve consumer tradeshow	
2-3 years	Create storage space for rental equipment	5,000
	Upgrade AV technology – new sound system, automatic ceiling screens & projectors, sound system upstairs	20,000
	Replace lobby interior doors	6,000
3-4 years	Improve building exterior and grounds *landscaping, outdoor furniture, patio aesthetics *Repair patio concrete, enhance wedding area with coating and design *Install shade structure on patio	20,000 20,000
4-5 years	Repair/replace kitchen floor	10,000
	Replace windows on cat walk	15,000
5-7 years	Obtain ABC license to sell alcohol – license \$3,000 + staff/inventory/insurance??	
	Replace aged kitchen equipment as it begins to fail	TBD

SUMMATION

The Crystal Coast Civic Center’s main objective is to generate revenue, provide meeting and conference services to county citizens and visitors in a friendly, hospitable manner. We have very seasoned and stable staff with only one employee planning to retire in the next 5 to 7 year timeframe. Although the Civic Center/Parks and Recreation Department has a unique set up with a split department head, the existing staff is adequate to handle the current level of services provided.

In order to grow our business and increase awareness and sales revenue, an additional staff member is needed to focus solely on new group sales. To compete for market share, a consistent sales-oriented staff is vital.

There have been numerous updates and improvements made to the facility over the last five years, making the interior of the Civic Center appearance more contemporary and marketable to potential customers. Owning and maintaining an old building comes with constant issues of failing equipment and needed upgrades. Over the next 5 to 7 years it is feasible to expect kitchen

CIVIC CENTER

equipment to need replacing, antiquated audiovisual technology to be updated and other repairs will be inevitable. With the upswing in the economy, the Crystal Coast is experiencing growth in new home construction as well as commercial facilities, specifically hotels, new conference center and renovated meeting and event space. With new and improved venues entering the market, the Civic Center will strive to remain relevant in the meetings and event industry. We must continue to make improvements to the building, modernize technology and give a much-needed facelift to the exterior of the property.

Increased sales focus and facility improvements will not only benefit the Civic Center but all County entities that provide meetings and event services. All stakeholders are working together to increase tourism revenue for the County as a whole.

DEPARTMENT OF SOCIAL SERVICES



DEPARTMENT OF SOCIAL SERVICES

2020-2024 Strategic Plan

DEPARTMENT OF SOCIAL SERVICES

MISSION

The Carteret County Department of Social Services is here to improve the quality of life for all citizens of our county by providing a broad range of quality services in the most cost-effective way to meet the financial, medical, and social needs of our people. We strive to make human services and human services synonymous, treating people with dignity and respect. We believe that our mission is:

- ◆ To help people obtain the basic necessities of life;
- ◆ To assist and protect our elderly and disabled adults;
- ◆ To protect children and strengthen families;
- ◆ To promote self-sufficiency through employment.

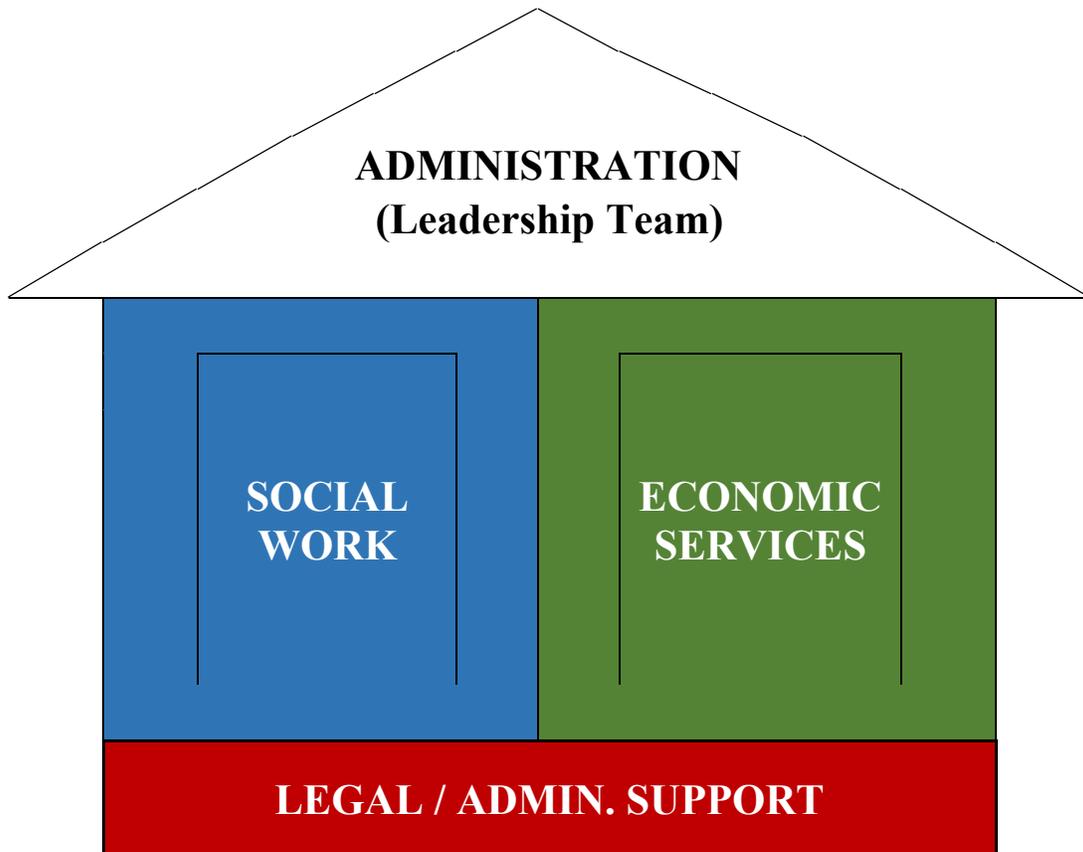
OVERVIEW

In 1868, the NC Constitution stated that “beneficent provisions for the poor, the unfortunate, and orphaned are one of the first duties of a civilized and Christian state.” The General Assembly of NC created the Board of Public Charities to supervise charitable institutions. Since that time, services offered through the Department of Social Services have expanded to address most areas affecting an individual’s life. When describing these services, it is best to visualize the agency as a house (see Figure 1).

The left side of the house symbolizes social work services and are generally considered “without regard to income”—Child Protective Services, Foster Care and Adoption, Adult Protective Services, and Guardianship. The right side symbolizes our economic services that are “with regard to income”—Medicaid, Food and Nutrition Services, Work First, and Child Support. The foundation of the DSS house consists of a legal team and administrative support personnel who strengthen the operation of the organization. At the top, the Consolidated Director, DSS Director, and agency Leadership Team oversee all programs and functions of the agency.

DEPARTMENT OF SOCIAL SERVICES

Figure 1. Structure of DSS



Funding for Social Services programs and services comes from county, state, and federal sources. Carteret County Department of Social Services is governed by a 24-member Consolidated Board; members are appointed by the Carteret County Board of Commissioners.

TIMELINE

This **updated five year** strategic plan outlines the major goals and objectives for Social Services for the **remaining four** years (July 2019 – June 2023). Changing state/federal policies, funding cuts, unfunded mandates, and competing social priorities will require the Department of Social Services to consistently review and update strategic plan goals and objectives.

At a minimum, Social Services will review this plan on an annual basis and make changes as needed. The Department of Social Services will inform the County Administration, Consolidated Board, and the Board of Commissioners of changes and progress made on an annual basis.

DEPARTMENT OF SOCIAL SERVICES

PROGRAMMATIC OBJECTIVES

The Department of Social Services has 122 full-time positions and several part-time/contractual positions. Carteret County Department of Social Services provides the following programs and services:

ECONOMIC SERVICES

Work First Family Assistance – Work First shifts the focus of welfare from a money payment to a plan to help families with children under age 18 to progress to employment and self-sufficiency. Eligible families are offered temporary cash assistance, Medicaid benefits, and assistance in locating and maintaining employment. Households with one or both parents in the home must be income and reserve eligible. If a child is residing with a relative, they must be deprived of parental support and care because of the absence of the parents from the home and be income and reserve eligible. Parents are required to accept responsibility for their families and work toward economic independence.

Emergency Assistance (EA) – Emergency Assistance provides limited short-term financial assistance to eligible families with children under age 18 who are in an emergency situation.

Food & Nutrition Services (FNS) – The Food and Nutrition Services Program (formerly Food Stamps) is designed to help prevent hunger and malnutrition by increasing the food purchasing power of low-income families. Eligibility is based upon certain income and reserve requirements.



Low Income Energy Assistance Program (LIEAP) – The Low Income Energy Assistance Program provides a one-time annual cash benefit to help eligible households with heating costs.

Child Support Enforcement (CSE)-- The NC Child Support Services Program works to ensure that both parents are responsible for the support of their children to the best of their ability.

MEDICAID PROGRAMS

Medicaid for the Aged, Blind, or Disabled – This program is for individuals 65 years of age or older or, if under 65, be disabled based on the Social Security Administration’s definition of disability. Blind persons of any age who meet the required definition of blindness may also receive Medicaid

Medicare Qualified Beneficiaries (MQB) – MQB provides payment of the Medicare premium for those beneficiaries who have Medicare B and who meet program income and reserve guidelines. Under this program, Medicare recipients who meet the income limit for Medicaid but are over reserve can receive a MQB card which will pay the deductibles and co-payments for

DEPARTMENT OF SOCIAL SERVICES

Medicare covered services.

Long Term Care (LTC) – LTC helps pay the cost of care for eligible individuals who are in a nursing facility or received extended care in a hospital setting.

Community Alternatives Program (CAP) – CAP provides an alternative to nursing home placement by allowing individuals to remain in their home with support services. The program does not provide 24-hour support but works in conjunction with existing caretaker support. Unlike other Medicaid programs, CAP considers the income of only the person who is receiving services.

Special Assistance (SA) – The Special Assistance Program provides a cash supplement and medical assistance to low-income, aged, blind, or disabled persons who reside in a rest home or family care home.

Special Assistance In-Home (SA-IH) – The Special Assistance In-Home Program provides an alternative to placement in an Adult Care Home for individuals who desire and are able to live home safely with additional supportive services in the form of a cash supplement.

Medicaid for Pregnant Women (MPW) – The MPW Program provides Medicaid to help with prenatal care, delivery, and postpartum care for women with income at or below 185% of the poverty level.

Medicaid for Infants and Children (MIC) – Medicaid for Infants and Children is a program for infants and children to age 19 who meet income and eligibility criteria. There is no reserve limit and no deductible for children who qualify for assistance under MIC.



Medicaid for Families with Dependent Children (MAF) – MAF provides medical assistance to low income families with children under 21 **who meet the eligibility requirements, and for adults as caretakers for children in the home who are under age 18**. There is a reserve limit, and families with income exceeding the required limits must meet a deductible before Medicaid will pay.

NC Health Choice – NC Health Choice is an insurance program to provide medical coverage for children up to age 19 who are not eligible for Medicaid but whose families cannot afford private health insurance. Eligibility is based on an income of up to 200% of poverty level.

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ADULT SERVICES

In-Home Aide Services – In-Home Aide Level II Services are provided to eligible agency clients through a private contractor who supplies aides trained to do home management and personal care tasks. Services focus on assisting clients with daily living activities to enable clients to remain in their own homes when they are not able to care for themselves without help.



Adult Protective Services – Services are provided to prevent or correct abuse, neglect, or exploitation of disabled adults.

Guardianship – Services are provided to adults for whom the court has determined lack the capacity to make sound decisions. The agency is appointed as a guardian to be a surrogate decision maker and advocate for the individual in all areas the court deems necessary. The role of the agency is to ensure the safety and well-being of the person under guardianship in the least restrictive environment possible.

Services for the Blind – Services are available to enable blind and visually impaired individuals to maintain the highest level of functioning possible and to prevent or reduce dependency.

FAMILIES AND CHILDREN SERVICES

Child Protective Services – The purpose of this service is to identify, evaluate, change, and/or prevent conditions causing child abuse, neglect, and/or dependency. .

Foster Care Services – This service provides substitute care appropriate for children’s needs once removed from situations of abuse, neglect, and/or dependency.

Adoption – Adoption services are provided for children who are not able to live with their parents or other relatives and for families wanting to adopt a child. Children become available for adoption through natural parent’s voluntary surrender of the children or by court order.

Child Care – Child care is needed by families and children for various reasons: (1) children whose parents are working or in school; (2) children who are in need of protection; (3) children with disabilities or developmental needs. Eligibility is based on need and income, unless the purpose is child protection. A fee may be charged, according to a sliding scale.

WORK FIRST FAMILY ASSISTANCE

The Work First Family Assistance Employment Program provides employment counseling and assistance, short-term training, and supportive services to enable eligible Work First Family Assistance recipients to secure and maintain employment as quickly as possible with the goal of leaving public assistance.



DEPARTMENT OF SOCIAL SERVICES

CRISIS INTERVENTION

Crisis Intervention services help individuals and families who are faced with a crisis or emergency situation. Services include emergency financial assistance, crisis counseling, budgeting assistance, and information and referral services.

SWOT ANALYSIS

The Social Services Leadership Team and Consolidated Director conducted a SWOT analysis to determine any internal and external strengths, weaknesses, opportunities, and threats. Input from staff, proposed legislation, day-to-day operations, and the inability to plan for the unknown were points for consideration during this analysis. Figure 1 shows the results of the SWOT analysis, with updates in red and achieved or moved items indicated by a strikethrough.

DEPARTMENT OF SOCIAL SERVICES

Strengths	Weaknesses	Opportunities	Threats
<ul style="list-style-type: none"> • Strong, diverse Management Team • Strong, ethical, dedicated, and knowledgeable workforce • DSS/HD co-location and collaborative consolidation • Responsive to community needs • Positive community partnerships 	<ul style="list-style-type: none"> • Lack of staff retention/longevity • Lack of community resources • Inadequate physical facility space resulting in 3 DSS locations • Lack of public knowledge and understanding concerning DSS services/ rules/ regulations • Failure to promote a positive message • Difficulty in recruiting fully qualified staff who are job ready • Lack of space and/or resources to grow and expand programs and services • Placement options to meet foster care growth 	<ul style="list-style-type: none"> • Collaboration with HD Moved to strengths • Increase effective use of technology within the department • Expand in-house training opportunities • Strengthen supervisory structure and direct/line leadership • Expand community partnerships • Establish a Child Advocacy Center • Evidenced-Based Community Programming to Strengthen Family Relationships • Promote a positive message/image to the community • Recruit foster families that meet the needs of children in custody 	<ul style="list-style-type: none"> • Medicaid transformation • Decreased state/federal funding • Unfunded mandates • Legislation impacting DSS administrative rules/regulations (HB 630) • Increase in substance abuse/behavioral health and impacts on services • Inadequate resources to address aging population • Growing foster care population • Natural disasters • NC FAST

MAJOR GOALS AND OBJECTIVES

The Department of Social Services identified the following goals and objectives to address over the next **four** years. Figure 3 includes the strategic framework, including the **initial** five strategic goals and corresponding objectives.

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Figure 3. **Updated** Social Services 5-Year Strategic Framework

Department of Social Services				
Strategic Goal 1	Strategic Goal 2	Strategic Goal 3	Strategic Goal 4	Strategic Goal 5
Promote knowledge and positive perception of DSS services and assistance	Maximize state/federal funding and guidance to support local funding/resources	Protect vulnerable populations and strengthen families	Identify opportunities for Human Services co-location and collaboration	Recruit and retain qualified workforce
STRATEGIC OBJECTIVES				
Strategic Objective 1A: Annually participate in at least 12 events geared towards promotion of DSS services by June 30 Update 2/16/19: Objective Met for 2018-19: DSS participated in 27 events.	Strategic Objective 2A: Achieve consistent spending of state-allocated subsidized child care funds to 100% by June 30, 2023 Update 1/25/2019 The Child Care unit has operated without a waiting list since 10/2018. Outreach conducted to increase utilization of funds is in progress.	Strategic Objective 3A: Develop and implement quality assurance activities that specifically address required contacts for child welfare cases by June 30, 2020 Work in Progress	Strategic Objective 4A: Implement a Human Services-oriented social media and website presence by June 30, 2023 Update 1/25/2019 Work in Progress	Strategic Objective 5A: Provide monthly leadership training to DSS Management Team by June 30, 2019 Update 1/25/19: Objective Met The Management Team is currently participating in weekly training using John Maxwell's <i>21 Irrefutable Laws of Leadership...</i>
Strategic Objective 1B: Annually provide customer service training for all staff by June 30 Objective Met Update 1/22/19: ➤ Customer Service	Strategic Objective 2B: Pursue opportunities for program/service expansion through grants by June 30, 2020 Update 1/25/19: GOAL MET ➤ Round Up	Strategic Objective 3B: Increase utilization of Adult In-Home support slots to 95% by June 30, 2021 Update 1/25/2019 A new part-time position in SAIH	Strategic objective 4B: Partner with the Health Department to implement an evidenced based parenting program by June 30, 2020 Update 1/25/2019	Strategic Objective 5B: Increase the number of interns (associate, bachelor, and master level) from 4 to 6 per year by June 30, 2020

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<p>training with the clerical unit was completed on 1/24/19.</p> <p>➤ The Human Resources Director conducted a Customer Service training for the Consolidated Human Services on 2/15/2018.</p>	<p>➤ Children’s Advocacy Center</p>	<p>started in 12/2018.</p>	<p>Work in Progress The Triple P Parenting program is being pursued and health educators are scheduled for training.</p>	<p>Update 1/22/19: CCDSS has worked with 4 interns thus far this fiscal year.</p>
<p>Strategic Objective 1C: Expand Service Feedback system (surveys, comment cards, etc.) by June 30, 2020</p> <p>Update 1/25/19: Objective Met and on-going Paper surveys are in the lobby and can be completed in paper, by link or QR Reader. The results are shared with management.</p>	<p>Strategic Objective 2C: Annual training and education to DSS staff on funding sources and maximization of funding sources for their specific programs by June 30</p> <p>Update 2/16/2019</p> <p>➤ MAC trainings were conducted on 1/8/18 and 2/12/18.</p> <p>➤ The following trainings will be scheduled by 6/30/2019:</p> <ul style="list-style-type: none"> ➤ Day Sheet ➤ IV-E training ➤ Adoption Assistance ➤ Foster Care coding 	<p>Strategic Objective 3C: Collaborate with community partners in creating a Child Advocacy Center by June 30, 2023</p> <p>Update 1/25/2019</p> <ul style="list-style-type: none"> ➤ CCDSS has entered into an MOU with South Mountain. ➤ The Board of Commissioners and the Consolidated Board are supportive. ➤ Optimistic opening by EOY 2019. ➤ Multi-disciplinary Team began staffing in Feb. 2019. 	<p>Strategic Objective 4C: Develop one program with Health Department and Court for health education (Court ordered participation) with target of 25% respondent parents participating by June 30, 2023</p> <p>Update 1/25/2019 Work In Progress</p>	<p>Strategic Objective 5C: Implement creative recruitment activities that target critical retention areas by June 30, 2021</p> <p>Update 2/22/2019</p> <ul style="list-style-type: none"> ➤ An HR representative attended a recruitment fair. ➤ The department plans to participate in the SW day at UNC-CH on 4/1/2019 and 4/12/2019. ➤ Supervisors have been asked to post openings to their specific program Listserv.

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<p>Strategic Objective 1D: Identify/create/ implement one program targeted to develop increased collections of child support by June 30, 2023 Work in Progress</p>		<p>Strategic Objective 3D: Implement the state’s automated case management system (NC FAST) by June 30, 2023 Update 1/25/2019 NC FAST functionality continues to be problematic. Program Integrity implemented 1/2019. Further expansion is scheduled by the state.</p>	<p>Strategic Objective 4D: Strongly advocate for maximum level of co-location of DSS and Health Department for improved service provision by June 30, 2023 Work in Progress</p>	<p>Strategic Objective 5D: Explore opportunities for shift work and or alternative work schedules that improves work flow and addresses burn-out by June 30, 2021 Update 1/25/2019</p> <ul style="list-style-type: none"> ➤ Second shift has been implemented. ➤ The department currently has some flex options. ➤ Still exploring additional opportunities.
<p>Strategic Objective 1E: Develop and implement a schedule for Quarterly submission of positive DSS outcomes to media outlets by June 30, 2023 Update 3/2/19: A schedule is developed and will be implemented in March 2019.</p>		<p>Strategic Objective 3E: Create a multi-disciplinary team for Adult Service cases by June 30, 2020 Work In Progress</p>		

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		<p>Strategic Objective 3F: Investigate the need for community-based adult services by June 30, 2021. Update 1/25/2019 Research has started on :</p> <ul style="list-style-type: none"> ➤ Adult Day Care ➤ Adult Foster Care 		
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STAFFING / PERSONNEL IMPACTS

REQUESTED POSITIONS

Over the next **four** years, as the Department of Social Services works towards completing strategic goals and objectives, it is expected **eleven** (11) additional staff will be needed—a Quality Assurance Specialist I for Economic Services, a Quality Assurance Specialist II for Social Work Services, a Guardianship Social Work Supervisor III, two (2) Medicaid Income Maintenance Caseworkers, a CPS Social Worker IA&T, a Foster Care Social Worker III, a Child Support Enforcement Agent II, an Administrative Support Specialist and a training Lead Worker for Child Welfare. **The request for these positions will be prioritized according to the most immediate and impactful needs of the department. Additional positions may be needed as a result of Medicaid expansion and two positions may be needed as administrative support for NC FAST. Both the Economic and Social Work sides of the agency will need the additional support.**

RECLASSIFIED POSITIONS

DSS **reclassified** the Administrative Officer (AO) position to that of a Business Officer (BO) to ensure better financial outcomes. Believing that a targeted approach to fiscal accountability will maximize federal and state reimbursement and decrease county costs, the BO is responsible for training and monitoring all staff **regarding the maximization of funding sources**. Additionally, the BO will work with all service units to evaluate and seek appropriate service-related grants. As Federal and State participation continues to decrease, this source of revenue will become necessary to ensure the continuity of services. An **Administrative Assistant position was reclassified** to the Human Services Evaluator position to ensure compliance of the HB630 performance measures. Failure to comply with the mandated outcomes will result in financial penalties for the county.

NC FAST and the “UNKNOWN”

DHHS continues to implement various phases of NC FAST (State integrated case management system). Current implementations include Food and Nutrition Services, Medicaid, Child Care, Crisis Intervention, **Energy, and Program Integrity**. Currently, phase 4 (P4) for Child Welfare **has**

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been implemented among 32 counties and problematic areas continue to be identified. To support the forms administration associated with P4, counties are increasing the number of administrative support personnel. The impact on agency support personnel is unknown and additional staff may be necessary. Prior to making this request to county administration, DSS will assess the efficiency of NC FAST P4 and maximize current support personnel. The implementation timetables changed due to Hurricane Florence and NC FAST functionality readiness. October 2019 was the projected child welfare implementation date for Carteret County; however, implementation has been indefinitely postponed due to system functionality issues. Many of the counties that went “live” after the original pilot project have now exited NC FAST with request/approval by NCDHHS.

SUCCESSION PLANNING

Succession planning involves identifying key positions where there may be staff changes, including anticipated retirements, gauge staff potential, and ensuring line/field staff receive the needed knowledge, skills, and abilities needed to apply for a promotion. While succession planning involves identifying internal candidates who may be eligible for a promotion, the Department of Social Services will not pre-select staff for positions.

Key positions included in succession planning include all supervisors, leadership team, Social Services Director and the Consolidated Director.

Anticipated Retirement/Staff Changes

In the next four years, the Department of Social Services has identified one director, one program manager, and five supervisors who are eligible for retirement, as well as the Consolidated Director. Positions potentially eligible for retirement (full or early) represent the following divisions/units: Administration, Social Work, and Medicaid. Additionally, the Department of Social Services has identified 11 non-supervisory staff who may be eligible for retirement. Non-supervisory staff potentially eligible for retirement (full or early) represent the following divisions/units: Child Welfare, Work First Employment Services, Adult Services, Food and Nutrition Services, Work First, Medicaid, Services Intake, and Administrative Support.

Figure 5 shows the current state of the Department of Social Services organizational chart. Vacant positions are shown with red lettering and reclassified positions are in pink squares. Figure 6 shows where proposed positions for the next fiscal year (FY19-20) would be located within the agency organizational chart identified by a red border.

Succession planning Key Steps

Over the next **four** years, the Department of Social Services will implement the following key steps to assist with succession planning:

- Provide annual training to non-supervisory staff who would like to apply for potential supervisory position. We are working with Human Resources to develop a menu of training opportunities that will enhance their skill set for consideration for promotion.
- Identify supervisor backups and cross-train staff.

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- Recruit for key positions where internal candidates may not be eligible.
- Provide **professional** development training for all staff.
- Capture knowledge from outgoing positions using a formal retirement interview process. **The Leadership Team is working on an exit interview tool to capture information from retiring employees.**

BUDGETARY IMPACTS

Figure 4. Updated Projected Requests for the next four years

Budget Item	Projected Amount	Linked Goal/Objective
(1) Guardianship SWS III	\$55,993 (w/o fringe benefits)	Strategic Goal 3
(1) Quality Assurance Specialists for Social Work	\$47,013 (w/o fringe benefits)	Strategic Objective 3A
(1) Quality Assurance Specialist for Economic Services	\$35,131 (w/o fringe benefits)	Strategic Goal 3
(2) Medicaid IMC positions.	\$62,532 w/o fringe benefits (\$31,266 each position)	Strategic Goal 3
(1) CPS IA&T SW III	\$47,026 w/o fringe benefits	Strategic Goal 3
(1) Lead Worker (training/CW)	\$52,823 w/o fringe benefits	Strategic Goal 3
(1) Foster Care SW III	\$44,352 w/o fringe benefits	Strategic Goal 3
(2) Administrative Support Specialist (NC Fast Support)	\$52,504 w/o fringe benefits (\$26,252 each position)	Strategic Goal 3
(1) Child Support Enforcement Agent	33,142 w/o fringe benefits	Strategic Objective 1D
Training Materials for Leadership Training	\$4,000 (\$1,000 annually)	Objective 5A

SUMMATION

Carteret County Department of Social Services has many factors influencing the services provided to the citizens of Carteret County—state/federal mandates, local/state/federal funding, and staffing turnover. Additionally, current legislative actions (HB630), DHHS initiatives (Memorandum of Understanding), **Medicaid Transformation and the Family First Preservation Act** add to the changes that will affect DSS operations and outcomes. This five-year strategic plan describes the

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current state of the Department of Social Services operations **after one year** and identifies the measures needed to meet the challenges for the next **four** years.

The Department of Social Services Management Team and Consolidated Director will review this plan on an annual basis to track progress made towards strategic objectives, update to include any relevant information, and will update the Consolidated Board and Board of Commissioners of any changes.

ECONOMIC DEVELOPMENT



ECONOMIC DEVELOPMENT

2020-2024 Strategic Plan

ECONOMIC DEVELOPMENT

MISSION

The Carteret County Economic Development Department (“Department”) does not have a formal mission statement separate from that of Carteret County (“County”). The broad mission of the Department is to help grow the County economy. The performance of the County economy determines the capacity of County government to fulfill the mission statement of the Carteret County Board of Commissioners: “to enhance the future health, safety and quality of life in the County by ensuring the delivery of superior service to all residents through courteous customer service, provided in a cost-effective and compassionate manner.”

Economic development is necessary for the County to achieve the mission statement of the Board of Commissioners. Unlike most other County expenditures, funds expended to support economic development in Carteret County represent an investment rather than an expense. A growing, robust County economy (i) provides new revenues needed to pay for County services and (ii) reduces County social services expenditures by increasing employment and income.

OVERVIEW

This strategic plan serves as a roadmap for the Economic Development Department to guide its work for the next five years. Although the plan reflects the programmatic priorities and recommendations of the Department staff, the document is flexible and will be modified as needed to reflect the economic development priorities of the Board of Commissioners, County Manager, and Carteret County Economic Development Foundation (“Foundation”) board of directors, as well as the changing economic conditions of the County.

“Economic development” literally means the development of an economy. Because county economies develop differently, county economic development strategies must be customized to address unique county economic opportunities and challenges. In the case of Carteret County, there are many significant contributors to the Carteret County economy. Much of what happens in the Carteret County economy — good and bad — occurs outside the influence of the Economic Development Department, but there are many opportunities for the Department to make a positive impact on the County’s economic growth.

Fortunately, the Carteret County economy is performing well, in large part because the County’s abundant water-oriented natural resources are a magnet for people wishing to visit, own a second home, reside and/or work in the County. Barring a major natural or manmade disaster, Carteret County will likely continue to outperform most eastern North Carolina counties, and the County will experience significant new economic growth—including new jobs, investment and tax revenues—resulting from the construction of I-42 and the expansion of MCAS Cherry Point. It is important to recognize that the size of the Economic Development Department—with a two-person staff and a modest budget—constrains its capacity. Consequently, the limited resources of the Department need to target activities that can create or accelerate positive economic outcomes that would not otherwise occur by default.

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TIMELINE

The projected timeline for this departmental strategic plan is five years (2020-2024), recognizing that there are many variables that could significantly affect the strategies and objectives of the plan during that five-year period.

PROGRAMMATIC OBJECTIVES

The Carteret County economy is large and complex, and it includes a diverse mix of economic contributors. It is impossible for the Economic Development Department to be involved in every aspect of the County economy. Therefore, the programmatic objectives of the Department prioritize those activities that have the potential to create the most positive outcomes for economic growth. Following are the key programmatic objectives of the Economic Development Department broken out by category with a short rationale for each objective.

1. *Leveraging Allies and Resources.* The limited size of the Department requires that Department staff leverage other local, regional and state organizations and resources to the maximum extent possible by developing strong relationships and partnerships. These collaborations include traditional economic development partners as well as others whose support can assist the Department and help grow the County economy.

Local organizations include:

- Carteret County Chamber of Commerce
- Crystal Coast Tourism Authority
- Carteret County Economic Development Foundation
- Carteret Community College and Small Business Center
- Downtown Morehead City
- Port of Morehead City
- Carteret-Craven Electric Cooperative
- Carteret County Schools and School System Business Advisory Council
- Small Business Resource Alliance (Carteret County Schools, CCC, NC Works, Carteret County Economic Development)
- MSEP (Marine Science and Education Partnership)
- University and federal marine sciences laboratories (DUML, NCSU CMAST, UNC IMS, NCSU MARC, NOAA Beaufort Lab)

Regional resources include:

- ACT (Allies for Cherry Point's Tomorrow)
- Eastern Carolina Council/Down East RPO
- U.S. 70/I-42 Corridor Commission
- Eastern North Carolina Workforce Development Board
- Small Business and Technology Development Center (ECU)

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- Surrounding community (particularly Craven and Onslow Counties) economic development organizations supporting Cherry Point, Camp Lejeune and other shared economic development goals

State allies include:

- Economic Development Partnership of North Carolina
- NC Department of Commerce
- NC Works
- North Carolina Railroad and Norfolk Southern
- Duke Energy
- NC Ports
- NC Division of Marine Fisheries
- N.C. Fisheries Association

The Director will have primary responsibility for implementing this objective, with the Administrative Officer providing support. Success will be measured by the number of organizational boards in which Department staff participate, as well as the number of partner meetings and interactions involving Department staff.

2. *Existing Business Retention and Expansion.* The Economic Development Department will continue to focus on existing business retention and expansion as one of its highest priorities, since retaining and growing existing businesses is the best opportunity to create jobs and increase incomes for County residents. Department staff will proactively call on existing businesses and respond to requests for assistance from existing companies and individuals seeking to establish new businesses. This objective will extend beyond private sector enterprises to include government agencies, university satellite campuses, nonprofit entities, and MCAS Cherry Point.

Carteret County, like many communities, is experiencing a very tight labor market, and workforce shortages exist in every sector of the County economy. The lack of workers is adversely affecting many local businesses, and the employers on which Department staff call almost without exception cite the lack of workers as their greatest current challenge and impediment to expansion. The Department will continue to work with local, regional, and state partners, including NC Works, Carteret Community College and the Carteret County Schools, to help employers address their workforce challenges. The Foundation has also undertaken an initiative to attract full-time residents to Carteret County, which will include workers to fill vacant positions and support existing company expansions.

Department staff will also continue to provide administrative support to the Marine Science and Education Partnership (MSEP), a collaboration among Carteret County marine sciences institutions and education providers. In addition, the Department will work with MSEP members and other stakeholders to identify opportunities to leverage and grow the marine sciences cluster in the County, including aquaculture-related enterprises. For example, the Department is working with the NC Coastal Federation and

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other state and local partners to support initiatives to expand shellfish aquaculture in Carteret County, including one or more oyster and shellfish incubators.

The Director will have primary responsibility for proactive outreach to existing employers, and the Administrative Officer will be the principal liaison on workforce issues. The Director and Administrative Officer will share responsibility for responding to employer inquiries and requests for assistance, as well as supporting MSEP. Success will be measured primarily by the number of Department staff calls on existing businesses; fifty calls annually is the current annual target for Department staff.

3. *Advocacy.* Because Carteret County is a coastal county, it is subject to a myriad of federal, state and local regulations, including land use and fisheries regulations. In addition, building codes and insurance (e.g. property and casualty, wind and hail, flood) regulations and rates have a significant impact on real property values and the County economy generally. In addition, because of the substantial impacts of recent hurricanes on Carteret County and Eastern North Carolina, policy initiatives are being considered at the state and national level that may have significant economic consequences for Carteret and other coastal counties. Consequently, Department staff must be knowledgeable about regulations and policies that affect the Carteret County economy and be prepared to advocate through written comments, communications with local, state and federal elected representatives and regulators, and presentations at public meetings and hearings. Department staff will also identify grant and other funding opportunities that target hurricane-impacted communities and work with local governments and other entities to procure funding for projects that can benefit the Carteret County economy.

New Interstate I-42 will have a huge economic impact on Carteret County, and the Department is already leading an effort to educate community leaders and the public about the likely impacts and the need to plan for the growth that will follow the construction of the new Interstate. The Havelock Bypass will be completed during the 5-year period of this strategic plan, and the James City improvements will be substantially, if not fully, completed by then as well. These two segments will significantly increase visitation to Carteret County and improve the attractiveness of the Crystal Coast to new residents, businesses and developers. While the Department staff will continue to be vocal advocates for I-42, they will also continue to lead the campaign to encourage local governments to take steps to anticipate and mitigate the impacts associated with the rapid growth that will accompany the new Interstate.

The Director will have primary responsibility for implementing this objective. Success will be measured by the responsiveness of Department staff to requests for engagement on regulatory and public policy issues and the number of I-42 presentations made.

4. *“People Attraction” Marketing.* As part of the reorganization that transferred the County’s economic development responsibilities from the former (and now dissolved) Carteret County Economic Development Council to Carteret County government, the dormant Carteret County Economic Development Foundation, a 501(c)(3) nonprofit

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corporation, was reinvigorated with a new board of directors. The Foundation board serves as both an advisory body to the County (Board of Commissioners, Manager, and Department staff) and as an independent enterprise to augment the County's economic development efforts. Although County staff provide administrative support to the Foundation and the Director serves as a non-voting *ex officio* representative on the Foundation board of directors, the Foundation is both legally and functionally independent of the County Economic Development Department. Since the election of the new Foundation board of directors in spring 2018, the board has embraced branding and marketing Carteret County ("the Crystal Coast") as its number one priority.

Working with Department staff, the Foundation board has led the effort to pivot Carteret County's external marketing focus from its legacy emphasis on business recruitment to a focus on people attraction. This new approach has necessitated the creation of a new website, a new logo, and new marketing collateral materials, including new social media platforms and a digital marketing campaign in partnership with WRAL Digital Solutions that launched in fall 2019. Implementing this new external marketing focus will be a consistent priority objective of the Department during the five-year period.

Through this initiative, the Department will catalyze County job and investment growth, providing additional tax revenues to the County and its municipal governments. Moreover, this strategy will avoid major disruptions to an already tight labor market and will assist existing businesses by helping them incrementally address labor shortages. The Department, with assistance from the Foundation, will target four specific cohorts through this proactive branding and marketing effort: remote workers, separating military/dependents, skilled workers to fill vacant positions, and retirees/"OPALs"—Older People with Active Lifestyles. As part of this strategy, the Department will pursue county certification as a "Certified Retirement Community" by the Economic Development Partnership of North Carolina, which will allow Carteret County to leverage substantial state marketing resources promoting North Carolina as a retirement destination through EDPNC's Retire NC marketing platforms.

The Director and Administrative Officer will share responsibility for implementing this initiative. Success will be measured by website traffic, social media activity, and certification of the county as a "Certified Retirement Community," as well as anecdotal evidence of people relocating to the County because of the marketing campaign.

5. *Business and Capital Investment Attraction.* This objective is important to the goals of *ad valorem* tax base expansion, new job creation and wage improvements. Although the Department is shifting its proactive marketing focus away from business recruitment, the Economic Development Department is often the primary point of initial contact for:
 - Representatives of businesses interested in locating a business in the County;
 - Individuals seeking to move to the County to start a new enterprise; and
 - Developers seeking to make capital investments in County real estate projects.

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Even with a reduced external marketing effort, Department staff will continue to provide support to these businesses and individuals. Because of the limited budget of the Department, Department staff will rely on allies at the state and regional levels, as well as word-of-mouth referrals from local stakeholders, to generate leads and prospects. For example, the Department has worked with Duke Energy and the NC Ports to better position Radio Island for economic development, and Department staff are working aggressively to market Radio Island for port-related industrial development with the assistance of EDPNC and Duke Energy. Keys to the success of this objective include high visibility of Department staff and a strong network of relationships with allies; an effective website; and staff access to and utilization of current data and research tools.

The Director and Administrative Officer will share these responsibilities, with the Director focusing primarily on relationship building with allies and prospects, and the Administrative Officer supporting the website, data compilation, and research tools. Success will be measured by the number of new clients/prospects generated by the Department and the number of new projects attracted to the County in which Department staff actively participated.

6. *Infrastructure Enhancements.* This objective supports the expansion and maintenance of the key infrastructure elements needed for Carteret County’s continued economic growth — electricity, water, wastewater, natural gas, roads/highways and broadband. Expanded high-speed broadband at affordable prices is critical for the new “people attraction” strategy to be effective. The primary work of the Department under this objective involves working with allies and local officials to improve infrastructure development in the County, including working with the Chamber Broadband Committee to expand affordable broadband service in the County.

In the case of highways, the Economic Development Department will continue to support regional and statewide efforts to improve highway access to Carteret County. The availability of infrastructure and utilities is essential in the attraction of most businesses, as well as the development of larger-scale real estate projects. As part of this objective, the Department provides administrative support to the Carteret County Transportation Committee and works closely with the Committee, NCDOT and the Down East RPO on Carteret County transportation projects. The Director also serves on the U.S. 70 Corridor Commission and the Down East RPO Technical Coordinating Committee.

The Director is the primary point of contact for this objective, with support from the Administrative Officer. Success will be measured by Department staff participation in and support for activities that expand and improve County infrastructure, including the Carteret County Transportation Committee, the U.S. 70/I-42 Corridor Commission, and the Chamber Broadband Committee.

SWOT ANALYSIS

The 2017 Strategic Economic Development Plan prepared for Carteret County by Sanford Holshouser Economic Development Consulting, LLC contained a comprehensive Strengths,

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Weaknesses, Opportunities and Threats (SWOT) analysis of the County. In addition, a 2016 Carteret County Economic Development Action Plan developed for the Carteret County Economic Development Council by the Rural Economic Development Division of the North Carolina Department of Commerce included the results of an extensive stakeholder survey that identified Carteret County's economic development strengths, challenges, opportunities, advantages and disadvantages. Because both of these documents are relatively recent, a new comprehensive Carteret County economic SWOT analysis is not included as part of this strategic planning document.

As previously discussed, the Department has pivoted away from proactively marketing Carteret County to attract new businesses to a new strategy of attracting people to move to the County as full-time residents. Because the SWOT analyses in the Sanford Holshouser Strategic Economic Development Plan and the NC Department of Commerce stakeholder interview summary reflected the County's legacy business recruitment focus rather than the current people attraction focus, several key strengths, weaknesses, opportunities and threats are provided below that specifically address the County's new, external "people attraction" marketing initiative.

Strengths

- Overall quality of life, including temperate 4-season climate
- Abundant water resources, including the Atlantic Ocean, sounds, rivers and estuaries
- Year-round outdoor recreational activities, including boating, fishing, paddling, cycling, tennis and golf
- Excellent school system
- Outstanding healthcare system and hospital, including new Mayo Clinic affiliation
- Low property taxes (currently lowest county tax rate in North Carolina)
- Destination attractions, including Ft. Macon State Park, Cape Lookout National Seashore, NC Aquarium at Pine Knoll Shores, NC Maritime Museum, Core Sound Waterfowl Museum
- Attractive and varied "personalities" of County's 11 municipalities and unincorporated areas

Weaknesses

- Limited affordable housing opportunities for purchase or rent
- Vulnerability to hurricanes and other storm events
- Broadband infrastructure (limited fiber and high costs of high-speed service)
- Only three towns with municipal wastewater systems (others rely on septic tanks)
- Lack of quick access to major airport
- Limited family entertainment opportunities
- Lack of adult entertainment/nightlife opportunities
- Limited retail opportunities, particularly compared to urban markets
- Limited cultural attractions and events, particularly compared to urban markets

Opportunities

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- Increasing tourism/visitation, which leads to second home investments and permanent residents
- Trend toward remote workforce and changing corporate real estate strategies that encourage remote working, particularly in the technology sector
- Improved highway access with I-42 and U.S. 17 improvements
- Rapid growth of Raleigh-Durham metro area, particularly in technology sector
- Growth will bring more demographic diversity and more affluent/philanthropic residents
- Increased TDA focus on, and funding for, branding Carteret County and the Crystal Coast
- Opportunity to leverage WRAL Digital Solutions resources and networks to raise visibility of the Crystal Coast
- Radio Island, particularly for the emerging East Coast offshore wind industry

Threats

- Storm events (increased frequency and/or intensity, higher rainfall events/flooding)
- Sea level rise
- Unplanned and uncoordinated growth resulting from I-42
- Regulatory changes (land use, fishing, insurance, beach nourishment, reduced federal/state funding, particularly for storm-related reimbursements, beach nourishment and dredging)

MAJOR GOALS

The goal of the Economic Development Department is to achieve the maximum return on the County's economic development investment by:

- (i) Expanding the County's tax base and growing tax revenues by generating additional capital investment;
- (ii) Helping make the County more attractive to permanent residents, new investors, existing and new businesses, entrepreneurs, second home owners and visitors by effectively marketing the Crystal Coast as an attractive place to live, work and vacation and by supporting expanded infrastructure, workforce training, and quality of life enhancements; and
- (iii) Working to decrease the demands on County-provided social services by incrementally increasing jobs, wages and income-producing opportunities for Carteret County citizens.

STAFFING / PERSONNEL IMPACTS

The 2017 Sanford Holshouser report recommended an initial Economic Development Department staff of two. The report states: "The Commissioners should establish an economic development department as a component of county government. Positions should be created to implement the economic development strategies and programs for the county. It is recommended that the department is staffed with a professional economic developer and an administrative assistant to start and add staff as need demands and budget allows. The economic developer should report directly to the county manager and, through him, to the county commissioners." The two-person staff is now in place with the hiring Don Kirkman as Director

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in October 2017 and Kristi Mroch as Administrative Officer in February 2018 who was succeeded by Michele Query in September 2019. Unless the Board of Commissioners or County Manager propose new economic development programming or initiatives, the County should not need to expand the Department staff beyond two employees during the five-year period covered by this strategic plan.

SUCCESSION PLANNING

Current Economic Development Director Don Kirkman expects to retire during the five-year period covered by this strategic plan. Without a change in the philosophy of the County of hiring professionals at the low end of the salary range for County positions, it is likely that the Director salary will limit the field of candidates to succeed the incumbent Director to those without significant economic development experience. In order to attract an experienced economic development professional to succeed Mr. Kirkman, the County Manager and Board of Commissioners should be prepared to offer a compensation package that is competitive with other North Carolina counties and is at least comparable to the state average for communities and organizations similar in size to the County and Department.

Administrative Officer Michele Query was selected by the hiring committee because she has the skill sets and personality that would allow her to move into the Director role upon Mr. Kirkman's retirement. Ms. Query has a strong marketing background, including significant website, digital advertising, and social media experience. She also has extensive development/fundraising experience, which is a skill set needed by the Foundation as it launches a fundraising campaign in 2020 (which will need to be sustained in future years). While Ms. Query lacks direct economic development project experience, she is a licensed real estate professional and is very familiar with real estate transactions. A priority for 2020 is ensuring that Ms. Query receives extensive economic development education and training, including mentoring by Mr. Kirkman and receiving other professional development through state and national economic development organizations and the UNC School of Government. Ms. Query intends to take the UNC Basic Economic Development Course in 2020, and she is registered to participate in Leadership Carteret in 2020 to better familiarize herself with Carteret County and its many assets and resources. While the decision to hire a new Director upon Mr. Kirkman's departure will be up to the County Manager and Board of Commissioners, Ms. Query should be fully qualified to move into the Director role upon Mr. Kirkman's retirement.

BUDGETARY IMPACTS

Currently, there are no anticipated needs for a material increase in the Economic Development Department budget over the requested FY20 amounts during the 5-year timeline of this strategic plan. The projected annual budgets will need to reflect compensation increases for the two-person staff, but the Department plans no major new programs beyond the Certified Retirement Community program. If new initiatives are undertaken, the County can appropriate funds in the annual budget process, and there are alternate funding sources available, including the County's two economic development reserve funds and the County's general fund. Having said the foregoing, the Foundation may seek funding from the County to support an extension of the

ECONOMIC DEVELOPMENT

WRAL Digital Solutions campaign if it proves to be successful. The Foundation is committed to a fundraising campaign to raise private funds to support Foundation activities, including the WRAL collaboration, but County funding may be needed if the private fundraising campaign is insufficient to fully support the Foundation's program of work.

SUMMATION

Carteret County is in an enviable economic position, with a growing population and tax base driven in large part by the County's abundant water resources, outstanding quality of life, and improved highway access which will result from improvements to U.S. 70 and U.S. 17. The County is also well positioned to benefit from the proposed expansion of MCAS Cherry Point and Hurricane Florence recovery construction appropriations. Nonetheless, there is a continual need to grow the Carteret County economy, which growth provides the revenues required for Carteret County and municipal governments to fund the services required by County citizens while maintaining a low tax rate.

With a two-person staff and limited budget, the Economic Development Department must prioritize those activities that offer the greatest return on the County's economic development investment. Those activities include (1) leveraging allies and resources, (2) supporting existing business retention and expansion, (3) regulatory and policy advocacy, (4) implementing a "people attraction" external marketing strategy, (5) attracting new businesses and capital investment, and (6) enhancing infrastructure improvements.

It is important to remember that economic development funding is an investment, not an expense, and the return on community economic development investments is measured over many years. The five-year horizon contemplated in this strategic plan should provide a realistic timeframe to evaluate the return on the public economic development investment made by the County. Consistent, sustained investment is critical to allow economic development initiatives and projects to realize their return on investment. The implementation of this strategic plan will generate a significant positive direct return on the County's economic development investment by significantly contributing to the County's economic growth.

EMERGENCY SERVICES



EMERGENCY SERVICES

2020-2024 Strategic Plan

EMERGENCY SERVICES

MISSION

To protect the quality of life for the citizens and visitors of Carteret County through interaction with our community and shareholders, compassionate service and an atmosphere that encourages innovation, professionalism and diversity.

OVERVIEW

Carteret County Emergency Services (ES) is comprised of four (4) divisions to include: 911 Communications, Emergency Management, Fire Marshal's Office and Paramedic Operations. The responsibility of the ES is to maintain the safety of the citizens and visitors of Carteret County.

Major functions of the different divisions are as follows:

- 911 Communications provides the means for citizens and visitors to request assistance from all Carteret County emergency agencies such as law enforcement, fire and EMS. They provide safety through monitoring radio traffic of all emergency personnel during an emergency response.
Carteret County 911 Communications is comprised of four (4) shifts staffed with seven (7) telecommunicators per shift and 2 administrative staff working normal business hours.
- Emergency Management (EM) provides for preparing for, responding to, recovering from, mitigating against, and preventing threats to Carteret County. These threats include natural disasters and man-made disasters, including terrorism, and technological disasters. Carteret County Emergency Management coordinates emergency management and homeland security activities with all Carteret County agencies, as well as with private organizations, faith-based organizations, volunteer organizations, and other local, state, and federal agencies.
EM is comprised of one (1) Emergency Management Planner/Coordinator and supplemented by the Emergency Services Director.
- Fire Marshal's Office provides industrial fire inspections, investigates fire within County limits, assist EM as command staffing in the Emergency Operations Center, and Fire prevention awareness education.
Fire Marshal's Office is comprised of one (1) full-time Fire Marshal and two (2) part-time Assistant Fire Marshals.
- Paramedic Operations provides high quality pre-hospital care to the citizens and visitors of Carteret County. Provides oversight to the other EMS agencies in Carteret County with educating students within the paramedic studies. Coordinates all necessary requirements from the North Carolina Office of Emergency Medical Services to maintain the EMS System.

EMERGENCY SERVICES

Paramedic Operations consist of two (2) shifts 24/48 with two (2) paramedics per shift, two (2) Community Paramedics working normal business hours, and supplemented by the Emergency Services Director for oversight.

Emergency Services is also staffed Monday through Friday 8am to 5pm with an Administrative Assistant that answers questions from citizens, visitors and others about various operation of the Emergency Services Department.

TIMELINE

To provide a comprehensive and integrated strategic plan the timeline that is represented is for a period of five (5) years. This strategic plan is not created to be a “shelf plan” but a living document that will be reviewed by the staff of Emergency Services on a quarterly basis at staff meetings to ensure that the staff are working towards the goals that are set forth in this strategic plan and to update the budgetary needs of the strategic plan.

EMERGENCY COMMUNICATIONS



EMERGENCY COMMUNICATIONS

2020-2024 Strategic Plan

EMERGENCY COMMUNICATIONS

INTRODUCTION

Carteret County Communications is a consolidated emergency communications center that answers approximately 150,000 calls per year and creates approximately 145,000 calls for service reports per year. Communications is the hub for all public safety agencies in Carteret County. Communications maintains six (6) law enforcement radio channels, three (3) fire and emergency medical services channels, eight (8) Tactical use channels, and answers administrative after-hour lines for several agencies. Communications has 12 dedicated 911 trunk lines.

Telecommunicators are all trained in Emergency Telecommunicator Course (ETC), Emergency Fire Dispatch (EFD), Emergency Medical Dispatch (EMD), Emergency Police Dispatch (EPD) and Modules 1,2 and 3 of Division of Criminal Information (DCI). Initial telecommunicator training is approximately three (3) months long, not inclusive of DCI training.

MISSION

The mission of Carteret Emergency Communications is to send the correct help to citizens and visitors of Carteret County as quickly as possible while using modern technology to assist responders in the mitigation of emergency and non-emergency situations.

VISION

Carteret Emergency Communications will be a benchmark provider of public safety emergency communications in North Carolina as evidenced by professional excellence, reliability, customer service, and opportunities for employee growth. We will recruit, employ and develop highly effective professionals in an employee friendly, service-focused center. We will strive to use the newest and most effective technologies while maintaining distinctive qualifications and specialized knowledge to ensure the quality of service to citizens, visitors, and responders of Carteret County.

BUDGETARY IMPACTS

Major budgetary impacts for Communications in the five (5) year strategic plan FY2025 are:

1. The public safety radio system in Carteret County is aging and in need of serious repairs. Additionally, the system will need to be made more robust to support necessary safety features for responders and Telecommunicators. Carteret County must decide which direction it would like to move in regards to radio systems and make significant strides in getting that system up and functional. This could include correcting the problems with the current system and continuing on an outdated technology, migrating to the state-maintained Viper 800MHz network, or building a new county network. All choices must remain interoperable and keep responder safety at the forefront.
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EMERGENCY COMMUNICATIONS

2. In the 2-year plan Carteret Emergency Communications should add an additional fire dispatch channel. Currently most departments in the county operate on Fire 1, with Morehead City and Atlantic Beach on Fire 2 and Emerald Isle by themselves on Fire 3. There is consistently too much radio traffic on Fire 1 for the dispatcher to be effective.
3. In the 2nd year Carteret Emergency Communications should hire an 8th Telecommunicator per shift. As the population of the county continues to rise and is expected to rise at a steeper rate as highway development is complete, an 8th dispatcher per shift will be necessary to manage call volume, especially in the summer months. For the last three calendar years, Carteret Emergency Communications has increased call volume by 10,000 calls answered annually. At the present time Communications is staffed with seven (7) telecommunicators per shift. An increase in staffing has many positives including a reduced time from answering of phone to dispatch, allowing for supervisors to concentrate more on their supervisory rolls instead of acting as a Telecommunicator, allowing for trainers to act only as trainers rather than having to answer ringing 911 lines while trying to monitor a trainee, and would allow for 2 fire dispatchers which is needed based on radio traffic volume. At the present time Communications relies on calling in full-time staff for extra-staffing on holidays and special events. The increase in staff will decrease this need and assist in decreasing unscheduled overtime pay as well as assist with employee retention. There could be an additional impact of a 9th Telecommunicator based on call volume and population growth within the next 3 years. During the summer months, there are times when there is not sufficient staff available to answer all the emergency lines ringing at the same time, resulting in 911 hang ups and citizen dissatisfaction.
4. In the 3rd and 4th years the county (and municipalities) should be moving towards all units having AVL and computers inside the apparatus so that when dispatched the call appears on their computer and they can mark themselves en route and on scene. This can alleviate some radio traffic needed for each call and supply responders with needed call information instantaneously.
5. Fifth year increase the Emergency Telephone Fund from the savings balance for a replacement Computer Aided Dispatch system in order to stay current with the technology demands of Emergency Communications. This will also have a county wide impact, as several departments have purchased software that interfaces with the existing CAD system. This is an important venture, as the existing CAD does not have many of the features found in currently marketable CADS. While it is prudent to make the change as soon as possible to expand the capabilities of dispatch and to help manage the work load, it is understood that a CAD change will affect other county and other municipal departments. Including this in a future plan will allow those departments impacted to also make budget considerations.
6. Carteret Emergency Communications has outgrown our current space, especially when the Emergency Operations Center (EOC) is activated and all employees are recalled. There is inadequate sleeping space, no designated living quarters for off-duty personnel, and inadequate kitchen/cooking space. Carteret Emergency Communications is in need

EMERGENCY COMMUNICATIONS

of a new building that is not located inside of the Morehead City Police Department. There are grants available to offset some of this funding.

Program Goals and Objectives

Based on findings from the SWOT analysis, the Emergency Communications Program identified the following goals, objectives, and target milestones.

Goal 1: To recruit, retain, and develop effective Telecommunicators who want to work here and enjoy serving the community.

Carteret Emergency Communications will strengthen its workforce by working to recruit talented dispatchers as well as retaining them after training.

Objective 1.1 Recruit the best staff for the position.

Supporting Objective	Milestone
Develop advertising campaign to generate the most interest in the position in places where candidates are likely to be the most successful.	May 2019 and continually with each hiring process
Revise candidate selection process to include testing and additional processes that produce the candidate that is most likely to succeed.	January 2019 and continually with each hiring process.
Develop and promote an online presence through social media to extend the reach of Carteret Emergency Communications in promoting job vacancies and hiring requirements.	Ongoing

Objective 1.2 – Retain trained Telecommunicators

Supporting Objectives	Milestone
Conduct quarterly reviews of progress so that employees know exactly where they stand and what to improve.	October 2019 and quarterly thereafter.
Develop employee reward system to include recognition for work well done.	April 2019 and continually.
Provide opportunities for employee training, conferences and networking. Allow Telecommunicators to create a self-support network by attending conferences to meet likeminded industry professionals.	Ongoing
Provide a clear career advancement path for employees and encouragement to help develop the skills needed to develop.	Ongoing
Build on employee skills allowing for a progressive amount of ownership and leadership in each position. Employees that are invested in an organization tend to stay at that organization.	Ongoing
Work to create employee buy in and lift morale.	Ongoing

Goal 2: Create a 911 education and public outreach program.

EMERGENCY COMMUNICATIONS

The development of a community outreach program that includes 911 public education, public information, and develops community knowledge of the emergency communications center and its functions.

Objective 2.1 – Develop a community outreach program via social media, class room interaction, and for all municipalities that are served by the PSAP.

Supporting Objective	Milestone
Complete a comprehensive community-based needs assessment regarding training and information that the public needs and would like to have regarding 911 and emergency communications in this county.	Start January 2020
Develop and implement a multi-year training and outreach plan to include child education and adult outreach.	1st Quarter 2020
Continue the development of Carteret Emergency Communications social media outreach as a tool to meet the age groups most using social media for information (15-35 age)	May 2019 then annually
Develop an elementary school education program (possibly coupled with elementary school fire education program) to ensure all grade school students understand 911 with age appropriate goals such as when to call 911 and what to do if you accidentally call 911.	2020

Goal 3: Strengthen emergency communications dispatch times including those of call processing, protocol usage, and achieve accreditation through the International Academy of Emergency Dispatch.

Supporting Objective	Milestone
Implement quality assurance program for Emergency Medical Dispatch. Seek to have 95% or greater call processing compliance.	July 2019 and ongoing
Become and ACE accredited center for Emergency Medical Dispatch through protocol usage and quality assurance scores coupled with a QA committee.	2021
Educate staff to create an average dispatch time (from phone pick up to first unit dispatched) of less than 60 seconds 90% of the time at minimum.	2019 and ongoing, evaluated annually.

Goal 4: Become a standards based organization, seeking to become compliant in industry standards for police, fire, and ems dispatch as well as training.

Supporting Objective	Milestone
Develop the new hire training program to an APCO P33 compliant training program. Seek program certification within 2 years.	2020-2021
Create and maintain dispatch procedures that allow for Carteret Emergency Communications to be NFPA (National Fire Protection Association) compliant in fire dispatch.	2019 -ongoing

EMERGENCY COMMUNICATIONS

Create and maintain dispatch procedures that allow for Carteret Emergency Communications to follow the CALEA requirements for police dispatch, as well as following IAED police dispatch protocols.	2019 -Ongoing
Have each new Telecommunicator certified in EMD, EFD, EPD, ETC, and DCI within 6 month of employment, with the greatest emphasis being on EMD.	Ongoing

Method for Implementation

The Carteret Emergency Communications Division will work to include each of the strategic planning goals and objectives into yearly work plans and coordinate actions with the appropriate committee or agency. Where additional funding or executive buy-in is required, the Emergency Communications Division will include proposals through the yearly budgeting process for elected official review.

SUCCESSION PLANNING

Succession planning is a vital role in Communications to maintain continuity of services provided to Carteret County Citizens and the public safety providers.

Carteret County Communications succession plan is as follows:

- Train and educate all communication staff on the functions of all equipment within the Communications division.
- Develop the Communications Supervisory team to handle management level tasks so that they can facilitate those tasks in the absence of management.
- Develop a Telecommunicator on each shift to be able to complete Supervisory level functions in the event the Supervisor is out of the room and a task must be handled immediately. This will also be useful during large events so that the highly trained Telecommunicator can run the county and the Supervisor can run the room.
- Maintain an updated folder of Communications in the departments “ESShared” drive titled “Succession” that describes in detail all roles, responsibilities and functions of all staff in the Communications division. This allows for the proper training of all staff in the division if there is a loss in employment of key staff or an event that the key staff are not available during an event.
- Empower the leaders of the division (management and supervisory) to make the decisions needed to handle specific situations. This will ensure that no person feels “stuck” when there is no leadership there to give permission or direction.
- Train the Operations Manager in all functions of the Director, the Senior Supervisors in all functions of the Operations Manager, and all Assistant Supervisors to fill the Shift Supervisor’s role.

EMERGENCY COMMUNICATIONS

SWOT Analysis

Strengths:

- Experienced and knowledgeable supervisors
- External relationships with Communications management and the management of responder agencies
- High industry standards that are maintained
- Good internal department working relationships
- Training program meets APCO P33 requirements.
- Telecommunicators all trained in EMD, EPD, EFD, and ETC.

Weaknesses:

- Employee retention
- Inexperience of majority of staff
- Low staffing numbers
- Visibility and education of public
- New telecommunicator recruitment
- Aging radio system

Opportunities:

- Staff professional development
- Public education and outreach
- Build working relationships with field providers
- Increase functions of back-up center
- Increase recruitment opportunities
- Development of a professionally trained Field Communications team.

Threats:

- Low wages for the staff
- Working an on-call schedule on consistent rotation
- Interoperability
- Redundancy in radio capability and aging radio system
- Fire/EMS overload on one channel
- Back-up center location and equipment
- Fire Suppression in equipment room
- Lack of adequate center space especially during large events

SUMMARY

The goals and objectives in this plan are intended to be a roadmap that addresses both practical needs at the office level, while addressing the planning needs at a county-wide level. This plan expresses the office's continued commitment to provide the best possible stewardship in making our community a safer and healthier place to live and visit.

EMERGENCY COMMUNICATIONS

This plan cannot represent the entirety of what Carteret County Communications hopes to accomplish over the coming years. It does however serve as a framework to make difficult decisions, focus our resources, and advance the program. With the support of dedicated staff, talented and creative partners, and committed leadership, we will continue to build on our distinction as a leader in emergency medical services.

The strength of Carteret County's Communications program comes from our partnerships. These partnerships have enabled the program to grow through coordinated emergency response activities, technological advances and countywide cooperation. It is through these established relationships as well as by building new alliances that the Carteret Emergency Communications Center will continue to grow into a robust and accredited center of excellence.

EMERGENCY MANAGEMENT



EMERGENCY MANAGEMENT

2020-2024 Strategic Plan

EMERGENCY MANAGEMENT

INTRODUCTION

Carteret County Emergency Management provides an all-hazards approach to emergency management and homeland security activities for Carteret County. The major areas of focus include emergency management and homeland security planning and policy, emergency management and homeland security grant administration, countywide training and exercise program, public preparedness and education, and enhancement of county response and recovery capabilities. Carteret County Emergency Management is committed to preparing for, responding to, recovering from, mitigating against, and preventing threats to Carteret County. These threats include natural disasters and man-made disasters, including terrorism, and technological disasters. Carteret County Emergency Management coordinates emergency management and homeland security activities with all Carteret County agencies, as well as with private organizations, faith-based organizations, volunteer organizations, and other local, state, and federal agencies.

Carteret County Emergency Management provides leadership, vision, direction, and subject matter expertise in the field of emergency management and homeland security in order to heighten the county's readiness to respond to and recover from major emergencies and disasters. In the event of a major emergency or disaster affecting Carteret County, Carteret County Emergency Management will activate and manage the County's Emergency Operations Center (EOC). The EOC becomes the coordination point for all county emergency management activities. Furthermore, Carteret County Emergency Management serves as the collection point for federal disaster assistance, Carteret County recovery efforts, and prevention / mitigation programs to reduce the effects of future disasters. In addition, Carteret County Emergency Management serves as the liaison to city, county, regional, state, federal, volunteer, faith-based, and private partners in order to prepare for, effectively respond to, and efficiently recover from significant emergency and disaster incidents. These partnerships are enhanced through mutual aid agreements, and memorandums of understanding.

Carteret County Emergency Management develops and maintains the county's Emergency Operations Plan (EOP) for all hazards, and directs emergency management planning for the entire county. The EOP guides strategic organizational behavior before, during, and after a significant emergency or disaster in Carteret County. This document serves as the foundational guide for county emergency and disaster preparedness, response, recovery, and mitigation efforts. In addition, Carteret County Emergency Management coordinates emergency training, simulations, and exercises necessary to prepare county staff and partnering agencies to carry out their roles in the Carteret County EOP.

This document is a work in progress and is designed to be a "forecast: of what will be necessary to continue building Emergency Management programs in Carteret County. Appropriate and reasonable goal setting is part of the process for this "forecast" based on current public policy (local, state, and federal), fiscal restraints, and public expectation. It is our intent that this Strategic Plan serve as a guide in continuing the level of excellence to our citizens and to our community in the future.

EMERGENCY MANAGEMENT

This document may be modified at any time at the direction of the Emergency Services Director in order to achieve goals of the emergency management program.

PURPOSE

The purpose of the Carteret County Emergency Management Program is:

To maintain a high level of preparedness, identify vulnerabilities, effectively mitigate disasters, provide public education, respond to all-hazard emergency situations; and facilitate effective recovery efforts following any all-hazard incident. The Emergency Management Department acts as a liaison between federal and state emergency response agencies and the local governments of Carteret County.

MISSION

To provide a comprehensive and integrated emergency management program to prepare the whole community for major emergencies and disasters.

BUDGETARY IMPACTS

Major budgetary impact for Emergency Management in the five (5) year strategic plan FY2025 (first year of plan) - the need to add an Emergency Manager to the team. This impact is shown in the adjoining spreadsheet and will have impacts in line items of Salaries, FICA Expense, Retirement Contribution, Hospitalization Insurance, and 401K Plan.

At the present time the Emergency Services Director is acting Emergency Manager and there is also an Emergency Management Planner/Coordinator in this division. With the growing population and the increase in disaster threats there is a need for growth of the staffing levels in this division.

STAFFING IMPACTS

At the present time the Emergency Services Director is acting Emergency Manager and there is also an Emergency Management Planner/Coordinator in this division. With the growing population and the increase in disaster threats there is a need for growth of the staffing levels in this division.

PROGRAM GOALS AND OBJECTIVES

Based on findings from the SWOT analysis, the Emergency Management Program identified the following goals, objectives, and target milestones.

Goal 1: Strengthen community engagement efforts through programs and initiatives to develop a “Culture of Preparedness” in Carteret County

EMERGENCY MANAGEMENT

Carteret County Emergency Management will strengthen its relationships with all sectors through planning and preparedness efforts. Specifically, through outreach programs, Emergency Management can provide the necessary tools to arm citizens, businesses, and non-profits to prepare for, respond to, and recover from incidents. By collaborating with all sectors, Carteret County can develop a culture of preparedness.

Objective 1.1 Enhance public outreach efforts by increasing public awareness through outreach activities

Supporting Objective	Milestone
Conduct and participate in annual workshops and public education/outreach events with community stakeholders	May 2019 then Annually
Develop public education program materials (including electronic) to include those with access and functional needs on all hazards planning and preparedness	December 2019
Promote a “culture of preparedness through marketing of the Emergency Management Program as a resource and other community partners	Ongoing
Conduct annual public education campaigns for weather events	2019
Engage citizens and volunteer community groups in preparedness, training and exercises	Ongoing
Partner with schools to provide guidance and advice on emergency preparedness.	2019

Objective 1.2 – Strengthen partnerships with public, private, non-profit and faith based organizations

Supporting Objectives	Milestone
Conduct an Annual Review meeting with all community partners	November 2019
Conduct special interest Preparedness Symposiums with County stakeholders	May 2019 then Annually
Conduct emergency management meetings with locally elected and appointed officials in Carteret County	Ongoing
Attend community service organization meetings	Ongoing
Coordinate public information and education concerning threats and hazards, appropriate preparedness activities and protective actions	Ongoing
Increase user registrations and community awareness of the CodeRED community notification system	2018

Objective 1.3 – Create public information on threats and hazards that is developed through a clear, consistent delivery system

Supporting Objective	Milestone
Review and update of the Carteret County Emergency Management website	January 2020
Develop monthly social media campaigns using a seasonal preparedness calendar and highlight important topics:	Ongoing

EMERGENCY MANAGEMENT

December – Winter Safety; March – Spring Safety/ National Severe Weather Preparedness Week; May Hurricane Preparedness Week; June – Summer Safety; September – Fall Safety/ National Preparedness Month	
Enhance and maintain plans for public communications, notifications and warning	March 2019
Develop public information and warning training and exercise program	2019
Develop and maintain procedures for a Joint Information Center/System	2019
Improve the use of social media for marketing and notifying residents and visitors	2019

Goal 2: Develop and maintain a comprehensive all hazards training and exercise program to evaluate and test all aspects of the emergency management system

The development of a training and exercise program based on the needs of our emergency response partners will ensure that we maintain a positive working relationship with our community partners while enhancing their knowledge, skills and abilities which increases the resilience of all sectors of the community.

Objective 2.1 – Develop multi-year training and exercise plan with public and private partners, in accordance with Homeland Security Exercise and Evaluation Program *HSEEP) guidelines, as well as community-defined needs.

Supporting Objective	Milestone
Complete a comprehensive community-based needs assessment regarding training and exercise requirements for the Emergency Management Program	July 2019
Develop and implement a multi-year training and exercise plan	September 2019
Conduct a minimum of one exercise per year to test emergency management processes and systems	May 2019 then annually
Conduct WebEOC refresher training for ESFs and other EOC support personnel	2019
Ensure National Incident Management System (NIMS) and Incident Command System (ICS) compliance in all county departments	Ongoing
Continue to enhance professional development through conference and workshop attendance (e.g. North Carolina Emergency Management Association, Current Issues in Emergency Management	Ongoing

Goal 3: Strengthen internal emergency management planning and response operations within the Emergency Management Division.

Supporting Objective	Milestone
Provide cross training to team members for critical functions and for professional development	Ongoing
Define a standard level of service for emergency management on-scene operations	2019
Educate emergency management partners on the roles and responsibilities of the emergency management division for on-scene and EOC operations	2019

EMERGENCY MANAGEMENT

Ensure contact information for all key partner agencies is maintained for planning support and emergency operations	Ongoing
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Goal 4: Support stakeholders in the development and maintenance of key responsibilities in the Emergency Management Program.

Supporting Objective	Milestone
Evaluate enhancements to mass care capabilities to include special medical needs and functional needs support	2019
Support the creation of a countywide multi-agency Incident Management Team program at the NIMS Type IV level	2019
Evaluate the potential for closer integration of public health preparedness planning, special event planning, and special operations planning within the Emergency Management Program	Ongoing
Increase planning resources to meet the needs of the healthcare community based on proposed changes to the Center for Medicaid/Medicare disaster planning requirements	Ongoing

Goal 5: Develop a recovery framework and enhance recovery capabilities

Objective 5.1 – Develop a recovery framework

Supporting Objectives	Milestone
Establish recovery goals and objectives with County leadership	December 2019
Identify potential short-term, intermediate, and long-term recovery tasks	May 2020
Define and assign recovery roles and responsibilities	September 2020
Connect long-term recovery projects to mitigation strategies	June 2021
Educate emergency management partners on recovery framework	Ongoing

Objective 5.2 – Enhance recovery capabilities

Supporting Objectives	Milestone
Incorporate recovery into Training and Exercise Plan	December 2019
Evaluate current recovery capabilities	May 2020
Meet with recovery partners and assess current needs	May 2020
Review and update MOUs with recovery partners	December 2020

Method for Implementation

The Carteret County Emergency Management Division will work to include each of the strategic planning goals and objectives into yearly work plans and coordinate actions with the appropriate committee or agency. Where additional funding or executive buy-in is required, the Emergency Management Division will include proposals through the yearly budgeting process for elected official review.

SUCCESSION PLANNING

EMERGENCY MANAGEMENT

Succession planning is a vital role in Emergency Management to maintain continuity of services provided to Carteret County Leadership, Carteret County Citizens and North Carolina State Emergency Management team. With the low staff numbers succession planning in this division is difficult.

Carteret County Emergency Management succession plan is as follows:

- Cross-train key staff in Emergency Services in command roles of the Emergency Operation Center (EOC). For example: The Fire Marshal's primary role in the EOC is Operations Section Chief. We will have him cross-trained to be able to undertake the role of Incident Commander or other EOC Command positions in the event the key staff is unable to be at the EOC due to a catastrophic personal event or out of the area.
- Maintain an updated folder of Emergency Management in the departments "ESShared" drive titled "Succession" that describes in detail all roles, responsibilities and functions of all staff in the Emergency Management division. This allows for the proper training of all staff in the division if there is a loss in employment of key staff or an event that the key staff are not available during an event.

SWOT ANALYSIS

Strengths:

1. Good partnership with North Carolina Emergency Management team
2. Trained Emergency Services personnel
3. Teamwork and willingness to assist with Emergency Management by other Emergency Services team members
4. Policies, procedures and performance standards
5. Most up-to-date technology for Emergency Management

Weaknesses:

1. Low staff numbers in the division for the necessary task, expectations, disasters and meetings
2. Codification of the roles and responsibilities of Emergency Management
3. Carteret County Governmental agencies not taking ownership in their specific ESF
4. Community recovery plan
5. Emergency Operations Center (EOC) operations for non-weather events

Opportunities:

1. Better media partnerships
2. Dedicated EOC within Emergency Services
3. Community outreach/public education
4. Training and exercise program

Threats:

1. Increasing challenges with man-made threats and increased natural disasters/frequency of high-risk events

EMERGENCY MANAGEMENT

2. Increased workload without additional personnel
 3. Lack of cooperation from internal and external agencies
 4. Public complacency
 5. Dependence on grant funding for mandated activities
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SUMMARY

The goals and objectives in this plan are intended to be a roadmap that addresses both practical needs at the office level, while addressing the planning needs at a county-wide level. This plan expresses the office's continued commitment to provide the best possible stewardship in making our community better prepared and resilient to hazards.

This plan cannot represent the entirety of what Carteret County Emergency Management hopes to accomplish over the coming years. It does however serve as a framework to make difficult decisions, focus our resources, and advance the program. With the support of dedicated staff, talented and creative partners, and committed leadership, we will continue to build on our distinction as a leader in emergency management.

The strength of Carteret County's emergency management program comes from our partnerships. These partnerships have enabled the program to grow through planning, training, exercises, and coordinated emergency response activities. Through established and by building new partnerships we will continue to grow and provide a comprehensive and robust emergency management program.

OFFICE OF THE FIRE MARSHAL



OFFICE OF THE FIRE MARSHAL

2020-2024 Strategic Plan

OFFICE OF THE FIRE MARSHAL

MISSION

Protect life and property from fire, explosion and natural hazards by enforcement of the State Fire Prevention Code, public fire prevention and safety education, and investigation of fire and explosive incidents.

BUDGETARY IMPACTS

Major budgetary impacts for Fire Marshal's Office in the five (5) year strategic plan FY2025.

1. The Fire Marshal's Office has an inspection jurisdiction of over 500 occupancies from Cedar Island to Stella which also includes foster home and school inspections twice per school year as required by NC General Statutes. Response also includes fire investigations, complaints, hazardous materials incidents, customer service, required training and moving trailers as needed.

The vehicle fleet consists of two (2) 2013 prior paramedic vehicles. When the 2013 vehicles were acquired, they had prior mileage. These vehicles are currently averaging 21,000 miles annually.

The first year of the plan would be a request to replace the 2013 vehicles due to age, mileage, and wear upon the vehicles.

The office also has a 2015 vehicle which averages 26,000 mile annually.

The second year of the plan would be a request to replace the 2015 vehicle due to age, mileage and wear upon the vehicle.

2. Third year of the plan the need to purchase a Drone in order to assist with the safety of fire inspections and the use of the Drone for other emergency functions such as lost citizens, survey flooding or other storm damage that is not accessible by normal means.

At the present time, the Fire Marshal's Office is employed by two full-time Fire Marshals and two part-time Fire Marshals. With the increase in the number of fire inspections and the need for public education, these positions will allow for more dedicated time to each task by the full-time employees and the part-time employees.

At present time when the Fire Marshals investigate fires they are using ladders in areas that have been burnt and are not structurally sound. The purchase of the Drone will allow for a safer working environment for the Fire Marshals as well as allow for the use of the Drone during searches of lost citizens, flooding with little to no access and surveying of storm damage that has little to no access.

VISION STATEMENT

OFFICE OF THE FIRE MARSHAL

Continue to be an exceptional workforce and certified department dedicated to providing excellent and efficient services in Incident Management, Prevention, Education, Investigation, and Support Services.

VALUES

The department is prepared to carry out the mission and values daily with readiness and training:

- Readiness at any given moment 24/7. We must be ready to respond efficiently and effectively to change the outcome of an emergency.
- Training provides the foundation to be ready. Training evolutions are performed to support the capabilities of the department and identify what resources are needed to manage the incident. This is done by on-the-job training, mandated in-service-upgrade classes, seminars and conferences.

Customers

Our customers vary from permanent residents to those visiting our county. Typically we service the following customers on a daily basis:

- Home owners and residents to include multi-family units
- Foster Homes and DSS-Health Dept. Services (Smoke Detector Installs)
- Businesses, Merchants, Industrial, and Institutional
- Bars, Nightclubs, Restaurants and Entertainment Venues
- Skilled and Assisted Nursing Facilities
- Clinics and Doctor's Offices
- Schools, both public and private
- The Environment
- Municipal areas within the county requesting assistance
- Volunteer and Paid Departments
- Local, State and Federal Agencies
- Insurance Companies

Expectations

The department has the capability to assist fire departments throughout the county with incident management, inspection, investigative and support services. The department is expected to provide the following:

- Safety
- Preparedness
- Honesty
- Trust
- Response readiness
- Professionalism
- Teamwork

OFFICE OF THE FIRE MARSHAL

- Honor
- Pride
- Positive Attitude

Additionally, our customers / stakeholders have expectations of our department.

- Solve the problem
- Readiness
- Rapid Response
- Life Safety
- Create a safe environment
- Prevention
- Be accessible
- Compassion and understanding
- Be seen in a positive light

STAFFING IMPACTS

At the present time the Fire Marshal's Office is employed by two full-time Fire Marshals and two part-time Fire Marshals. With the increase in the number of fire inspections and the need for public education, these positions will allow for more dedicated time to each task by the full-time employees and the part-time employees.

GOALS

Goals for the Carteret County Fire Marshal are to address staff training, reinforce community relationships and education, along with inspection and investigative missions as set forth by the NC Fire Code and NC General Statutes.

1. Staffing Needs
 - a. Determine the workload as it relates to available staff and the geographical area that we serve.
 - b. Adhere to the NC mandated fire inspection schedules
 - c. As the county population continues to grow and build, our staff must keep up with the demand for services.
 - d. Request equipment through the annual budget process
 - e. Recruit highly trained and certified / licensed individuals with experience.
2. Community Outreach
 - a. Implement a community outreach program to educate the public on fire prevention and suppression.
 - b. Continue to partner with the NC Department of Insurance to obtain smoke and carbon monoxide detectors. Our current county partners for referrals are DSS and the Health Department

OFFICE OF THE FIRE MARSHAL

- c. Work as a liaison between the fire departments and county government
3. Inspection
 - a. Identify new buildings and businesses in the county
 - b. Inspections based upon hazard and occupancy, and in concert with the NC mandated inspection schedules of one, two, and three years
 - c. Conduct public school inspections twice per school year as mandated
 - d. Take the approach of education and build relationships with our customers
4. Investigations
 - a. Investigation completed / report written within a 14 timeframe following the NCSBI schedule.
 - b. Deaths / injuries and set fire cases are forwarded to the district attorney and law enforcement personnel for further processing
 - c. Currently our office is the lead agency for fire investigations with the Sheriff's Department and local fire departments
 - d. Work closely with other local, state and federal agencies
 - e. Work with insurance carriers to adjudicate claims for our customers
 - f. Maintain training and certification for the mission.

Method for Implementation

The Carteret County Fire Marshal's division will work to include each of the strategic planning goals and objectives into yearly work plans and coordinate actions with the appropriate committee, agencies, staff and our department head. Where additional funding is required, the Fire Marshal's division will include proposals through the yearly budgeting process for our elected officials to review.

SUCESSION PLANNING

Succession planning is a vital role in Fire Marshal's Office to maintain continuity of services provided to Carteret County Leadership, Carteret County Citizens and North Carolina State Emergency Management team.

Carteret County Fire Marshal's Office succession plan is as follows:

- Cross-train key staff in Emergency Services in command roles of the Emergency Operation Center (EOC). For example: The Fire Marshal's primary role in the EOC is Operations Section Chief. We will have him cross-trained to be able to undertake the role of Incident Commander or other EOC Command positions in the event the key staff is unable to be at the EOC due to a catastrophic personal event or out of the area.
- Train all personnel to the highest level for fire inspections and fire investigation.
- Maintain an updated folder of Fire Marshal's Office in the departments "ESShared" drive titled "Succession" that describes in detail all roles, responsibilities and functions of all staff in the Emergency Management division. This allows for the proper training of all staff in the division if there is a loss in employment of key staff or an event that the key staff are not available during an event.

OFFICE OF THE FIRE MARSHAL

SWOT ANALYSIS

STRENGTHS:

- Relationship with our County Manager and Elected Officials
- Good rapport with all county departments
- Good rapport with local, state and federal agencies
- Public image and trust
- Three newer response vehicles, if allowed
- Talented, certified and diverse staff
- Progressive and motivated staff
- Training opportunities for staff
- Staff uniformly dressed to represent the county
- Good relationship with fire departments
- Set realistic goals that we can achieve
- Open to change
- Honor and Fire Service Traditions
- Progressive fire codes and enforcement
- Data reporting program in place
- Current research materials, programs and manuals
- Cell Phones and Tablets for staff
- Modern response equipment / meters and devices
- Fourteen-day turn-around on investigative cases
- Timely and well-written reports
- Certified Fire Investigator on call
- Smoke and Carbon Monoxide Detector Program
- Fire Extinguisher Program
- School Fire Prevention / Inspection Program for Administrators
- Good working relationship with the media
- Excellent customer service

WEAKNESSES:

- Two full-time positions, 2 part-time positions
- Essential personnel (part-time) can only work a limited number of hours per week
- Geographical area from Cedar Island to Stella
- Approximately 520 or better properties to inspect, plus mandated school inspections twice per school year to include Foster Home Inspections
- Constant customer service request requiring research
- Constantly changing State Fire Code
- Workload would support two full-time positions and two part-time positions
- Identifying all properties requiring mandated fire inspections

OFFICE OF THE FIRE MARSHAL

- Full time position is a certified fire investigator (CFI)
- Part-time positions are not CFI, but are currently attending annual training to qualify for certification
- Non-CFI prohibits the rotation of off-hour call response
- Critical EOC Positions are staffed with part-time personnel on limited work hours with no local replacement positions
- Lack one-on one time with fire departments to assist with issues
- Lack of training opportunities in the eastern part of the state

OPPORTUNITIES:

- County Manager and elected officials recognize the importance of delivering excellent customer service.
- Partnerships within the fire service
- Enhanced record keeping systems
- Growing population
- Public education outreach to the community
- Technical plan reviews to ensure life safety
- Stay current with new technology
- Work closely with the State Fire Marshal's Office
- Work closely with local, state and federal agencies
- Increased visibility with vehicles and uniforms
- Additional staff to become certified fire investigators.
- Social networking to promote life safety
- Community involvement
- Smoke and Carbon Monoxide Detector Program
- Fire prevention programs and materials targeting specific age groups
- Involvement with incident management teams and unified command

THREATS:

- Fire Codes that do not require some older buildings to be brought up to code
- Manmade (i.e. terrorism) and natural disasters (i.e. tornadoes, hurricanes)
- Unannounced / no call disaster events
- Increasing response time due to traffic congestion
- Traffic and construction expansion
- Statewide lack of volunteer personnel
- Decreasing quality of some building materials promoting rapid fire spread
- Older homes and mobile home parks posing a life safety threat
- Multi-family and high hazard occupancies
- No minimum housing ordinance
- Any loss of communications during an event
- Organizations with opposing agendas to life and fire safety (legalize fireworks)

OFFICE OF THE FIRE MARSHAL

- Urban Interface. The building of homes in close proximity to wooded areas creating additional fire hazards.
- Forest fires on state and federal land
- Military Incidents, aircraft, transportation incidents of explosive devices
- Fuel Farms, LP gas, gasoline, chemical storage, any release of chemicals
- Budget cuts
- Any loss of community trust

SUMMARY

The goals and objectives in this plan are intended to be a roadmap that addresses both practical needs at the office level, while addressing the planning needs at a county-wide level. This plan expresses the office's continued commitment to provide the best possible stewardship in making our community a safer and healthier place to live and visit.

This plan cannot represent the entirety of what the Carteret County Fire Marshal hopes to accomplish over the coming years. It does however serve as a framework to make difficult decisions, focus our resources, and advance the program. With the support of dedicated staff, talented and creative partners, and committed leadership, we will continue to build on our distinction as a leader in life safety, education, inspection and an investigative resource for the customers that we serve.

The strength of Carteret County's Fire Marshal program comes from our partnerships. These partnerships have enabled the program to grow through coordinated emergency response activities and training.

PARAMEDICS



PARAMEDICS

2020-2024 Strategic Plan

PARAMEDICS

MISSION

Ensure standardized, quality pre-hospital patient care by administering and coordinating a county system of emergency medical care and disaster medical response.

BUGETARY IMPACTS

Major budgetary impacts for Paramedic Operations in the five (5) year strategic plan FY2025 are:

1. Third year purchase of the replacement of QRV for normal Paramedic Operations. This will begin a normal rotation of replacement for the QRVs every four (4) years. Three (3) QRVs were purchased together in 2013 and can be staggered for replacement.
2. Fifth year purchase of the second replacement QRV for normal Paramedic Operations. This will be added to the rotation of replacement for the QRVs every four (4) years.

At the present time the Paramedic Operations has three (1) Chevy Pickup truck for QRV and (1) Tahoe for QRV. Have a 2019 Ford Escape for Community Para medicine use. One (2) Chevy Pickup have been given to the Fire Marshal's Office for use. When replacements are purchased we will surplus spare vehicles from the fleet.

VISION STATEMENT

To coordinate and administer quality standard of pre-hospital patient care to the citizens and visitors of Carteret County through highly trained and dedicated EMS providers throughout the entire Carteret County.

INTRODUCTION

Carteret County Paramedic Operations is one of the 14 agencies within Carteret County that forms Carteret County Emergency Medical Services (EMS). The Carteret County Paramedic Operations began in early March 2002 with one station located in the Smyrna/Williston area of the county. This paramedic station responded to areas of the county where paramedics and advanced level care did not exist (Sea Level, Harkers Island, Otway, South River and Sea Gate community on Highway 101). The location of this station has changed several times because of houses being sold or other issues like high water and flooding during storms. In June 2002 the second station was opened on the highway 24 area of Newport; again, this station was to provide paramedic support to those areas without paramedics. At that time this paramedic responded as the primary Advanced Life Support provider for Broad & Gales Creek, Newport, Wildwood and Mill Creek (with the exception of Sea Gate). In April 2003 a third Carteret County paramedic station was opened and positioned in the Pine Knoll Shores Fire and EMS department. In early 2012 the county obtained a 1998 Freightliner ambulance from Carteret General Hospital. In August 2012 this ambulance was fully equipped, inspected, and certified by the North Carolina Office of Emergency Medical Services (NCOEMS). The ambulance was used by staff for stand-by at events and was loaned to county EMS agencies whose ambulances were out of service.

PARAMEDICS

The ambulance was taken offline and donated to Carteret Community College Paramedic Program due to excessive repair cost and the lack of need for it by Carteret County Paramedic Operations. In 2016 Carteret County Commissioners voted to have four (4) of the six (6) Basic/Intermediate EMS agencies to upgrade to the Paramedic level care for service in their respected areas (Broad and Gales Creek EMS, Harkers Island Fire and EMS, Otway EMS, and Pine Knoll Shores Fire and EMS) by July 1, 2017. The agencies all have become Paramedic level agencies on or before July 1, 2017. As of March 1, 2018, Carteret County Paramedic Operations still responds as a Paramedic intercept to Otway EMS due to their need to order the proper medications for their ambulance. As of March 1, 2018, Indian Beach/Salter Path Fire and EMS will begin responding at the Paramedic level of care in their respected area. On October 1, 2017 Carteret County Paramedic Operations entered into a MOU with Mill Creek Fire and EMS for Carteret County Paramedic Operations to provide a paramedic on the ambulance with a Mill Creek EMS provider for 24-hour 7 day a week coverage. As of March 1, 2018, this leaves Carteret County with South River Fire and EMS as the only Basic level EMS agency.

STAFFING IMPACTS

At the present time the Paramedic Operations is staffed with six (6) full-time “road” Medics and two (2) Community Paramedic. At this time there is not any staffing impacts during this Strategic Plan time period, however, Community Para medicine is a new task for Paramedic Operations and with the unknown response from the community and the hospital an evaluation of need for more staff during this time period will necessary.

SUCCESSION PLANNING

Succession planning is a vital role in Paramedic Operations to maintain continuity of services provided to Carteret County Citizens and North Carolina State Office of Emergency Medicine team.

Carteret County Paramedic Operations succession plan is as follows:

- Train and educate all paramedic staff to the functions of all equipment within the Paramedic Operations division.
 - Maintain a daily “pass-down” log on the Carteret County WebEOC to keep all paramedics knowledgeable about the day-to-day operations.
 - Maintain an updated folder of Paramedic Operations in the departments “ESShared” drive titled “Succession” that describes in detail all roles, responsibilities and functions of all staff in the Paramedic Operations division. This allows for the proper training of all staff in the division if there is a loss in employment of key staff or an event that the key staff are not available during an event.
-

SWOT ANALYSIS

PARAMEDICS

Strengths:

- Experienced Paramedics
- Knowledge of EMS in the county by personnel
- Able to work all regions of the county
- Respected by EMS agency providers
- Up to date on industry technology

Weaknesses:

- Medical Direction
- Recruitment of qualified personnel
- Lack of oversight of county contracted agencies
- Professional development opportunities

Opportunities:

- Community Para medicine program
- Field supervisory roles during EM event

Threats:

- Uncertainty of program
 - Low call volume
 - No revenue streams
 - Aging staff
 - Increase in ALS agencies in the county
 - Personnel resources during major event
 - Operational funding stream
-

GOALS

Goals for Carteret County Paramedic Operations is to address the staffing needs, community outreach and goals set forth through Quality Assurance.

1. Recruitment and Retention
 - g. Recruit highly qualified individuals to be employed at the paramedic level.
 - h. Implement employee recognition programs and new initiatives for employee appreciation.
 - i. Provide a high standard training program to allow employees (new and current) to educate on the best practices for Emergency Medical Services (EMS).
 2. Community Outreach
 - j. Implement a community outreach program to educate the public on safety and basic first aid/CPR.
 - k. Implement a community outreach program to educate the public of the functions of Paramedic Operations and Community Paramedicine.
 - l. Partner with school system to bring education to the younger population of Carteret County.
 3. Medical Direction
-

PARAMEDICS

- m. Build better working relationship between the providers/agencies and Carteret Health Care Emergency Room staff.
- n. Implement the new protocols for field providers in a timely fashion.
- o. Maintain and enforce the contract between Carteret County and Carteret County EMS Medical Director.

Method for Implementation

The Carteret County Paramedic Operations division will work to include each of the strategic planning goals and objectives into yearly work plans and coordinate actions with the appropriate committee or agency. Where additional funding or executive buy-in is required, the Paramedic Operations division will include proposals through the yearly budgeting process for elected official review.

SUMMARY

The goals and objectives in this plan are intended to be a roadmap that addresses both practical needs at the office level, while addressing the planning needs at a county-wide level. This plan expresses the office's continued commitment to provide the best possible stewardship in making our community a safer and healthier place to live and visit.

This plan cannot represent the entirety of what Carteret County Paramedic Operations hopes to accomplish over the coming years. It does however serve as a framework to make difficult decisions, focus our resources, and advance the program. With the support of dedicated staff, talented and creative partners, and committed leadership, we will continue to build on our distinction as a leader in emergency medical services.

The strength of Carteret County's paramedic operations program comes from our partnerships. These partnerships have enabled the program to grow through coordinated emergency response activities.

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FINANCE DEPARTMENT

2020-2024 Strategic Plan

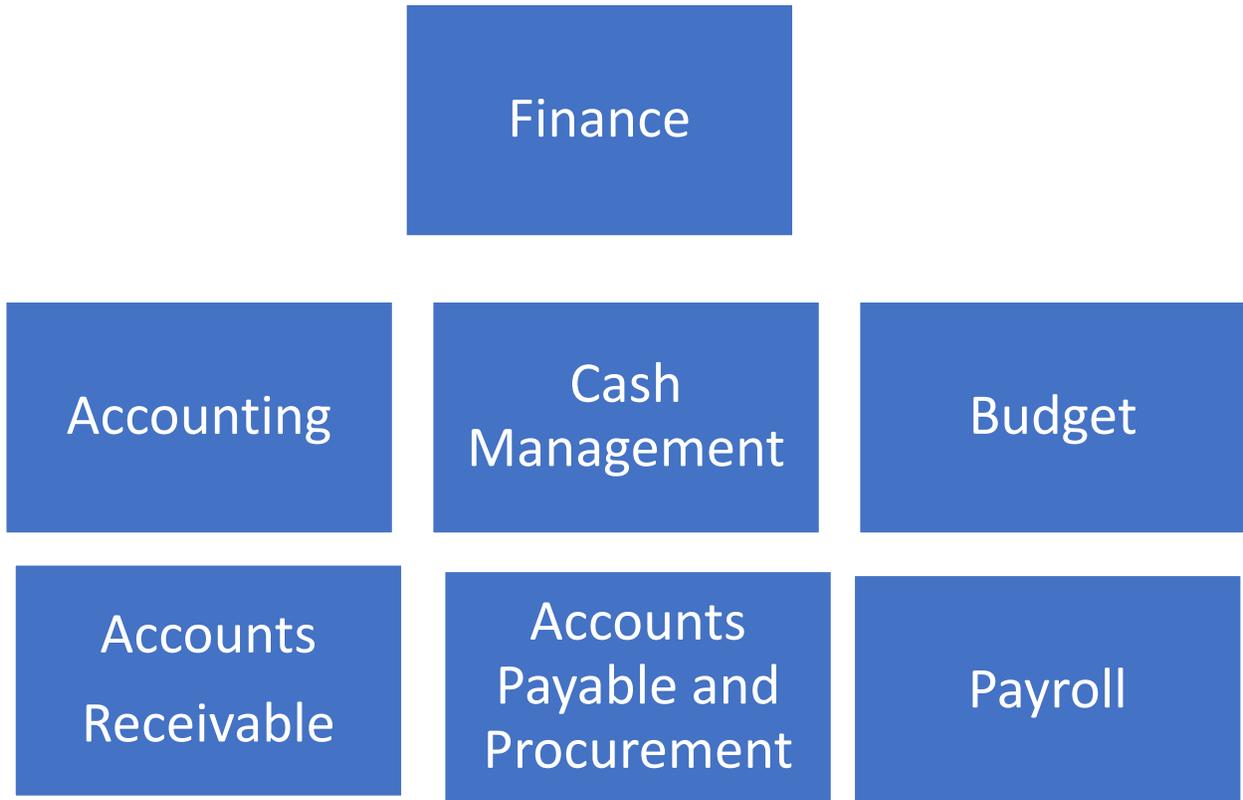
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MISSION

To deliver accurate and timely financial services to support customer needs and for sound decision making.

OVERVIEW

Strategic planning for public organizations is based on the premise that leaders must be effective strategists if our organization is to fulfill its missions, meet its mandates, and satisfy the constituents in the years ahead. Strategic planning is about influencing the future rather than simply preparing or adapting to it. The focus is on aligning our resources to bridge the gap between present conditions and the envisioned future. The organization's objectives for a strategic plan will help determine how the resources available can be tied to the future goals. An important complement to the strategic planning process is the preparation of a long-term financial plan, prepared concurrently with the strategic plan. Long term financial planning is critical for an entity's sound decision-making. Long term financial planning is the process of aligning financial capacity with long-term service objectives. It is most successful when strategic planning is prepared.



Services Provided

The Finance Department provides fiscal and accounting controls over resources by processing vendor payments and payroll checks, maintaining the County's encumbrance system, maintaining the County's

FINANCE

general ledger system, and providing financial reports, including the annual financial statements, and the County Manager's recommended annual budget. We coordinate budget development, and provide budgetary support and guidance to county departments. We invest surplus funds and maintain sufficient cash balances in compliance with North Carolina statutes, and manage the County's debt financing, debt issuances, and compliance. We also implement fiscal controls over departmental spending and serve all County departments as well as those entities and individuals conducting financial transactions with Carteret County.

SWOT ANALYSIS

This section provides an analysis of the Finance Department's strengths, weaknesses, opportunities, and threats.

- **Strengths:**
 - Supervisors, assistant director, and finance director, ACM are trained and experienced staff.
 - A balanced staff with strengths in various areas and staff does not think the same.
 - An understanding of the overall financial picture of the County, including funding sources with programs, capital expenditures, capital projects, debt issuances, and impacts on fund balances. A good understanding of inflows and outflows, and balancing multiple year demands.
 - Understand accounting standards, standards impacts on the finances, and compliance.
 - Good customer service provided especially to water customers and occupancy taxpayers.
- **Weaknesses:**
 - Process can become bureaucratic.
 - Some staff gets lost in the details and loses focus of the overall goal.
 - On a continuous basis, analyze the balance of the internal control cost and bureaucratic processes and the benefit of the control.
 - No formal multiple year forecasting.
 - No employee dedicated to procurement. This function is divided among multiple staff.
 - Training and keeping up with regulatory changes in all areas. Regulatory changes occur in general statutes, state agency mandates, federal government agencies, GASB, and AICPA. This is not an inclusive list.
- **Opportunities:**
 - Training and education for Finance Department staff, as well as other County staff.
 - To strengthen partnerships with outside organizations such as the Community College, Public Schools, state agencies, etc.
 - To strengthen collaborative efforts with county departments.
 - Utilize technology to improve communication of financial information and policies.
- **Threats:**

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- Fraud: technology and human risk for phishing, ransom ware, hacking, and security with online banking transactions and other online finance programs.
 - Economy
 - Unfunded mandates and changes in regulations, accounting standards, and state and federal government requirements that are known and unknown.
 - Lack of communication and long term planning from outside entities, Community College, Public School System, federal and state agencies.
 - Departments attempting to avoid internal controls and policies.
 - Departments not understanding its funding sources and the consequences of how it utilizes funding sources, i.e., lack of knowledge results in the County spending more fund balance instead of state or federal revenues. Also, not understanding the department expenditures.
-

MAJOR GOALS

- Long term financial planning and multiple year forecasting.
 - Develop multiple year forecasting for the County's revenues. (FY20)
 - Develop long-term financial plan in support of the County's strategic plan. (FY20 & 21)
- Create partnership with departments to ensure their key budget staff have the competencies to successfully carryout job duties and provide department support.
 - Collaborate with key department staff to identify gaps in knowledge and understanding of budget information.(FY19 & FY20)
 - Work with departments through internal and external training to decrease the knowledge gap. (FY19 & FY20)
- Increase knowledge of financial and procurement operations, policies, and procedures for County employees.
 - Provide a comprehensive, interactive, and continuous education and training program on the County's financial and procurement operations, policies, and procedures to County employees. (FY20 & FY21)
- Increase efficiency of financial and procurement processes, staff, and technology resources
 - Identify opportunities to automate processes and to eliminate bottlenecks, sources of delay, rework, duplication of effort, and unnecessary process steps. (FY19 and beyond)
 - Where possible, implement process changes that require minimal effort at no cost. (FY19 & 20)

STAFFING / PERSONNEL IMPACTS

Current Staffing Level:

- Total Positions: 10
 - ACM / Finance Director

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- Assistant Finance Director
- Accounting Supervisors (2)
- Accounting Assistant (4)
- Finance Technician (2)

Future Staffing Needs and Impact:

- Over the next 5-7 years, the Finance Department will need additional positions:
- Short term: 4-5 years:
 - Procurement: Currently, procurement is divided among 3 employees. In the future, the department will need a position that is solely dedicated to procurement. This will be needed for procurement card, daily purchasing needs, and bids. The potential personal expense for this position is approximately \$55,000.
 - General Ledger and Compliance: This position will be needed to perform cost accounting analysis as well as compliance issues for the annual audit, federal and state agencies. This work is currently divided among various department staff. As workloads, compliance, and accounting standards, and regulations become more complex and burdensome, a staff person will need to be added at some point. The potential personal expense is approximately \$55,000.
- Long Term 5 years and beyond:
 - Internal Audit Section: At some point, the County needs to consider an internal audit section. Risk of assets is far reaching, and is more than internal controls over cash. Statistics show independent audits discover less than 3% of fraud in an organization. Most fraud is found internally within an organization. Over the next 5 - 6 years, the County should consider an internal audit section and determine if this is an area of government to expand. “Dabbling” in internal auditing is not recommended, so simply adding a position is not an option staff would recommend. Internal auditing may not be an area the County expands due to competing resources, and analyzing the cost benefit. This is an expensive initiative. This would require three staff with one as a certified internal auditor, and the other two positions could have a lesser certification. If an internal audit section is not staffed and structured adequately, the County is better off deferring this initiative. The potential expense for personal and operating is \$250,000.

SUCCESSION PLANNING

- **Retention**
 - Succession planning is very important; however, I have expanded and included challenges of staff retention. The US Department of Labor projects the accounting profession to grow by 10%, faster than most sectors. In addition, Robert Half has provided information about retaining accounting professionals. Retention is a significant concern for two reasons: a growing economy, and retirements by 2022. Here is an excerpt from 2018 Robert Half Salary Guide, “For companies, this exodus of boomers will mean a significant

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loss of institutional knowledge. And it comes at a time of intense competition for new skilled talent for accounting and finance roles. As a result, employers are turning to creative ways to recruit the best and brightest, including hires for entry-level accounting jobs, and providing them with intensive skills training. All this is good news for job seekers... A hallmark of the job outlook for the coming year is high turnover in finance jobs... In an effort to make retaining top talent a priority, employers are offering higher accounting salaries and negotiating employee perks such as telecommuting and flexible work schedules... The 2018 hiring trends are clear: Finance specialists are in demand, and accounting salaries are climbing upward as employers pursue top talent and strive to retain their most prized staff members.”

- **Succession planning**
 - Succession planning is an important factor for the finance department in the 5-10 year timeframe. The ACM / finance director is eligible for retirement in 7 years, and the 2 accounting supervisors are eligible 2-4 years subsequent to the finance director. Currently, there are not internal candidates that could fulfill these positions. Staff is cross-trained enough that the department would function adequately until positions are filled.

SUMMATION

The Carteret County Finance Department’s mission is to deliver accurate and timely financial services to support customer needs and for sound decision-making. The primary function areas of the department are accounting, cash management, budget, payroll, accounts receivable, accounts payable and procurement. The Finance Department ensures communication and collaboration with county departments related to financial matters. The department performs general ledger accounting functions, external financial reporting, cash management, debt management, and compliance. The department coordinates the operating budget development and prepares the County Manager’s recommended budget document. The department provides fiscal and accounting controls over resources by processing vendor payments and payroll checks. The department invest surplus funds and manages the County’s cash balances. We serve all County departments as well as those entities and individual conducting financial transactions with Carteret County.

The Finance Department’s strategic plan focuses on department goals and staffing and service levels, and succession planning and retention.

The Finance Department is a stable department. Over the next 4-7 years, the department will need additional staff, one for procurement and one for general ledger accounting and compliance. Succession planning and staff retention have been reviewed. Retention of current staff is a concern based on current and growing market demands for accounting professionals. The Finance Department’s goals focus on three main areas: budget forecasting, long-range financial planning, and increase key staff in County departments’ knowledge of budgeting, procurement, and financial policies. These focus areas are critical to an entity’s long-term success and sound decision making.

HEALTH DEPARTMENT



HEALTH DEPARTMENT

2020-2024 Strategic Plan

HEALTH DEPARTMENT

MISSION

It is the mission of the Health Department to promote and protect the highest standards of healthy living for all county citizens.

The ten essential public health services describe the public health activities that all communities should undertake and serve as the framework for the National Public Health Performance Standards (NPHPS) instruments. Public health systems should:

1. Monitor health status to identify and solve community health problems.
2. Diagnose and investigate health problems and health hazards in the community.
3. Inform, educate, and empower people about health issues.
4. Mobilize community partnerships and action to identify and solve health problems.
5. Develop policies and plans that support individual and community health efforts.
6. Enforce laws and regulations that protect health and ensure safety.
7. Link people to needed personal health services and assure the provision of health care when otherwise unavailable.
8. Assure competent public and personal health care workforce.
9. Evaluate effectiveness, accessibility, and quality of personal and population-based health services.
10. Research for new insights and innovative solutions to health problems.



Source: Centers for Disease Control and Prevention (CDC)

OVERVIEW

Carteret County Health Department (CCHD) has served residents of Carteret County, North Carolina since 1937. Funding for Health Department programs and services come from county, state, and federal sources and private grants. Carteret County Health Department is governed by a 24-member Human Services Board; members are appointed by the Carteret County Board of Commissioners.

Carteret County Health Department provides a variety of preventive health care services, screenings, immunizations, environmental health services, animal control services, and health education/information. Health Department services are grouped into the following overarching categories: Administration/Community Health, Animal Control, Case Management and Clinical Services, Dental, Environmental Health Services, and Women, Infants, and Children (WIC).

Strategic planning allows Health Department leadership and management to focus on long-range goals and objectives and link goals to future budgetary requests. Additionally, strategic planning

HEALTH DEPARTMENT

presents an opportunity to examine any internal and external strengths, weaknesses, opportunities, and threats influencing public health.

Human Services leadership and the Health Department Management Team used several sources to guide the development of the strategic plan, including, but not limited to: state/federal policy (e.g. Medicaid transformation, cuts to funding), State Agreement Addendum deliverables, local health priorities, and the Community Health Needs Assessment.

TIMELINE

This strategic plan outlines the major goals and objectives for the Health Department for the next five years (July 2018 – June 2023). Changing state/federal policies, funding cuts, unfunded mandates, and competing public health priorities will require the Health Department to consistently review and update strategic plan goals and objectives.

At a minimum, the Health Department will review this plan on an annual basis and make changes as needed. The Health Department will inform the County Administration, Human Services Board, and the Board of Commissioners of changes and progress made on an annual basis.

PROGRAMMATIC OBJECTIVES

Carteret County Health Department has 58 full-time positions, five contract positions, and part-time positions. Carteret County Health Department provides the following programs and services:

- **Administration / Community Health Services Billing**
Submit claims for payment; research and resubmit denied claims, record payments to appropriate accounts; adjust and transfer balances as necessary; responsible for daily deposits; submit delinquent accounts to NC Debt Set-Off; coordinate agency purchasing; maintain agency timesheets and payroll.
- **Finance**
Prepare and monitor annual budget; prepare and submit budget amendments; prepare and submit cost settlement package; code revenues and expenditures to proper accounts.
- **Health Education/Promotion**
Communicate accurate health information to the community through the media and other means; collect health data and conduct community health assessments; create and support partnerships to address health problems; serve as the Health Department's representative on local task forces and coalitions.
- **Personnel**
Maintain personnel files to meet accreditation standards; review position descriptions and performance appraisals; coordinate and manage recruitment process; develop and maintain orientation program; coordinate agency training; maintain up-to-date organizational chart.
- **Public Health Preparedness and Response**

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Identify threats and hazards (e.g. hurricanes, disease outbreaks) that may impact the public's health; create plans and policies on how to respond to threats and hazards that may impact the public's health; train Health Department staff on disaster/emergency roles and responsibilities.

- **Vital Records:** Process birth and death certificates; ensure certificates are completed in accordance with state laws.

Animal Control Services

- **Animal Control**
Respond to reports of potentially rabid animals, dangerous dogs, loose dogs and cats, and animal cruelty complaints; provide rabies vaccinations; apprehends potentially rabid animals and coordinates shipment of lab specimens to the North Carolina State Laboratory of Public Health (NC SLPH).

Case Management and Clinical Services

- **Adult Health (Primary Care)**
Provide health education and preventive and primary medical care to adults with both acute and chronic illnesses like diabetes, elevated blood pressure, and cholesterol; provide exams for pre-employment, school entry, and for parents providing foster care. Provide employee health for any county employee in need of acute/sick care. Provide Hepatitis C treatment to individuals who are uninsured or have Medicaid.
- **Breast and Cervical Cancer Control Program (BCCCP)** Provide clinical breast exams, pap tests, and instruction in breast self-exams for eligible women; refer patients for mammograms and abnormal findings follow-up.
- **Care Coordination for Children (CC4C)**
Connect children, ages birth to five years old, and their families with various services; support children in reaching their developmental potential; ensure children are raised in a healthy, safe, and nurturing environment.
- **Child Health**
Provide college and pre-employment exams; conduct blood lead level screening for children 12 months to six years of age; provide free sickle cell screening; provide well-child exams for children two months of age to 20 years of age; provide school health assessments for school enrollment.
- **Clinical Support**
Enter patient charges; verifies eligibility for Medicaid and private insurance; scan documents in to the electronic medical record, initiate medical records release forms; manage incoming medical records; schedule outside imaging appointments; initiate and update consent forms; calculates household income; screen patients for services; explain program guidelines.



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- **Communicable Disease:** Monitor case reports a variety of sources in the community; monitoring systems to identify emerging diseases including bioterrorism events; enforce public health laws in order to control diseases and other hazards harmful to the public's health; collaborate with other health agencies and community partners to design and implement measures to prevent disease outbreaks in the community.
- **Family Planning:** Provide counseling and education about birth control methods; provide information and referrals for vasectomy and sterilization; provide health screenings and examinations including, but not limited to: medical exam and history, pap smears, breast exams, pregnancy tests, immunizations, etc.
- **Immunizations:** Provide required and some recommended immunizations for children based on the Centers for Disease Control and Prevention (CDC) schedule; provide immunizations for adults.
- **Laboratory:** Collect lab specimens ordered by Health Department clinical staff; conducts lab testing on specimens; coordinate transport of lab specimens to reference laboratories.
- **Maternal Health:** Provide an initial complete physical exam and follow-up exams throughout the pregnancy; provide health education and referrals for nutritional services (WIC).
- **Newborn/Postpartum Home Visits:** Provide up-to-date information on immunizations, childcare, infant growth and development, and safe sleep practices; conduct assessments on mother and baby.
- **Pregnancy Care Management (PCM):** Work with patients to set goals for a healthy pregnancy; encourages patients to maintain prenatal medical appointments; provide information and referrals to a variety of community programs and resources.
- **Tuberculosis (TB) Control:** Identify the early stages of TB disease; provide appropriate disease treatment; conduct case follow-up and home visits to ensure adequate treatment; minimize number of new infections; provide preventative treatment for infected individuals.



Dental Services

- **Dental**
Perform preventive dental care (e.g. exams, cleanings, sealants, x-rays) to children ages 0-20 with NC Medicaid and Health Choice and pregnant women with NC Medicaid; perform restorative dental care (e.g. crowns, fillings, pulpotomies) to children ages 0-20 with NC Medicaid and Health Choice and pregnant women with NC Medicaid; conducts dental hygiene education with individuals and groups.

Environmental Health Services

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- **Children’s Environmental Health**

Inspect all child-occupied settings (e.g. private and public schools, childcare, etc.); perform environmental investigations (with state personnel) regarding elevated blood lead levels in children under the age of six.

- **Food, Lodging, and Institutions:**

Perform health inspections of regulated establishments (e.g. food service, lodging, adult care centers, seasonal camps, nursing care facilities, etc.); review plans for proposed establishments; issue permits for new establishments and establishments changing ownership; investigate complaints and provides recommendations as needed.



- **On-Site Waste Water:** Conduct site evaluations to determine suitability for on-site wastewater systems; issues permits if sites are suitable; ensures compliance from contractors regarding system design specifications; conducts final inspection to verify proper installation; investigates complaints and provides recommendations as needed.

- **Private Drinking Water and Irrigation Wells:** Conduct site evaluations to determine suitability for proposed well; issues permits if sites are suitable; ensures proper well placement and grouting; conducts sampling for contaminants; issues a certificate of completion if the well meets standards.

- **Public Swimming Pools:** Conduct inspections and issue permits for all seasonal and year-round public swimming pools.

- **Tattoos:** Perform annual inspections and issue permits for all tattoo artists.

Other Environmental Health Services include

- Perform bacteriological analysis for potable water samples
- Inform property owners of facilities used as methamphetamine labs and remediation requirements.
- Provide education/information on issues such as: proper food handling, pool safety, and other environmental health issues.

Women, Infants, and Children (WIC) Services

- **Women, Infants, and Children (WIC)**

Provide access to nutritious foods, information on healthy eating, breastfeeding support, and promotion and referrals to health care for pregnant, breastfeeding, and postpartum women, infants, and children up to age five.

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SWOT ANALYSIS

The Health Department Management Team and Human Services Director conducted a SWOT analysis to determine any internal and external strengths, weaknesses, opportunities, and threats. Input from staff, proposed legislation, day-to-day operations, and the inability to plan for the unknown were points for consideration during this analysis. Figure 1 shows the results of the SWOT analysis.

Figure 1. Health Department SWOT Analysis

Strengths	Weaknesses	Opportunities	Threats
<ul style="list-style-type: none"> • Strong, diverse Management Team • Growth in clinical services • DSS/Health co-location • Solid community partnerships • Good payor mix • Increased capacity to research and apply for grants • Tier 2 designation from NC Department of Commerce • Hepatitis C treatment program for uninsured and Medicaid patients 	<ul style="list-style-type: none"> • Lack of behavioral health/primary care integrated care • Lack of a consolidated human services building • Tier 3 status • Lack of public knowledge and understanding concerning EH rules/regulations • Inadequate facility space • Lack of longevity in key positions • Inability to increase staffing due to limited office space • Unable to expand needed services due to inability to add staff 	<ul style="list-style-type: none"> • Better collaboration with DSS • Increase use of technology within the department • Offer Hepatitis C treatment to uninsured • Expand dental services • Utilize in-house billing/coding knowledge to increase revenues • Explore collaborative efforts related to behavioral health/primary care integration • Explore opportunities for managing patient billing • Address current CHNA needs 	<ul style="list-style-type: none"> • Medicaid transformation • Decreased state/federal funding • Emerging diseases and impacts to staffing • Legislation impacting environmental health rules/regulations • Unfunded mandates • Local impact from federal decisions (e.g. Government Shutdown)

MAJOR GOALS AND OBJECTIVES

The Health Department chose the following goals and objectives to address over the next five years. Figure 2 includes the strategic framework, including the four strategic goals and corresponding objectives.

HEALTH DEPARTMENT

Figure 2. Health Department Strategic Framework

HEALTH DEPARTMENT FY 2018-2023 STRATEGIC FRAMEWORK			
Mission: To promote and protect the highest standards of healthy living for all county citizens			
Strategic Goal 1: Create and implement policy to impact and protect the health of the community	Strategic Goal 2: Provide safety-net services to the uninsured and underserved	Strategic Goal 3: Educate the public on core public health services	Strategic Goal 4: Identify opportunities for Human Services co-location and collaboration
STRATEGIC OBJECTIVES			
Strategic Objective 1A: Implement a Hepatitis C program for uninsured and Medicaid populations by June 30, 2019	Strategic Objective 2A: Increase the percentage of patients seen in the Adult Health clinic by 15% by June 30, 2023	Strategic Objective 3A: Annually provide and/or participate in at least five events geared towards promotion of Health Department services by June 30, 2023	Strategic Objective 4A: Implement a Human Services-oriented social media and website presence by June 30, 2023
Strategic Objective 1B: Increase the number of uninsured and Medicaid patients receiving Hepatitis C treatment through the Health Department from 0 to 50 by June 30, 2021	Strategic Objective 2B: Expand existing healthcare specialist referral network by June 30, 2023	Strategic Objective 3B: Annually provide and/or participate in at least three educational in-service geared towards Environmental Health awareness by June 30, 2023	Strategic Objective 4B: Achieve maximum level of co-location (DSS and Health Department) for improved service provision by June 30, 2023
Strategic Objective 1C: Investigate the possibility of behavioral health/primary care integration by June 30, 2023	Strategic Objective 2C: Increase dental patients seen by 15% by June 30, 2023	Strategic Objective 3C: Annually host a community partnership awareness fair for Human Services staff by June 30, 2023	
Strategic Objective 1D: Digitize 100% of Environmental Health records by June 30, 2023	Strategic Objective 2D: Increase the number of permanent dental clinic sites from 7 to 12 by June 30, 2023		
Strategic Objective 1E: Initiate an expanded customer service campaign (with specific emphasis on Environmental Health education and promotion) by June 30, 2019	Strategic Objective 2E: Increase clinic revenues by 5% ensuring accurate coding of patient claims by June 30, 2022		

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	Strategic Objective 2F: Provide medical nutrition therapy to eligible clients/patients by June 30, 2023		
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STAFFING / PERSONNEL IMPACTS

Over the next four years, as the Health Department works towards completing strategic goals and objectives, it is anticipated additional staff will be needed.

New / Reclassified Positions

The Health Department estimates approximately seven, new positions will be needed to implement changes outlined in the strategic framework (see Figure 2). These positions include a Licensed Clinical Social Worker, an Accounting Tech, a Registered Nurse, a Licensed Practical Nurse, a Dental Assistant, a contract Medical Director (behavioral health/substance use services), and a part-time Registered Dietician. Some of these positions will require working with Human Resources to develop a position description, as the County personnel classification system does not include.

Integration of Behavioral Health/Substance Use/Primary Care Services

Medicaid transformation may require the integration of behavioral health/substance use and primary care services. Also, the addition of direct behavioral health/substance use services to the Health Department’s provision of primary care will allow the Health Department to provide holistic care to the underserved population in Carteret County. These changes would require a full-time Licensed Clinical Social Worker to provide behavioral health/substance use care, an Accounting Tech to conduct behavioral health/substance abuse billing, and a contract Medical Director to provide behavioral health/substance use services oversight.

Expansion of Adult Health/Primary Care Services

Adult Health/Primary Care remains the most utilized clinical service within the Health Department. This service provides primary care services to insured and uninsured patients. Uninsured patients are provided care on a sliding fee scale (SFS) basis, which determines payment based on household size and income. As the cost of health insurance increases, it is anticipated the need for this service, by uninsured patients, will continue to rise. To continue meeting demand, a Registered Nurse and Certified Medical Assistant will be needed to continue seeing patients, manage increasing numbers of referrals, and obtaining patient medical records.

Expansion of Dental Services

The Dental Clinic visits nine locations throughout the County and provides preventative and restorative care to children ages 0-20 with NC Medicaid and pregnant women with NC Medicaid. Expansion of dental services would include visiting an additional five physical sites in the next five years. A Dental Assistant I will be needed to increase the number of patients seen, assist the Registered Dental Hygienist chairside, take x-rays, autoclave dental instruments, and assist staff with obtaining patients from the school sites.

Implementation of Medical Nutrition Therapy

Health Department patients are referred to external Registered Dieticians for medical nutritional therapy as a part of their medical treatment plan. Oftentimes, the cost of nutrition therapy visits

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prevent patients/clients from accessing these services. With the anticipation of rising clinic services by uninsured patients, a Registered Dietician to provide Medical Nutrition Therapy will be needed. Although the Health Department employs two Registered Dieticians, these staff members are exclusively paid with State Women, Infants, and Children (WIC) funds and are prohibited from paying for other services out of these state funds.

SUCCESSION PLANNING

Succession planning involves identifying key positions where there may be staff changes, including anticipated retirements, gauging staff potential, and ensuring line/field staff receive the needed knowledge, skills, and abilities needed to apply for a promotion. While succession planning involves identifying internal candidates who may be eligible for a promotion, the Health Department will not pre-select staff for positions.

Key positions included in succession planning include all supervisors, management team, and the Health Director.

Anticipated Retirement / Staff Changes

In the next four years, the Health Department anticipates five supervisors may be eligible for retirement. Supervisors potentially eligible for retirement (full or early) represent the following divisions/units: Administration, Clinical Support, and Dental.

Additionally, the Health Department anticipates five non-supervisory staff who may be eligible for retirement. Non-supervisory staff potentially eligible for retirement (full or early) represent the following divisions/units: Animal Control, WIC, Clinic, and Case Management.

Attachment 2 shows the current state of the Health Department organizational chart. Vacant positions are shown in red. Attachment 3 shows where proposed positions would be located within the Health Department organizational chart. Proposed positions are shown in the red and black squares.

Succession Planning Key Steps

Over the next four years, the Health Department will implement the following key steps to assist with succession planning:

- Provide annual training to non-supervisory staff who would like to apply for potential supervisory position
 - Identify supervisor backups and cross-train staff
 - Recruit for key positions where internal candidates may not be eligible
 - Provide leadership training for all staff
 - Capture knowledge from outgoing positions using a formal retirement interview process
 - Work with Human Resources to identify additional staff development initiatives
-

BUDGETARY IMPACTS

Strategic planning allows management/leadership to identify long-range goals and objectives and future budget implications tied to completing the goals and objectives. Figure 3 shows the proposed budget items, projected cost (in current dollars), and the corresponding goal/objectives. Requests for new positions will be based on an

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increased demand for services, legislative changes, and grant opportunities addressing local health needs (e.g. behavioral health/substance abuse, Medicaid transformation, etc.).

Figure 3. Projected Requests

Budget Item	Projected Cost	Linked Goal/Objective
Potential Positions Requested		
(1) Licensed Clinical Social Worker	\$60,000+ (w/o fringe)	Objective 1C
(1) Accounting Tech	\$31,000 - \$35,000 (w/o fringe)	Objective 1C
(1) Adult Health Registered Nurse	\$48,000+ (w/o fringe)	Objective 2A
(1) Licensed Practical Nurse	\$30,000 - \$40,000 (w/o fringe)	Objective 2A
(1) Dental Assistant I	\$25,000-\$35,000 (w/o fringe)	Objectives 2D/2E
(1) Part-time Registered Dietician	\$20,000-\$25,000 (w/o fringe)	Objective 2F
(1) Contract Medical Director (Behavioral Health/Substance Use)	TBD	Objective 1C
Training and Capital Expenditures		
Migration to 100% digitized Environmental Health records	\$80,000+	Objective 1D
Five, new dental concrete pads/hookups for dental sites	\$35,000-\$40,000	Objective 2D
Insurance Billing Contract	\$10,000-\$15,000	Objective 2E

SUMMATION

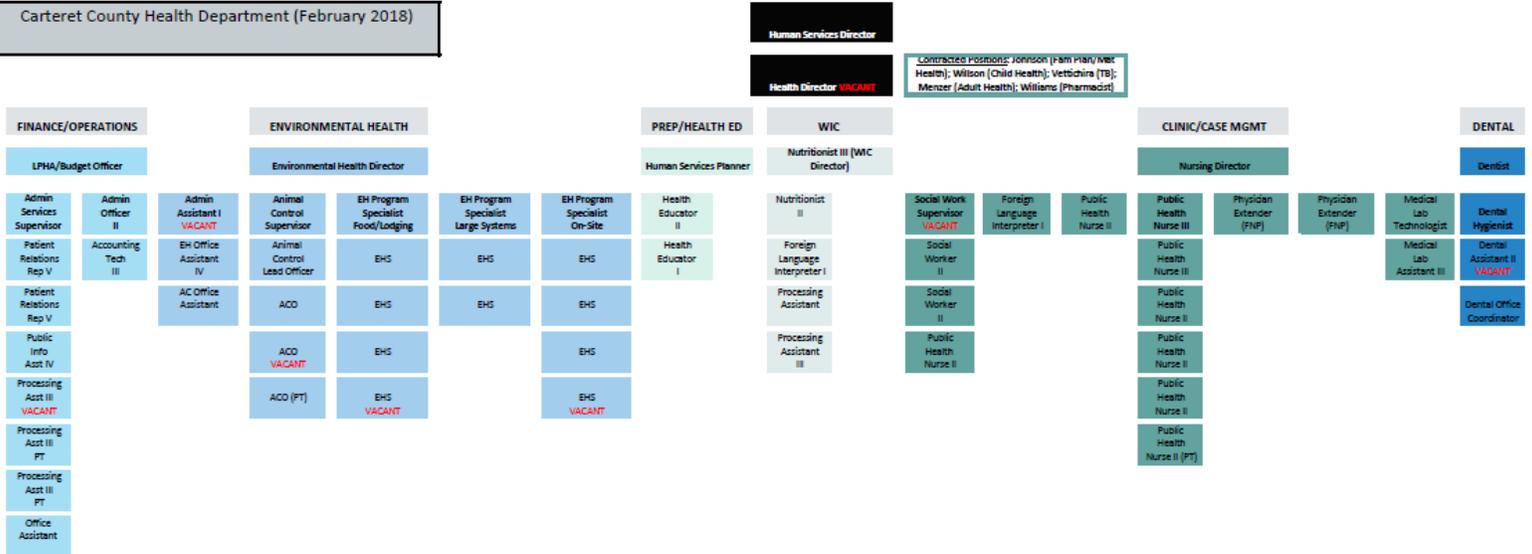
State/federal legislation and requirements, local/state/federal funding levels, local health needs/trends, Community Health Needs Assessments, and emerging diseases play an integral part influencing how the Health Department provides services and care to Carteret County residents. This five-year strategic plan describes the current state of Health Department operations and highlights the services/initiatives the Health Department plans to introduce or expand in the next five years.

The Health Department Management Team and Human Services Director will review this plan on an annual basis to track progress made towards the strategic objectives, update to include any relevant information, and will update the Human Services Board and Board of Commissioners of any changes.

Attachment 1. Current Health Department Organizational Chart

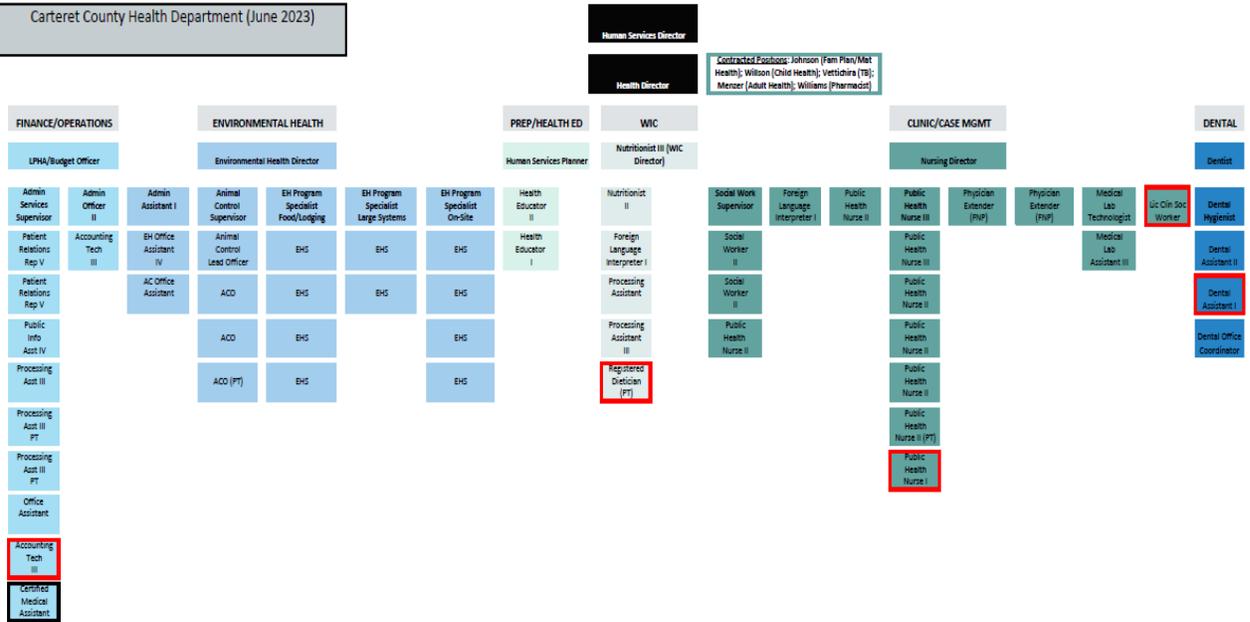
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Carteret County Health Department (February 2018)



Attachment 2. Future Health Department Organizational Chart

Carteret County Health Department (June 2023)





HUMAN RESOURCES

2020-2024 Strategic Plan

HUMAN RESOURCES

MISSION

The Carteret County Human Resources Department is committed to exceptional customer service and strong strategic partnership. The Human Resources Department recruits, develops and retains a quality workforce, while providing a healthy, safe, and productive work environment in order to maximize employee potential, increase organizational capability, and position Carteret County as an employer of choice.

OVERVIEW

The Carteret County Government Human Resources Department is committed to developing and providing innovative services that support and align with the County and individual departmental goals. County population growth, Healthcare reform, more sophisticated technologies and continued economic uncertainty will dramatically impact the job we do. To address these concerns, the Human Resources Department will focus on the following key areas during the next five years; expanding delivery models through various communication methods; developing new approaches to recruiting top talent; strengthening total rewards offered to employees; and reviewing legal trends and their impact to our organization, as well as how best to comply with the changes. Other goals will involve simply improving our current roles by finding more efficient, productive and proactive ways to serve citizens, employees and departments.

The purpose of establishing these goals goes beyond merely having a road map for the coming years. These goals will become an integral part of our budgeting process, guiding us in our planning and providing a clear way to determine the resources we will need to create the future we envision. This document is not so much a fixed list, but rather a working document that represents the direction and ongoing process of the Human Resources Department.

PROGRAMMATIC OBJECTIVES

The Human Resources Department is committed to serving our community by partnering with our citizens, management, employees, departments and municipalities in making our County a successful model of positive governance. To do this, the Human Resources Department provides timely and responsive guidance, resources, and services to fully support our internal and external customers.

In collaboration with our departments, we work to provide the highest caliber of job applicants through a streamlined, efficient and transparent recruitment and selection process. We strive to provide all employees with the best benefits currently available to enhance their life and workplace, while maintaining the strictest standards of economy and fiscal responsibility. We are beginning to provide more specific training to departments in order to allow employees to perform their work to the highest standards and continue their career growth. The Risk Analyst works in conjunction with the departments to ensure that the spaces in which employees work are secure and safe. The Human Resources staff provides guidance, training and recommendations on managing performance and conduct issues to promote a high-quality workforce and collaborative relationships between employees and management. We analyze the classification specifications and compensation for each position to ensure

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they accurately reflect the needed qualifications, knowledge, skills, and abilities required for successful job performance and retention.

SWOT ANALYSIS

Strengths

- Collaboration with departments
- Provide consistent safety training
- Adaptable to changing environment and policies
- Employer-provided healthcare and EAP program
- Employer contributes to pension and 401(k)
- Offer wellness programs
- Competitive time off policy
- Pro-employee Board
- Online application system
- Location of County
- Competent HR staff

Weaknesses

- Continuous changes in staffing, services, and technology
- Hire HR technician
- No path for employee advancement
- Lack of consistent management and developmental training
- Develop stronger longevity incentives
- Below market compensation for certain positions
- Low work/life balance priority
- High dependent healthcare cost
- Salary compression
- High turnover
- Limited succession planning
- Abundance of positions with specialized skill requirements
- Lack of performance tracking methods
- Outdated and inconsistent policies

Opportunities

- Recruit continuous changes in staffing, services, and technology
- HR staff ratio to employee population
- Develop employee advancement
- Create (consistent management and developmental training) for staff
- Develop stronger longevity incentives
- Study market compensation for positions
- Educate supervisors on work/life balance priority
- Create more competitive healthcare insurance plans
- Work on alleviating salary compression
- Develop retention plan with departments

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- Collaborate with department on succession planning
- Develop a program to train of positions with specialized skill requirements to interns/temporary staff
- Revise performance tracking methods
- Update outdated and inconsistent policies

Threats

- Employee technology limitations
- Organizational leadership changes (Directors, Commissioners)
- Disengaged employees
- Limited financial resources
- Multiple generational challenges
- Overworked/underappreciated staff
- Strong employer competition
- Limited local talent
- Changes in State and Federal laws
- Litigation

MAJOR GOALS

- **Compliance:**
The Human Resources Department will continue to be proactive in addressing employment issues by reviewing compliance with current and emerging employment regulations and by offering regular training and consultations with employees, supervisors, and managers. Personnel policies will be reviewed and updated to correlate with current organizational needs. Proper organization and maintenance of personnel records will remain essential. We will promote a culture of safety, with a work environment that is free of hazards that may cause harm to employees.
- **Workforce Development:**
Through training and development of employees, our department will create a connection between employees and the overall mission of the County. The Human Resources department will adopt strategies that create an engaged and positive workforce. We will assist departments in the creation of succession plans in order to prepare for future retirements and possible turnover, and develop tools for transfer of knowledge.
- **Total Rewards:**
To enhance the County's total rewards package, the Human Resources department commits to creating a recognition program for employee appreciation, assist in improving the overall wellness of employees by ensuring affordable and accessible healthcare, and create a total compensation philosophy to include a guideline for compensation. Implementing a grand total rewards package will market Carteret County as an employer of choice.
- **Communications:**
Our department is committed to enhancing employee-provided services through communications, specifically by incorporating technology. We can do this by creating and updating HR processes to utilize appropriate technology. Additionally, creating a

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standard of transparency with employees through the use of technological communication will assist with relationship building internally. Specifically, communicating metrics for safety wellness, recruiting, employee relations, and performance management functions.

- **Recruitment:**

The Human Resources Department will analyze ways to use innovative marketing and a variety of communication strategies to attract top talent. We will work with departments to proactively plan for future vacancies and create pools of potential candidates. We will build relationships with outside educational institutions who can develop students' skills for specialized positions.

STAFFING / PERSONNEL IMPACTS

Human Resources is a small department of four that supports a vast amount of larger departments. Currently, our staff has three HR professionals and one Risk Management professional supporting over 600 full-time and part-time employees. We have worked at redistributing and aligning duties with our Department staff to optimize the contributions of each staff member, streamline our processes and minimize redundancy. We also hope to improve our efficiencies by examining our performance measures and utilizing updated technology. However, by implementing these changes and having opportunities to communicate more with the County departments, we have also seen an increase in the request for specialized assistance from Departments. Unfortunately, our office is currently more often at a state of reactive mode rather than proactive due to our number of staff members. The Human Resource Department would benefit in having an additional staff member who has previous human resources knowledge. Our department is also working to cross train our staff in all HR functional areas so all staff members will be available to support departments and our employees quickly and effectively. Our staff will continue to participate in trainings to expand their knowledge of human resources practices.

SUCCESSION PLANNING

There will be minimal staff changes within the next five years in the Human Resources Department. The department would be more effective with an additional staff member and the following positions:

- Human Resources Director
 - Assistant Director
 - 2- Human Resources Generalist (Recruiter/Risk Analyst)
 - Human Resources Technician (Completed)
-

BUDGETARY IMPACTS

Most of the Human Resources' goals will have an impact on the budget. Consistent review of employee classifications, compensation and salary compression compared to competing markets may result in increased salary recommendations to the Board. Adding a technology source that incorporates all employee data management; job posting, applicant tracking, employee data,

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performance evaluations and benefits information will increase our contracted service budget. Human Resources will continue to review and challenge contracted service fees to get the most competitive rates and quality of service. Human Resources will work on performing most of the training in house or using current vendors as resources to keep training costs at a minimum.

SUMMATION

Goal 1: Maintaining Compliance

Provide education and training on issues related to equity, compliance, inclusion, and diversity.

1. Create a “Safety Culture” mindset in the County. Provide a work environment free from hazards that can cause harm to employees.
 - Include safety evaluation and industry standards criteria into performance measures (ALL YRS)
 - Provide continuous communication on safety standards with Departments through monthly on-site visits (ALL YRS)
 - Track and analyze injuries in the workplace and absenteeism from work-related injuries (ALL YRS)
 - Monitor Workers’ Compensation claims quarterly (ALL YRS)
 - Conduct job hazard analysis on an ongoing basis (ALL YRS)
2. Continuously review and update personnel policies to allow organizational structure and assist in daily decision-making processes.
 - Review current policy for clarity and relevancy and revise those sections that may be outdated or unclear (FY 20, FY24)
 - Keep abreast of any upcoming legal changes and the impact that may have on the County. Update the personnel policy with any changes to the law (ALL YRS)
 - Work with Departments to make sure policies are followed consistently and implemented as intended (ALL YRS)
3. Proper organization and maintenance of personnel records is essential for compliance and security purposes.
 - Review the County Volunteer Program and update program based on regulation compliance with employment laws and our insurance carrier. (FY20)
 - Develop audit system that reviews employee records and ensures insurance premiums are entered correctly at hire and termination (FY19-FY22)
 - Implement annual audit reviews to ensure personnel files contain all necessary paperwork and are filed accurately (ALL YRS)

Goal 2: Providing Workforce Development

Foster a skilled and engaged workforce prepared and supported to meet the evolving needs of our Departments and our County.

1. Create employee development, career development and organizational development opportunities.
 - Provide relevant on-line learning offerings (FY20-FY22)
 - Create clear career ladders within County (FY20-FY22)

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- Continue Educational tuition program (ALL YRS)
2. Create a greater connection between employees and the goals of the County.
 - Expand education on the value of each employee's position and how together we accomplish the County's purpose. (FY20)
 - Revise new employee orientation to include welcome, campus tour, County roles, etc. (FY20-FY22)
 3. Strengthen employee retention by adopting strategies which create an engaged and positive work climate.
 - Increase the existing opportunities for career advancement while simultaneously exploring new methods (on-line instruction, webinars) to assist with the development of leadership skills. (FY19-FY22)
 - Provide annual training on the hiring process (FY20)
 - Design a "non-leadership" series of certification classes for employees wishing to exercise best practices in customer service (FY21)
 - Expand and promote employees to facilitate continuous learning through internal training, online resources, or outside vendor classes (FY20-FY22)
 - Provide specific assistance to departments as where to find specialized training and create web resources (ALL YRS)
 4. Research, update and expand learning and professional development opportunities for supervisors and leaders.
 - Review the current training for supervisors, recommend changes, and develop a plan to implement new supervisor training. (FY21)
 - Work with Departments to define the ideal profile of a high-performing leader at the County and the mechanisms of professional development to reach the leadership status (FY23)
 - Collaborate with Departments and identify mentors to deliver general knowledge transfer and training of duties (FY21)
 5. Develop and implement succession planning to prepare for future retirements.
 - Create a succession program (FY23)
 - Identify high performing successors in each department and offer training opportunities (FY23)
 6. Innovate performance management tool to increase efficiency and clarify the connection between individual actions and organizational goals
 - Revise and align performance management evaluation to reflect current County and Departmental goals (FY20)

Goal 3: Attractive Total Rewards Package

Design a total rewards compensation and benefits package that attracts and retains quality employees.

1. Develop and implement an employment recognition program that promotes employee successes.

HUMAN RESOURCES

- Work with County leaders to develop an employee appreciation week. Adopt a proclamation from Commissioners and provide employee recognition events during that week (Completed)
 - Work on improving longevity program and recognizing those employees with continuous service (Completed)
 - Assist Departments in developing departmental employee recognitions programs (FY22)
2. Improving the overall wellness of employees by ensuring affordable and accessible healthcare while reducing the cost of health insurance claims.
- Work with our benefits plan to incentivize employees who participate in the Wellness program (Completed)
 - Develop an annual monitoring and tracking of participation in wellness program and monitor employee health results (Completed)
 - Recruit and train wellness committee members to lead wellness seminars and campaigns tailored to employee health concerns or individual departments employee well-being (FY20)
 - Integrate health and wellness priorities into countywide supervisor and lead worker training classes to promote support for employee wellness (FY20)
 - Wellness committee will continue to evaluate and create defined wellness programs and campaigns to support a culture of well-being and address employee health concerns (ALL YRS)
3. Create and develop a total compensation philosophy.
- Explore options regarding the county's compensation philosophy to ensure competitiveness (FY20)
 - Create a total compensation statement showing the full scope of an employee's benefits and compensation that can be used for recruitment and retention purposes (FY22)
 - Review and identify positions with salary compression issues (FY21)
 - Develop and plan departmental periodic reviews of position classifications to review for competitiveness to other comparable markets (ALL YRS)
4. Consistently review best coverage and most cost-effective health coverage for employees.
- Promote self-service application of Benefits First application and improve HR efficiency (Completed)
 - Work with Broker in finding options for affordable family health care coverage (ALL YRS)

GOAL 4: Enhance Services Through Communication and Technology

Increase the quality and impact of HR programs and services through continuous improvement and by maximizing technology.

1. Collect employee climate data as a standard metric to gauge progress over time.
 - Assist with development and dissemination of an employee exit survey to inform departments and make recommendations for improvement (FY21)

HUMAN RESOURCES

- Develop a stay interview survey to discover County strengths and areas of improvements (FY22)
- Use employee survey data to assess experiences of employees through various steps in their employment (FY23)
- 2. Create HR processes that utilize technology which will reduce staff time, increase work flow, and improve accuracy of data.
 - Research, evaluate and implement a total HRIS systems that includes recruiting, performance evaluations and employment data tracking (FY20)
 - Establish a paperless Personnel Action form (FY21)
- 3. Establish Performance Metrics for all Human Resources function areas
 - Use performance data to more effectively spot trends and recommend workplace management decisions (ALL YRS)
 - Adopt a culture of continuous improvement and use data to improve customer service, training and resources to support operational efficiencies (ALL YRS)
- 4. Improve communications and collaboration with employees, citizens and community partners.
 - Establish a program where employees can volunteer in our community during business hours (FY21)
 - Develop a communications strategy to ensure employees receive timely, relevant and effective HR-related news and updates (ALL YRS)
 - Build relationships with outside community partners to develop specialized skill sets and assist in County programs. (ALL YRS)

GOAL 5: Recruiting Excellence

Compete for quality talent with effective recruitment strategies, efficient recruitment processes, and attractive marketing campaigns.

1. Adopt recruitment and selection best practices to highlight flexibility, promote consistency, reduce bias, and ensure quality across the organization
 - Create tools to evaluate recruitment processes and assist in continuous improvement (FY19)
 - Develop talent pipeline and outreach strategies in collaboration with our internal and external stakeholders (Completed)
 - Develop and deliver interview training for hiring managers (Completed)
 - Create and implement a marketing strategy identifying Carteret County as an “employer of choice” (FY20)
 - Work with departments in creating internships with community college or surrounding educational institutions (FY20)
 - Support new hires through mentorship/buddy system to improve onboarding and retention (FY21)
 - Develop resources to help managers identify and hire high-potential candidates with the aptitude to be successful contributors (ALL YRS)
 - Create a culture of proactive recruiting among managers and staff to attract a qualified applicant pool (ALL YRS)



INFORMATION TECHNOLOGY

2020-2024 Strategic Plan

INFORMATION TECHNOLOGY

INFORMATION TECHNOLOGY DEPARTMENT STRATEGIC PLAN

The following document will serve as the living Strategic Plan for the Information Technology Department of the County of Carteret, NC. This plan will be used to communicate the department's mission, goals, and actions needed to accomplish those goals, while aligning with the central goals of the County.

OVERALL MISSION OF INFORMATION TECHNOLOGY

The IT Mission Statement:

The Information Technology Department seeks to provide staff and citizens with a strategic, efficient, and effective means to access and maintain information across various entities while controlling costs and ensuring the protection and security of the resources available.

The IT department strives to provide excellent customer service to its customers, which are comprised of both county staff and citizens. The three main areas of focus of the department's centralized support and service strategy are:

- Servers & Infrastructure
- GIS Services & Addressing
- Staff & Public User Support

Information Technology is a critical and core component of the County's mission and all departments rely on it to successfully deliver their respective services and accomplish their goals as well. This makes the IT Department an Enterprise service causing critical impact on the County's service delivery, response, and efficiency to its citizens.

OVERVIEW / CONCEPTS OF STRATEGIC PLANNING

The Information Technology Department's Strategic Plan will be a living, annually updated, document to help correlate the department's goals, budget, service delivery, and development into a cohesive central direction aligning with the County's mission and goals. It is important to develop and operate off such a plan to ensure focus is maintained and performance is measured and accomplished. While all aspects of County Government must evolve, change, and adapt, Information Technology is perhaps the most affected department by these aspects. Information Technology exponentially changes at an ever-increasing pace year to year. This challenge will cause the need for this plan to quickly adapt and change yearly and even sooner in some cases. In turn, this planning document can look drastically different from year to year depending on the direction of the County and the technology needed to steer it. As well as due to the changing available technological advances that will be needed to keep the County at a successful operating level and path.

Still a 5-year plan sets a strong working path for technology and ensures adequate investment, and return on that investment, through annual budget allocations and procurements. Already the department has worked hard over the previous 6 years to completely turn the County's technology around from standalone, siloed infrastructures into a well-designed, resilient core infrastructure. This is true in all of our service delivery areas from systems, servers, network, to

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GIS. The IT Department is now able to further advance this infrastructure with newer technology to increase performance, ensure adequate service to citizens, and work towards a balance of financial savings and technological capability.

TIMELINE

The time horizon for this strategic plan is 5 years and will be reviewed and updated on an annual basis. Personnel and budgetary decisions are more difficult to project beyond this time, but will be updated regularly to impact responsible projections. The IT Department has projected out Capital Costs / Upgrades past this period but recognizes that, especially with technology, many systems and capabilities drastically change within a 5-year timeframe, and so, only those immediate projections are included in this plan.

PROGRAMMATIC OBJECTIVES

As stated, the Information Technology Department is a centralized, core Enterprise support and delivery service for the County. All aspects of County Government rely upon the IT Department and all departments use our services. While not all encompassing; utilizing the three main areas of focus of the departments' service delivery, further details around those services are as follows.

Servers & Infrastructure

Servers - The County operates multiple physical and virtual servers from two main data centers within the County, located at Health Services and 911 Communications. *Administration served as a third data center but was consolidated into the other two following Hurricane Florence to increase resiliency and realize hundreds of thousands in cost savings. Both data centers are active production centers while serving as backup centers to each other. Servers are strategically placed at appropriate centers depending on the service they provide for optimal connectivity. Each data center has been designed to support and run both data center capacities in the event of a site or area failure for high availability, redundancy, and disaster recovery. We maintain and support numerous applications spread out across all departments and run backup systems to protect the extensive data of the County. To avoid overwhelming replacement costs, the department has planned a per data center lifecycle replacement each year in capital expenditures as shown in BUDGETARY IMPACTS.

Network – The County operates an extensive network infrastructure that connects 30 county sites ranging from Cedar Point to Stacy, which includes seven radio towers. Connectivity varies depending on the criticality of each site with our three data centers operating over the fastest links. We have 10Gb dark fiber connections between Health Services and 911 Communications, between Health Services and Administration, and between Health Services and General Services. Our remote sites connectivity range from 10Mb to 10 GB coax and fiber connections. IT also maintains a County side wireless network infrastructure available in all County IT operated facilities. We incorporate an annual rotating lifecycle for network equipment as well to help maintain predictable costs.

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Internet – The County is able to utilize a federally subsidized 250Mb x 250Mb dedicated Internet service from MCNC’s Telehealth Network due to the operation of the County’s Health Services. We are able to pay an additional fee to allow the rest of the County’s sites to utilize this high-speed Internet service over our network as well. At our two data centers, and Administration, we incorporate backup Internet service from a separate vendor at 100Mb x 10Mb coax service in the event our primary service is down. While this speed has been serving the current needs of the County, it is likely we will have to increase this bandwidth within the timeframe of this plan.

Security – The County operates multiple security and risk avoidance systems to help protect the resources and data of the County. IT maintains multiple Firewalls, Antivirus, Internet Content Filtering / Proxy, Deep Freeze, Hard Drive Encryption, Intrusion Detection, Quarterly External Vulnerability / PCI Scanning, Monthly Internal Vulnerability Scanning, Monthly and Annual Security Awareness Training and Internal Phishing Testing, Video Surveillance, Door Access Controls, Log Monitoring, File Audit Monitory, Network Port / Device security, Account and Password Controls, and various Federal and State Compliance Support.

Phone System – The County operates an enterprise Voice-Over-IP (VoIP) phone system that interconnects all facilities. We have four main controllers operating from Administration, Health Services, 911 Communications, and Social Services. We are currently receiving external phone service from traditional PRI trunks, but are in the process of moving predominately to SIP trunks. This will greatly increase our functionality and will result in further telephone cost savings. Our fax lines are a mix of traditional POTS lines and SIP lines serviced through a separate provider for those using our electronic fax system. We plan to expand usage of that system as well for further cost savings.

Cloud Services – Cloud services and subscriptions have grown over the last five years in both capabilities and cost justifications. The County currently uses a number of cloud services for various systems, the largest being our E-mail system with Microsoft Office 365. We also use cloud backup strategies to help complement our onsite backups for further resiliency and disaster recovery purposes. Following Hurricane Florence, we have begun moving all of our servers to cloud replicated backup and DR services. This area will continue to grow and have some effects on future budget requests.

GIS Services & Addressing

911 Addressing – The County provides centralized 911 Addressing for all unincorporated areas of the County as well as certain Municipalities through MOUs. We maintain the 911 databases for applicable phone providers and/or notify them of changes, as well as notify the U.S. Postal Service. We also maintain all address layer information in the County’s GIS systems. IT manages the Road Name & Addressing Ordinance for the County as well.

CAD Database Administration – The County maintains geographical administration of the 911 Computer Aided Dispatch system to include landmarks, police and fire layer information, and police and fire response plans. This task requires daily updating by the GIS staff. Further, GIS will become a critical dependency of 911 call-taking functions as we move the State ESINet IP based phone trunks and hosted 911-phone system.

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Mapping & Data Analysis / Management – GIS maintains, manages, and updates daily, the geographical data for the entire County. GIS Data is centrally managed while specific editing permissions are granted to specific planning and tax staff to make sure all data is kept up to date at all times. GIS produces data analysis and map development as required and requested from departments and citizens.

GIS Website & Open Data – The GIS public mapping portal is a heavily used product from staff and citizens with hundreds of daily users. Real Estate companies and property owners regularly use this product and call in for support. GIS also maintains multiple data sets online for the public to download and use as needed. Over the last year we have released an Open Data site for even easier use and accessibility to data from citizens, and we have revamped the public GIS web portal which reduced our annual cost by 50%.

Interactive GIS Web Applications – GIS has created well over 30 interactive web applications for staff and public use over the last few years. They continue to innovate and create new useful applications that are beneficial to the public. These are readily available on the County’s Open Data website and have been well received.

GPS Systems – GIS maintains GPS coordinate data for various departmental systems and are able to GPS ad hoc information as needed. Currently the Water Utilities and Environmental Health departments utilize GPS devices that tie into our GIS system. GIS has also used GPS technology to incorporate data into the many apps and maps that GIS develops.

Staff & Public User Support

Computers – IT maintains nearly 700 desktops, laptops, and MDTs across the County. This number also includes thin and zero clients, which we are deploying where applicable in lieu of traditional desktops and laptops. These devices tie into the Virtual Desktop Infrastructure below and cost 75-80% less than traditional computing devices. They also do not require the same 5-year lifecycle that we currently perform on the traditional devices. We have seen a savings / decrease in the traditional lifecycle the last two years due to the use of zero clients and hope to find more savings in subsequent years, while we will not be able to eliminate it altogether. This number will drastically increase with the County’s acquiring of the Libraries from the Regional System.

Virtual Desktop Infrastructure (VDI) – Virtual desktop computing moves the computing power from the user’s desk and puts it back into the data center on large servers. This allows investment to be made in larger enterprise systems and share resources across many users instead of overinvesting in powerful end user computers that may not get its full potential and investment realized. We incorporate the VDI equipment lifecycle into our annual rotating capital budget to help stabilize those costs along with our server capital costs. VDI also assists in management of devices and applications by deploying applications to many users through one installation without having to install on each individual computer. VDI further simplifies remote connectivity from home or anywhere with an Internet connection without the need for a VPN or other means for access.

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Cellular Devices – IT maintains around 400 cellular devices ranging from cellular phones, smart phones, MiFis, and tablets. These devices span multiple departments and are managed through our Mobile Device Management (MDM) system.

Printers, Scanners, Etc. – IT maintains over 200 printers, copiers, and scanners across the County. This number is actually down after a countywide reduction a few years ago but we continue to try to consolidate resources and decrease this number as possible.

Helpdesk – IT maintains a full service helpdesk through phone calls, e-mail, and web portal support. Staff may enter work orders / tickets through any of these means and then they are assigned to an applicable IT staff member. IT is then able to support users either remotely or physically onsite depending on the problem or required task. We are able to more accurately track requests, monitor trends, and analyze customer service feedback by using the helpdesk system.

Website / Social Media – IT maintains the central Website for the County and updates the common areas such as the front page and other modules. Individual departments are responsible for maintaining their content and updating their respective pages on the website. This also applies to social media as certain departments update their respective social media accounts. IT and HR collectively post items as necessary to the main County Facebook and Twitter accounts. Starting in FY18, we began archiving social media accounts to help mitigate risk with public records requests. We also plan to update the design of the website within the next two years. ADA Compliance is now a major compliance issue facing public websites. We have just begun implementing an ADA scanning service to help us work towards ADA compliance to be proactive as possible.

Communications – IT supports the consolidated communications center and creates liaisons with other communication vendors that help support the 911 lines and radio systems. Each console operates on three different computer systems and networks. County IT predominately supports the CAD systems while ECI supports the Radio equipment and CenturyLink supports the 911 phone line systems. However, we all interoperate and work together to provide coordinated support. We also operate seven radio towers on our network on a Radio-Over-IP (RoIP) system that supports the County's radio infrastructure, with ECI as the primary radio system support. IT supports the backup 911 center and applicable communications located at the Health Services facility. The Emergency Operations Center (EOC) is also supported and maintained during activations by County IT and GIS staff. ESF 2, mapping, and IT Support functions are carried out in these instances. County IT also supports the Sheriff's Office, mobile Deputies, and various Municipal law and fire connections to the County's CAD system.

Departmental – The IT Department supports all departments in the County, and with that, numerous applications and enterprise systems. Each department has its own needs and business practices, which require flexible and prioritized support. Some systems of note are Human Services CureMD, Compass, and NCFast, Board of Elections (Pre, During, & Post) Elections Support, AS/400 Financials and Tax systems, LaserFiche Document Management, Public Safety and Emergency Services systems, and e-mail and data encryption systems. Each new employee or system user expansion has a direct impact on its annual budget as licensing, and annual

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maintenance and support costs increase appropriately. Again, licensing costs will increase as we acquire the Library's technology needs.

SWOT ANALYSIS

Strengths

The current IT staff work tremendously well together and until this past February, we had not had any turnover since January 2015.

The Board and Management have continuously supported the IT Department over the last 6 years to allow us to stabilize and greatly improve functionality and support to staff and citizens.

The IT Department embraces change and innovation to stay current and progressive for the needs of the County.

The Core Infrastructures for Servers and Network have been designed and implemented for redundancy, resiliency, and high availability.

The IT Department is great about documenting procedures to assist each other in making sure a consistent level of service is provided to customers.

Security is a major focus, which allows us to use a preventative mentality to keep our network, and data secure.

Weaknesses

There are less succession paths in a small department. The Director implemented a reorganization 6 years ago to combat this but it is still challenging to advance excelling staff.

Being a smaller department, all IT staff need to be able to support all systems. Some are stronger than others with certain technologies, so it is a challenge to make sure customer service expectations are met when staff are stretched thin. Continuous training and funding are critical to help overcome this.

While documentation is a strength, it is also a weakness in that systems and processes constantly change which cause a short life expectancy on those documents. Constant updating is needed and is a challenge.

Constant patching and updating of systems and software due to life expirations and vulnerabilities puts a major time strain on our staff. In the next 1-2 years, we will need to add a Security position to help meet these demands. In addition, with the acquisition of the Libraries, another technical specialist may be needed to meet the demands of the resulting significant increase in technical components.

Opportunities

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Evolving technology allows us to find new innovative ways to support the County's mission and increase productivity and efficiency in departments.

New technologies allow adoption of systems that can produce cost savings and increase functionality. We are currently exploring this with SIP trunks versus PRI trunks in our phone system.

Hyper-converged technology has and will greatly increase our performance in our data center computing resources and provide long-term stability in growth.

Threats

While financial compensation has greatly improved from 5 years ago with the pay study and merit implementations, private industry and federal contracts are threats, as well as competing local government agencies. This has continued to increase as the economy has continued to recover.

Natural disasters are a threat to our technical infrastructure and business continuity due to our geographical location and history of hurricanes.

Annual budget cycles can affect multi-year projects and lifecycles if funding levels are not carried over and/or reduced due to economic downturns.

MAJOR GOALS

The IT Department has many goals from year to year with some revolving and some static to specific years. Below current goals are broken out between short term and long term to reflect those specific to the coming fiscal year versus multi-year goals.

Short Term

Lifecycle Data Center Firewalls in Administration, Health Services, and 911 Communications Center.

Migrate Phone Services from PRI to SIP Trunks. This will improve functionality and could eventually save the County around \$7,000 per year on phone bills.

Lifecycle aging AS/400 system for Financial and Tax systems.

Implement new Data Encryption systems and/or strategies for both at-rest (hard drive) data and between applicable facilities over LAN/WAN links.

Migrate client systems to Windows 10 as Windows 7 is going end-of-life. In addition, Server 2008 R2 operating systems need migration to newer versions due to pending end-of-life.

Fully deploy electronic fax system and eliminate 90-95%% of traditional POTs fax lines.

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Long Term

VDI infrastructure deployments. We currently have around a 10-15% deployment and would like to see 30-50% over the next 5 years. We also plan to implement multi-factor authentication for accessing this environment externally from our network.

Strengthen Security Infrastructure to safeguard against ransomware and other threats. Phishing testing and training has reduced “clicks” down from around 74% to 4-10% but continued efforts are necessary.

Implement Hyper-Convergence for the VDI Infrastructure. We are currently hyper-converged in our server environments for our Health and 911 Data Centers. The VDI environment(s) will complete this deployment.

Policies and Procedures / GMIS Accreditation. I have completely re-written the comprehensive IT Technology and Equipment Use Policy this year and updated accompanying procedures/rules. This replaces the previous IT Policy that had not been updated since 2005. GMIS has also developing a national accreditation program for IT departments and a goal is to become an early adopter. The new policies help progress this goal.

Embrace further Cloud technologies and services to further our resiliency for geographic disasters, and to stay in line with technological advances.

STAFFING / PERSONNEL IMPACTS

The current IT Department consists of nine positions and is structured as follows:

- Director (1) (reports to County Manager)
- Network Manager (1) (reports to Director)
- Systems Manager (1) (reports to Director)
- GIS Manager (1) (reports to Director)
- IT Specialist (2) (report to Systems Manager)
- Network Specialist (1) (reports to Network Manager)
- 911 Addressing Coordinator & GIS Specialist (1) (reports to GIS Manager)
- GIS Specialist (1) (reports to GIS Manager)

IT staffing increased in FY14 with the consolidation of DSS and GIS into the IT department from its previous decentralized state. However, staffing has not increased since that time and the department has excelled in fully utilizing the current allocated resources. We have worked to streamline processes and systems to help delay the need for increased staff. However, I would project the need for 1-4 additional staff by the end of the next two to six year period.

Possible increases in staffing would be positions that would focus on Security Specialist, Virtualization Specialist, and Operations Manager / Assistant Director. Which of these will be required within the next five years will depend but all may be needed past the current five-year

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timeline. With the acquisition of the Libraries, we may also need to add an IT Specialist. Lay estimates based on current salary projections would be:

Security Specialist - ~\$45,000-\$55,000

IT Specialist - ~\$40,000

Virtualization Specialist - ~\$40,000-\$50,000

Ops Manager / Assistant Director - ~\$60,000-\$70,000 (This may be an upgrade to an existing position in the future).

Current staff do not have immediate retirement plans within the next five-year plan. IT staff are sent to a range of conferences and training opportunities throughout the year to help maintain proficiencies and spur professional development and growth.

SUCCESSION PLANNING

Succession planning is a very important aspect of responsible leadership and management in all departments. While IT is a small department, we restructured many years ago to create some hierarchical structure, which promotes growth, professional development, and motivation for promotion. However, it is still a challenge to move upward from within and even to recruit externally with salary restraints and finding qualified professionals.

The current IT Structure allows for a level of middle management between the Director and main Support Staff to give focus on specialties and provide a ladder for mobility. In line for the Director position would be the Network Manager, Systems Manager, and GIS Manager. Currently, in that order, the Director fosters professional development and inclusion to help prepare them for promotion as well as leaving duties in their hands in his absence. The Network Manager is also currently pursuing higher education and certifications to better qualify for the position.

Each mid-level manager has subordinate staff between the IT Specialists, Network Specialist, and GIS Specialists. Each manager is responsible for training, guidance, and professional development opportunities. We do our best to send staff to as many conferences and training opportunities as time and budget allows. Many staff pursue certifications and higher education individually as well. In the future, we will likely reorganize with an Assistant Director or Operations Manager, which will further promote growth and allow for some further efficiencies.

BUDGETARY IMPACTS

The Board of Commissioners and County Management have been tremendously supportive in both financial and operational support to the IT Department over the last six years. It has allowed the department to perform a full 180 turn around to a more productive, cohesive, resilient, and efficient department, which in turn has resulted in a much more technologically advanced County. We have been able to slow our increases over time but still are subject to subscription and licensing cost increases, which account for most of our annual operational increases. We also fluctuate between \$100,000 - \$300,000 in annual Capital expenditures depending on what enterprise equipment is due to be replaced or upgraded. IT mapped out a long-term plan for

INFORMATION TECHNOLOGY

Capital Expenditures in FY17, and updated in FY19, to maintain predictable costs within the range above, but only five years will be shown below due to the timeline of this document and the volatile nature of Information Technology. Both increases and decreases to staffing would increase various accounts either by increased licensing and travel expenses, or increased external services to account for the increased workload on remaining staff.

Noted below will show current and projected budget requests for the IT Department by account followed by a breakdown of projected Capital expenses and other notable operational expenses.

*I have added some projected expense increases due to the acquisition of the Library’s technology and licensing, but have not finalized those numbers, as we are still information gathering from the Library System.

Account	FY20	FY21	FY22	FY23	FY24
20000 Supplies	\$5,000.00	\$5,000.00	\$5,000.00	\$5,000.00	\$5,000.00
21000 Sys Sup	\$14,000.00	\$15,000.00	\$15,000.00	\$15,000.00	\$15,000.00
28000 Small Equip	\$150,000.00	\$220,000.00	\$160,000.00	\$160,000.00	\$150,000.00
31400 Travel	\$1,500.00	\$1,800.00	\$2,000.00	\$2,000.00	\$2,000.00
32100 Telephone	\$5,000.00	\$4,000.00	\$3,000.00	\$3,000.00	\$2,000.00
32200 Connectivity	\$95,000.00	\$135,000.00	\$140,000.00	\$140,000.00	\$140,000.00
32500 Postage	\$400.00	\$400.00	\$400.00	\$400.00	\$400.00
35000 Eq Maint	\$95,000.00	\$95,000.00	\$95,000.00	\$100,000.00	\$100,000.00
35200 Net Maint	\$64,000.00	\$70,000.00	\$70,000.00	\$75,000.00	\$75,000.00
35400 Sys Maint	\$660,000.00	\$720,000.00	\$720,000.00	\$730,000.00	\$740,000.00
39500 Training	\$26,000.00	\$28,000.00	\$30,000.00	\$30,000.00	\$30,000.00
44000 Services	\$35,000.00	\$30,000.00	\$30,000.00	\$30,000.00	\$30,000.00
44500 Media	\$0.00	\$0.00	\$20,000.00	\$20,000.00	\$0.00
50000 Capital	\$150,000.00	\$220,000.00	\$240,000.00	\$205,000.00	\$295,000.00
	\$1,300,900.00	\$1,544,200.00	\$1,530,400.00	\$1,515,400.00	\$1,584,400.00

Operational Item	FY20	FY21	FY22	FY23	FY24
MDT / Laptop Lifecycle	\$55,000.00	\$50,000.00	\$50,000.00	\$50,000.00	\$50,000.00
Other Comp. Lifecycle	\$54,000.00	\$100,000.00	\$40,000.00	\$35,000.00	\$35,000.00
Printer/Scanner LC	\$12,000.00	\$15,000.00	\$15,000.00	\$15,000.00	\$20,000.00
Network Lifecycle	\$20,000.00	\$30,000.00	\$30,000.00	\$30,000.00	\$30,000.00

Capital Item	FY20	FY21	FY22	FY23	FY24
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911 Servers/Stg (4)	\$0.00	\$0.00	\$0.00	\$160,000.00	\$0.00
911 DC Switches (2)	\$0.00	\$0.00	\$0.00	\$20,000.00	\$0.00
HD Servers/Stg (4)	\$0.00	\$0.00	\$0.00	\$0.00	\$160,000.00
HD DC Switches (2)	\$0.00	\$0.00	\$0.00	\$0.00	\$20,000.00
HD VDI (4)	\$0.00	\$200,000.00	\$0.00	\$0.00	\$0.00
HD VDI Switches (2)	\$0.00	\$20,000.00	\$0.00	\$0.00	\$0.00
911 VDI Backup for HD	\$0.00	\$0.00	\$140,000.00	\$0.00	\$0.00
AS/400 (1)	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Core Firewalls (4)	\$100,000.00	\$0.00	\$0.00	\$0.00	\$0.00
HD Backup Appl. (1)	\$25,000.00	\$0.00	\$0.00	\$0.00	\$90,000.00
911 Backup Appl. (1)	\$25,000.00	\$0.00	\$0.00	\$0.00	\$25,000.00
AD 32-Port 4500 (1)	\$0.00	\$0.00	\$0.00	\$25,000.00	\$0.00
HD 32-Port 4500s (2)	\$0.00	\$0.00	\$50,000.00	\$0.00	\$0.00
911 32-Port 4500s (2)	\$0.00	\$0.00	\$50,000.00	\$0.00	\$0.00
	\$150,000.00	\$220,000.00	\$240,000.00	\$205,000.00	\$295,000.00

SUMMATION

In summary, the IT Department is a core and critical enterprise service that all County government departments use and rely on. Everything from Parks and Recreation to the Sheriff’s Office and 911 Communications rely on the IT Department to fulfill their respective missions.

The IT department strives to provide excellent customer service to its customers, which are comprised of both county staff and citizens. The three main areas of focus of the department’s centralized support and service strategy are:

- Servers & Infrastructure
- GIS Services & Addressing
- Staff & Public User Support

While the department manages hundreds of systems, applications, and users, we can effectively group all areas into these major groups for efficiency of delivery. We have built a highly available and redundant network over the past six years and plan to build upon that with even stronger technologies over the coming five-year plan. We have been diligent to map out consistent and predictable expenses in large equipment purchases to avoid “fork-lift” expenses for the County to incur. We also try to manage our software licensing and subscription expenses but are subject to ever increasing licensing costs due to price increases, staff increases, and

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expanded service delivery across all departments. However, IT and GIS will continue to provide the best possible service to both staff and citizens within the budget allocated by the Board and Management. While IT is a very volatile area of practice subject to changes annually, this plan will help provide a clear focus and direction for the department, and County, in annual budget and goal preparations.

PARKS AND RECREATION



PARKS AND RECREATION

2020-2024 Strategic Plan

PARKS AND RECREATION

MISSION

The mission of Carteret County Parks and Recreation is to enhance the quality of life and encourage healthy lifestyles for our citizens and visitors.

The objective of department is to provide a variety of leisure, educational, sports, and recreation programs; maintain and schedule a system of 14 parks and facilities and acquire land for preservation, park development and open space. Develop and enforce policies and procedures for all parks, water/beach/pier accesses, and community centers. Facility management of two community recreation centers (Western Park and Fort Benjamin) including booking group events, collecting rental fees and maintaining the building.

OVERVIEW

This strategic plan will be used as a guide for setting goals and priorities for the future development of the Parks and Recreation Department. In addition, the 2019 adopted Comprehensive Parks and Recreation Master Plan will direct efforts for park projects and land acquisition.

Parks are essential to making Carteret County an attractive place to live, work, and visit. Our parks offer a broad range of outdoor leisure and recreation opportunities and places for residents and visitors to interact with nature and with one another. Parks also provide important economic benefits such as attracting tourists and businesses and help to build a healthy workforce. Utilizing a five to seven-year strategic plan will help guide and develop future programs, evaluate current programs, assess current and future staffing levels, equipment needs, and other programming decisions. In addition to creative and engaging programming, planning for the future of parks is vital to the economy. We will use this plan to continue to improve in areas that require greater focus and build on our strengths. This plan will ensure all staff members, park maintenance department and other key stakeholders are working toward the same goals. The method for developing this plan was through meetings with key personnel; research obtained through community needs surveys as well as facility assessments and trends in the parks and recreation industry.

TIMELINE

All programs and services are evaluated on a regular basis and adjusted based on citizen requests, staff and space availability, seasonal events, etc. Future projections discussed in this plan are based on a 5-7 year timeline and can be adjusted based on internal and external factors.

PROGRAMMATIC OBJECTIVES

Overall outlook for the listed programs and services are expected to continue as stated for the near future. CCPR has very limited space that we “own” so our programs must be tailored around the schedules of those facilities that partner with us. In our youth basketball program for instance - we service over 500 youth players from Cedar Island to Cedar Point (without our own gym). This puts us at the mercy of County schools which already have very tight gym schedules. This sometimes makes it difficult to find adequate space to run the program effectively. With this many participants, we are maxed out based on staff and space availability, which limits the

PARKS AND RECREATION

ability to increase revenue numbers for this program. All indoor sports such as volleyball, Senior Games activities and Special Olympics are also held in partnering facilities. Programs such as the Beach Run Series and adult beach volleyball is held in cooperation with the Town of Atlantic Beach.

Recreation programs are ever changing to adapt to community interest, trends in fitness classes, program space availability, etc. These programs are offered at Fort Benjamin Recreation Center, Western Park Community Center, the program room at Beaufort Square and the Civic Center – all based on availability.

The department is divided into three service areas: Athletics, Recreation, and Facility Management. Staff involvement in areas of operation is as follows:

Athletic Division

Manages and oversees all county sponsored Athletic programs and sports leagues including; youth basketball, youth volleyball, adult kickball, beach run series, adult beach volleyball, adult indoor volleyball, adult and youth tennis and archery. Manage co-sponsored athletic programs.

- **Senior Games Programs:** Lead agency and staff for state sanctioned NC Senior Games. Over 60 athletic events, cheerleading, silver arts and performing arts programs.
- **Special Olympics Programs:** Lead agency and staff for state sanctioned NC Special Olympics. Manage 5 athletic programs as well as young athlete program.

Recreation Division

Manages all youth camps, dance classes, daddy/daughter dances, teen programs, monthly dances and summer camp for special needs population, crochet and quilting classes, karate, exercise and fitness classes [senior classes, yoga, Pilates, high intensity, dance fitness classes], summer movie series and family and young children events.

Facility Services: Manages all aspects of building usage, equipment rentals, public recreation, staffing, cleaning, etc. at Fort Benjamin Recreation Center and Western Park Community Center. Inspect all County park playgrounds on a quarterly basis. Liaison between all sports leagues and park maintenance for field schedules, light schedules, maintenance and park improvement request. Coordinates all picnic shelter reservations around the County.

Personnel Responsibilities in service areas

- **Athletic Supervisor**
Manages and oversees all county sponsored athletic and sports programs including; staffing, supervising, hiring officials, hiring and training coaches, securing and scheduling locations for practice and competition, equipment, uniforms, etc.
- **Recreation Program Supervisor**
Serves as the Carteret County Special Olympics local coordinator; plans & implements all events and training, secures locations for practice and competition for track and field, soccer, bowling, basketball and bocce ball. Also serves as the local coordinator for Carteret County Senior Games; promotes & recruits athletes, secures locations for over 60 events for practice and competition, staffs and supervises all events. Liaison for contracted fitness instructors. Directs all programs for the special needs population.
- **Recreation Program Coordinator**

PARKS AND RECREATION

Plans and oversees all programs at Fort Benjamin Recreation Center including our popular 10-week youth summer camp, spring break and holiday camps, monthly teen programs, fitness classes and archery training.

- **Western Park Community Center Supervisor**
Coordinates and facilitates all rentals and public recreation programs at Western Park. Also coaches tennis youth and adults and manages the archery program.
- **Facility Manager**
Coordinates usage of all sports fields, park improvement requests, disseminates schedules and requests to park maintenance technicians, schedules all ball field light usage, liaison for all the independent sports leagues that utilize county park property, certified playground inspector – inspects all playgrounds on regular basis and conducts park inspections on a monthly/quarterly basis to report deficiencies to P&R Director and Public Works Manager.
- Part-time staffing levels are very seasonal in nature and at peak could reach as many as 35+ part-time employees to handle the workload.

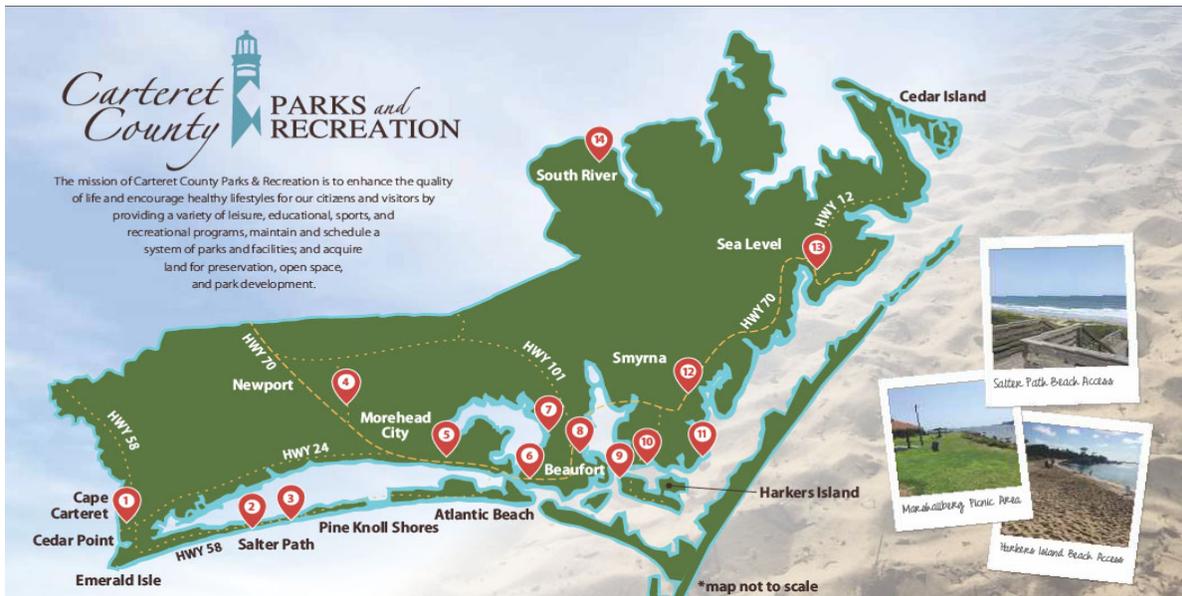
In addition to all athletic and recreation programs, the Carteret County park system consists of 14 facilities. All usage is scheduled through the Parks and Recreation Department; all properties are maintained by the Park Maintenance Division of the Public Works Department. A list of facilities is below ~ with a map showing the County distribution of park/recreation properties.

County Park Facilities (6 District Parks, 3 Neighborhood Parks, 1 Boat Access, 3 Beach Accesses, 1 Fishing Pier)

1. **Western Park** - 35 Acres (Cedar Point) / Community Center, lighted adult & youth fields, lighted soccer fields, lighted tennis courts, basketball, playground, picnic shelter, walking trail, concession stand, restrooms
2. **Salter Path Beach Access** - 2.5 Acres / Picnic tables, restrooms, outdoor showers, beach boardwalk
3. **Salter Path Park** - 3 Acres / Ball field / playground / picnic shelter
4. **Fort Benjamin Park** - 11 Acres (Newport) / Recreation Center, lighted ball fields, lighted soccer fields, lighted basketball courts, lighted tennis courts, band shell, croquet/bocce lawn, shuffleboard, playground, walking trail, fitness stations, 2 picnic shelters, concession stand and restrooms.
5. **Swinson Park** - 34.5 Acres (Morehead City) / Adult & youth fields, lighted tennis courts, lighted soccer field, lighted basketball court, 2 playgrounds (1 accessible), picnic shelters, restrooms
6. **Radio Island Beach Access** - 12 Acres (Beaufort) / Picnic area, restrooms
7. **West Beaufort Water Access** – 6 Acres (Beaufort) / Boat Ramps (ADA accessible), Canoe / Kayak ramp (ADA accessible), floating dock, picnic shelter, restrooms
8. **Freedom Park** - 26 Acres (Beaufort) / Adult & youth fields, lighted soccer fields, basketball court, playground, picnic areas, restrooms
9. **Straits Fishing Pier** – 3 acres

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10. **Harker's Island Beach Access** - 1.5 Acres / Beach access, no restroom
11. **Marshallberg Picnic Area** - 1 Acre / Picnic Shelter (no restroom facilities)
12. **Eastern Park** - 31 Acres (Smyrna) / Lighted adult & youth fields, soccer field, basketball court, lighted tennis courts, playground, walking trail, picnic area, 2 concession stands and restrooms
13. **Mariners Park** - 20 Acres (Sea Level) / Lighted adult field, youth fields, tennis courts, basketball court, playground, restrooms
14. **South River Park** - 1.5 Acres / Picnic area, basketball court, playground, restrooms



SWOT ANALYSIS

Strengths

- Longevity and knowledge of staff
- Variety of affordable recreational and athletic programs
- Committed staff and engaged stakeholders with a desire to make a difference and take pride in their work
- Recent upgrades and improvements to park facilities
- Wide spread locations of parks / proximity to a majority of residents

Weaknesses

- Lack of space for programs (no gymnasium or central location to offer multiple programs)
- Lack of county wide trail access / connectivity / walking, biking, hiking, etc.
- Long list of park maintenance needs

PARKS AND RECREATION

- Excessive field usage, lack of field space to allow for rest periods and rotation, drainage issues, lots of rain out dates
- No county dog parks
- Lack of multi-sports complex to draw in tourism dollars with athletic tournaments
- Lack of ADA compliant facilities in parks

Opportunities

- Improved marketing outreach to inform the public of program offerings and park amenities
- High childhood and adult obesity rate in Carteret County (higher than state average)
- Active senior citizen population
- Focus on Economic Development using recreation, cultural, and sports as an economic driver
- Increased communications between departments
- Influx of seasonal residents and visitors
- Expected increase in county population – increase in park usage and program participation

Threats

- Aging facilities
 - Expected increase in county population – limited staff and facilities to accommodate growth
 - Increase in school activities threatens the future ability of shared usage of gym facilities
 - State and federal dedicated grant funding for parks and recreation is always at risk
 - Other vital county departments/services quest for increased funding with a limited pool of available funds
-

MAJOR GOALS

The number one need for the department is more land/space for a substantial sports complex; additional athletic fields to accommodate the ever-growing requests for more space.

Improve water access, boat ramps, and parking (development of Stroud property, Harkers Island water access and Straits pier).

Long-term goal – County owned gymnasium and recreation center.

Implement use of technology with a new playground inspection software to be used by playground inspectors and park maintenance technicians in an effort to extend life span of playground equipment and ensure safety across the county.

Increase joint efforts with Park Maintenance Department to maintain facilities to a higher standard providing attractive, safe places for citizens to use and enjoy. Continue to make needed park improvements.

Continue to be creative with recreation and athletic programming and keep citizens engaged. Focus on gaps in location of services, demographics and trends.

PARKS AND RECREATION

Increase promotion of wellness programs and physical activity opportunities – help combat the high obesity rate and health issue in our county. Install outdoor fitness equipment in parks, new trails and other outdoor activities.

STAFFING / PERSONNEL IMPACTS

Current staffing levels consist of 7.5 full-time positions

- Director [split half time between Civic Center and Parks and Recreation]
- Manager
- Facility Manager
- Athletic Supervisor
- Recreation Supervisor
- Program Coordinator
- Western Park Community Center Supervisor
- Senior Administrative Support Specialist

At the current service level, no additional staff needs are expected within the next 5 to 7 years. Should the County embark on a new recreation facility, staffing needs would increase.

SUCCESSION PLANNING

The current staff is a relatively young group with no retirement plans foreseen within the next 5 to 7 years.

Department Director

The current Director has been in the position since 2012 and has over fifteen years before retirement age with no intentions of changing employment.

Department Manager

The current Department Manager has been with the County since 2004, promoted to Manager in 2012. The current manager has over fifteen years before retirement and is not planning a change of employment. Currently holds a Bachelor's degree in Parks and Recreation Management as well as Certified Park and Recreation Professional designation. This employee brings an extensive amount of knowledge to the position and could easily transition into a higher management role. Training and professional development is on-going and includes all areas of higher management.

Facilities Manager

The Facilities Manager has been with the County since 2007, has over fifteen years before retirement with no immediate plans for a career change. Currently holds a Bachelor's degree in Parks and Recreation Management and is a Certified Playground Inspector. This employee brings an extensive amount of knowledge regarding park management and field maintenance. Could easily transition into a higher management role within the Parks and Recreation Department or the Parks Maintenance Department. Training and professional development is on-going and includes all areas of higher management, including customer service.

Athletic Supervisor

PARKS AND RECREATION

The Athletic Supervisor has been in this current position since 2012, after many years as part-time athletic coordinator. This employee has fifteen to twenty years before retirement, no immediate plans for a career change. Extensive amount of experience and knowledge regarding parks, sports, ball fields and a longtime resident of the County. Employee would need to acquire a Bachelor’s degree before being considered for promotion to higher-level management position. Continued education and professional development is ongoing. Current CDL license.

Recreation Supervisor

The Recreational Supervisor has been in this position since 2010. No immediate plans for retirement but could possibly be within the 5 to 7 year plan. This position would be easily recruited for and possibly a stepping-stone for the current recreation coordinator.

Recreation Coordinator

The Recreational Coordinator was hired in the fall of 2019. This entry-level position averages a turn-over every two years. This high turnover rate can be attributed to the low salary, typical candidates are just out of college and looking to grow their career. With such a stable staff, there is not a lot of opportunity for upward movement in this department. The current coordinator has a Bachelor’s degree in Parks and Recreation Management, substantial amount of experience and will be promotable if a higher-level management position opens. An extensive amount of training has been conducted since the start date and will continue over the coming months.

Senior Administrative Support Specialist

The Senior Administrative Support Specialist has been in current role since 2012 after serving several years on a part-time basis. No retirement plans for twenty plus years. Individual is very knowledgeable about parks, sports, ball fields and operations of the department. Was recently given more duties and is excelling. Employee would need to obtain a Bachelor’s degree before consideration for promotion to higher-level management position. Continued education and professional development is ongoing.

BUDGETARY IMPACTS

Parks and Recreation 5-7 Year Plan		Budgetary impact
1-2 years	Develop Stroud property	
	Replace playground at Eastern Park through grant funding	
	Utilize technology for playground and park inspections	1,500/yr.
	Continue to be creative with recreation and athletic programming, improving offerings and keeping citizens engaged.	
	Promote wellness programs and increase engagement in physically active recreation opportunities	
	Continue to work with Park Maintenance Department to improve condition of parks,	

PARKS AND RECREATION

	facilities and ballfields around the County.	
2-3 years	Build Dog Park area at Freedom Park	10,000
	Improve ADA compliance in parks – wheelchair accessibility (paved walk ways) to fields and playgrounds	5-7,000/park
3-4 years	Improve trail access and connectivity from neighborhoods to parks (possible grants)	TBD
	Install outdoor exercise equipment at major parks (Western, Swinson, and Freedom)	10,000/park
4-5 years	Install outdoor exercise equipment at remaining district parks (Fort Benjamin and Eastern)	10,000/park
	Build additional basketball court at Fort Benjamin	25,000
	Install a disc golf course at Freedom Park	9,000
5-7 years	Install a disc golf course at Western Park	9,000
7+ years	Build gymnasium / recreation center	TBD

SUMMATION

Carteret County Parks and Recreation is dedicated to providing safe, healthy, accessible and affordable recreational opportunities to serve County residents and visitors. Recreation is an essential community component that contributes to the health, welfare, and quality of life within the county. Parks, recreation programs and sufficient water access also adds to the economic vitality of our community. As the population of Carteret County continues to grow, it is essential for us to recognize the value and importance of creating, maintaining, and enhancing recreation opportunities as well as the upkeep of aging facilities within the county.

The department strives to keep up with trends in the industry, listen to what the citizens want in the way of programs and meet the many needs for athletic programs around the County. We accomplish this goal through providing a variety of programs covering as many interests as possible with a limited staff and sparse program and athletic field space.

The department is currently solid and energetic. Over the next 5 to 7 years, our staffing level should be adequate to continue at the current level of service and there are no plans for retirement in the near future. If new programming space were to become a reality (additional park land and a recreation center), staff needs would increase.

A lot of national, state and local focus is placed on increasing physical activity among youth and adults. As usage increases in parks, so does wear and tear. We must continue to upgrade park amenities and improve maintenance of outdoor recreation space. Investing in new park amenities such as trails, outdoor exercise equipment, disc golf courses, dog parks and water

PARKS AND RECREATION

access locations – will keep County citizens and visitors engaged and excited to return to Carteret County Parks and Recreation facilities.



PLANNING AND DEVELOPMENT

2020-2024 Strategic Plan

PLANNING AND DEVELOPMENT

MISSION AND DUTIES

Carteret County Planning and Development strives to provide exceptional customer service and provide options and solutions to our citizen's issues in a friendly expedient manner.

Our motto is: "We don't regulate development, we facilitate development." County Planning and Inspections Staff collectively believe in this motto and strive to facilitate development within the bound of our ordinances, State and Federal Regulations.

Our duties and responsibilities include:

- **Ordinance and Planning Permit Process Responsibilities**
 - Zoning including signs, parking for unincorporated zoned Carteret County
 - Sign Ordinance and setbacks for unincorporated and un-zoned areas of Carteret County
 - CAMA Local Permit Office – Minor CAMA permits for unincorporated Carteret County
 - Flood Damage Protection and Prevention Ordinance for unincorporated Carteret County and the Towns of Peletier, Bogue, Cedar Point, and Indian Beach
 - Subdivision Ordinance for unincorporated Carteret County
 - Group Housing Ordinance for unincorporated Carteret County
 - Tall Structures Ordinance (TSO) for unincorporated Carteret County
 - Mobile Home and RV Park Ordinance for unincorporated Carteret County
 - Down East Conservation Ordinance for Down East Only
 - Site Plan review for all new construction
 - Lead the Technical Review Committee review process for the County
- **Board and Board Staffing Responsibilities**
 - Board of Commissioners- meet monthly
 - Hear and decide on rezoning request
 - Hear and decide on amendments to all planning ordinances
 - Hear and decide on major special use permits
 - Hear and decide on variances to the TSO that deal with wind energy
 - Planning Commission- meet monthly and any special called meeting or workshops
 - Hear all rezoning request and make recommendation to the BOC
 - Hear major special use request and make recommendation to the BOC
 - Hear and decide on minor special use permit request
 - Hear all zoning and subdivision amendments and make recommendation to the BOC
 - BOC
 - Currently approve sketch plan and preliminary plans for major subdivisions
 - Hear all variances to the subdivision ordinance and DECO
 - Board of Adjustment- meets monthly as needed
 - Hear request for variances to the Zoning Ordinance, Flood, GHO, MH/RV, Signs, TSO non wind energy

PLANNING AND DEVELOPMENT

- Hear appeals of the Planning Staff decisions
- Harbor Authority - meets monthly
 - Staff and record meetings only
- **Grant Administration and Special Projects**
 - Cherry Point Regional Joint Land Use Study (JLUS) – currently administering a \$365,000 study aimed at protecting the mission of MCAS Cherry Point while fostering associated economic development activities.
 - Jones County Joint Land Use Study (JLUS) Addendum – currently administering a \$40,000 study to add Jones County into the Cherry Point Regional JLUS. This study is aimed at protecting the military mission of MCAS Cherry Point while including the Oak Grove Outlying Field in Jones County.
 - Joint Land Use Study (JLUS) Implementation Project – currently administering a \$55,000 project to carry out three implementation projects that were laid out in the Cherry Point Regional JLUS. This project includes the creation of a public notification website and signs, re-writing the Town of Bogue’s zoning ordinance, and sound attenuation outreach meetings throughout the region.
 - Community Development Block Grant Disaster Recovery (CDBG-DR) – currently administering a \$1,000,000 CDBG project that will assist in the elevation of several single family dwellings.
 - Essential Single Family Rehabilitation Loan Pool Disaster Recovery (ESFRLP-DR) currently administering an initial \$150,000 project for the rehabilitation of 3 single family dwellings.
 - Administer County ISO Community Rating Service (CRS) Program- while Carteret County has been a CRS Community for many years we recently have improved our class rating from a Class 8 to a Class 7. This class improvement will save Carteret County residents over \$450,000 a year in flood insurance premiums for those residents living in unincorporated parts of the county and are located in a Special Flood Hazard Area.
 - Currently constructing and developing the Southern Gateway site for the Outer Banks National Scenic Byway which stretches from Beaufort to Whalebone Junction along US Hwy 70 and NC Hwy 12. This gateway site will provide signage panels, maps, a roofed kiosk, parking, and will highlight points of interest for travelers to visit along the byway.
- **Building Inspections and Building Code Enforcement**
 - Complete building, electrical, mechanical, and plumbing inspections in the unincorporated areas of the County, Town of Bogue, Cedar Point, Emerald Isle, Indian Beach, and Peletier.
 - Review and approve plans for both commercial and residential construction.
 - Complete CAMA inspections for compliance on projects requiring a CAMA permit, marking the first line of vegetation for setbacks, etc.
 - Providing technical guidance to the Public and Contractors concerning the NC Building Code, CAMA regulations, and DWQ setbacks.

PLANNING AND DEVELOPMENT

- Perform inspections of all Carteret County Public Schools twice a year.
- Inspect Mobile Home Parks and RV Parks on a three year rotation.
- Administer the Home Owner Recovery Fund for Building Permits issued by the County.
- Investigate complaints of building without a permit and violations of the building code.
- Inspections are assigned to individual inspectors by zone.
- **Zoning Code Enforcement**
 - Receive and investigate complaints of noncompliance with the Zoning, Sign, Mobile Home and RV Park, and DECO Ordinances.
 - Research by either site visit or aerial photography to verify violation.
 - Notify property owner of violation and identify solution
 - Follow up to ensure compliance within a 30 day time period
 - With new procedures we have increased effectiveness in the last fiscal year from 44% to 90% and are on track to exceed this during the current year. We are currently only carrying one violation past 30 days.
- **Other Duties and Initiatives**
 - Active participation on the Carteret County Strategic Economic Development Strategy Steering Committee
 - Seat on the Carteret County Scenic Byways Committee
 - Seat on the Carteret County Transportation Committee
 - Seat on the Down East RPO Technical Coordinating Committee
 - Started the Carteret County Floodplain Administrators Association
 - Proactively follow up with developers and NCDOT to insure streets are accepted into the NCDOT System
 - Collect fees for penalties assessed by the Fire Marshal's Office
 - Provide Planning and Inspections technical assistance to Municipal Jurisdictions within the County
 - Collect Tax payment in the Carteret County Western Office
 - Administer and educate citizens on long range planning tools such as the CAMA Land Use Plan, Pamlico Sound Regional Hazard Mitigation Plan, and the Carteret County Transportation Plan etc.
 - Assist with "No Wake Zone" request throughout the County Jurisdiction
 - Active participant on the Allies for Cherry Point Tomorrow Planning Committee

PROGRAMMATIC OBJECTIVES

Key Big Picture Objectives

PLANNING AND DEVELOPMENT

- Educate Citizens and Developers and facilitate development process
- Provide expedient, accurate, and friendly service
- Continue protecting the interest of citizens with multiple initiatives including Flood Maps, and posturing for the best possible position in the event of the next BRAC for Cherry Point
- Facilitate practical solutions for customers across multiple departments and outside agencies
- Facilitating and promoting sound development practices within our jurisdiction

Key Short Term Goals and Objectives

- Carteret County Land Use Plan Update- County staff with the assistance of a consultant is undertaking a major update of our Land Use Plan. Due to the underwhelming performance of many of today's consultants the staff is taking on a heavier than normal workload to ensure that we have the best plan for years to come.
 - Flood Map Appeal- Carteret County Planning and Development has undertaken a major Flood Map Appeal this year. We continue to work with our consultant on this to provide data to facilitate a successful and accurate outcome for County citizens.
 - Facilitate the administration for the Outer Banks Scenic By-way kiosk- construction will begin in the next 60 days on this project. The department has facilitated the grant project to date and will see it through construction.
 - Continue staff development with both Planning and Inspections staff. We have been able over the last several years to place Certified Zoning Officers and Certified Floodplain Manger on staff, and we continue to employ building inspectors that attain higher than level 1 certifications.
 - Cherry Point Joint Land Use Study- Last year we completed the Cherry Point Joint Land Use Study. Currently and in coming years we strive to continue to obtain funds to implement this study. Next year we have already obtained implementation funds from OEA / DOD and NC MAC. We are recognized as experts in the subject matter throughout the region and have been successful in maintain the reputation as the "go to" agency.
 - Facilitate the Hwy 24 Corridor Study- This corridor is the most highly developed and controversial corridor in our jurisdiction. We strive to facilitate this multi-jurisdictional study to help form a long term plan for development in cooperation with the RPO.
-

SWOT ANALYSIS

Strengths

- Excellent cooperation and buy in on the department mission by all staff members. All staff members share the same vision for the department and especially the goal of providing excellent customer service. Very highly qualified staff. Many are recognized by peers as subject matter experts.

Weaknesses

- Small staff for the workload. All staff members have to pull a great deal of weight and refuse to ask for help, instead taking extra work on to accomplish the greater department goals.

PLANNING AND DEVELOPMENT

Opportunities

- Additional staff training and capacity building in human resources. We continue to emphasize education by both peer groups and outside resources.

Threats

- The continuation of growth within the county while maintaining appropriate staff size. We strive to hire only the very best to join our team. With the small recruiting base here in the county it is challenging to hire the level of employee we currently have.
-

STAFFING & SUCCESSION PLANNING

- The Department provides technical and customer service excellence from the administrative, field, and office staff. Replacing technical experts of the caliber we employee would be challenging.
 - For the Director position we have two highly competent potential candidates that continue honing their skills through inclusion in major projects and decisions for the department. Both the Planner and Planning Technician could manage the department in the event of sudden absence.
 - For administrative positions we have three highly trained individuals that could take on training additional staff in the instance of sudden departure.
-

SUMMATION

- Carteret County Planning and Development is consistently the model of customer service. While this is something we work at every day we are quick to isolate and correct less than favorable behavior. Most specifically we are proud that often time the behavior is corrected by peers within the Department.
- Currently we are staffed appropriately but may very well be in a position to add an additional building inspector in the next year.
- Quality of staff is critical to our success



RAPE CRISIS PROGRAM

2020-2024 Strategic Plan

RAPE CRISIS PROGRAM

MISSION

The Mission of the Carteret County Rape Crisis Program is to be committed to healing and empowering survivors of sexual victimization; challenging people and institutions to be more responsive and responsible to all survivors; and eliminating sexual assault and abuse from our community and our society.

OVERVIEW

The importance of this strategic plan for the Rape Crisis Department is to provide guidance to program planners for future growth or non-growth in this area. As stated in our mission statement our primary purpose is to eliminate sexual assault and abuse from our community and our society. Within the next five years the Rape Crisis Program will undoubtedly see an increase in people seeking services, as it is now easier for those who have been assaulted to report and be believed. Crisis intervention may decrease; however, as males and females find the courage to reveal long-term secrets about their abuse, therapeutic interventions will undoubtedly increase. It will be imperative to have trained qualified staff to meet the needs of emerging clients as they reveal lifelong abuse.

The importance of competitive salaries will continue to be an issue as salaries are substantially less than in other fields of advocacy and therapy. Unfortunately, as with other social issues, sexual assault is dependent upon the urgency of the issues with Federal, State and local funding. The availability of grants and philanthropic giving is still the underlying sources of funding for sexual assault programs.

The Carteret County Rape Crisis program relies on grant funding to support or partially support four of its five positions (two full-time advocates, one full-time and one part-time therapist).

County funding supports the Director's position. The County also supplies other amenities such as longevity, vacation and sick leave for all qualified positions.

The Rape Crisis Department is a member of the North Carolina Coalition for Sexual Assault (NCCASA), this membership keeps us abreast of emerging and longtime issues within the sexual assault movement. Their advocacy and our involvement gives us an edge on Federal and State budget increases and/or decreases as it relates to this issue. Prisons, Jails, college campus education, By-Stander, Human Trafficking, LBGQT issues, and community education are just a few of their initiatives. Continuing to be a part of this organization permits us to stay abreast of emerging issues and funding opportunities. Annual membership dues of \$300.00.

TIMELINE

Due to the nature of the type of work that the Rape Crisis Program performs, a budgetary time line is hard to narrow down.

In the Next Year: We hope to renew our grant-funding source and continue to obtain county funding for benefits and director's salary.

RAPE CRISIS PROGRAM

Two Years: We look forward to having an experienced staff, thereby, allowing programmatic enhancements and new ideas easier to implement. Looking and apply for grants to financially continue the program is an ongoing endeavor.

Three Years: Staff will be consistent and program changes will be easier to develop and implement. Increased services to Hispanic, LGBTQ, PREA, Human Trafficking, School presence; and other services will increase, as funding is available.

Four Years: Should County have a county complex, we hope to have a location that is inconspicuous with a name change that does not include “Rape”. Continued grant applications for funding

Five Years: Continued grant funding to sustain the program with the aid of county funds. Grow or maintain program as funding sources dictate.

PROGRAMMATIC OBJECTIVES

Currently the Rape Crisis Program provides following services:

- Victim Advocates: Provide interpretation services as well as, Crisis intervention, advocacy during investigation and legal procedures, counseling, transportation, volunteer training, financial claims through NCVIC, confidentially concealment of identity
- Prevention, planning and presenting educational programs, and awareness programs for children and adults.
- Licensed Therapist: Provide therapy for victims and their families, as well as any of the combination of services listed above.
- Volunteers: provide office services, carry crisis phone, and assist with community presentations, workshops, and/or health fairs.

We Endeavor to:

- Provide Advance Training for therapist and advocate
- Connect therapist with higher education facilities for continued intern placement
- Develop PSA’s that are inclusive
- Include more for males
- Develop a certificate training program for advocates

SWOT ANALYSIS

Internal Strengths

- Longevity of the program (began in 1986), good rapport with other programs locally and across the state, good leadership and professional staff, ongoing SART teams, both county and with military.

Weaknesses

- Program growth limited by county constraints unable to apply for some grants because of county designation. Staff needs clerical support.

RAPE CRISIS PROGRAM

Opportunities

- Internal Strengths - Exposure to a variety of situations and cultures increases knowledge and skills.
- Internal Weaknesses – little to no opportunity for advancement.

Internal Threats

- Loss of experienced personnel, keeping staff morale high, and the struggle to replace qualified staff when there is an opening. County salary levels are far below the market rate for licensed therapist.
-

MAJOR GOALS

The Major goals for this program are to educate the community about the effects of sexual assault and to provide services, free of charge, to citizens and their families. Increase our ability to reach and serve those affected by sexual assault.

SUCCESSION PLANNING

Currently there are four full-time positions in Rape Crisis, Department Director, Therapists (2) and Advocates (2). In the absence of the department head, the senior therapist or full-time therapist will assume the lead role in the department. The director will continually train the senior therapist in handling grant requirements, credit card, reimbursements and personnel matters. In the absence of a full-time therapist, the senior most individual with at least a four-year degree will assume departmental responsibilities. In the event of no qualified staff in the department, the County Manager or his designee will oversee the program.

BUDGETARY IMPACTS

Currently, the Rape Crisis Center has an operating cost of ~250,000 of which ~43% are obtained through grants. One victim advocate is funded by the Council for Women, the two therapist (one full-time one part-time), and other operating expenses are funded by the Governor's Crime Commission. Should these grants cease, our program would not be able to continue without full funding from the County. Donations from churches and/or private groups account for less than 1% of the program costs. Because we are a governmental agency, we cannot fundraise to supplement any revenue losses.

SUMMATION

We hold to our mission to provide free and confidential services to all victims of sexual assault, and we further endeavor to educate our citizens about its impact and ramifications. Looking for available grant funds, new treatment methods, and community partners to help traumatized victims and their families are the cornerstones upon which we operate. Someday, we hope, there will be no need for this program; however, until that day, we are committed to the fight for however long it takes.

SHORE PROTECTION OFFICE



SHORE PROTECTION OFFICE

2020-2024 Strategic Plan

SHORE PROTECTION OFFICE

MISSION

- Provide staff support and administrative guidance to the Carteret County Beach Commission.
- Serve as main point-of-contact for all beach restoration/shore protection activities in Carteret County, directly interfacing with the local municipalities and County Board of Commissioners.
- Serve as principle liaison with the U.S. Army Corps of Engineers, federal Bureau of Ocean Energy Management, N.C. Division of Coastal Management, N.C. Division of Water Resources, and other resource/permitting agencies regarding beach restoration/shore protection projects the County and local municipalities are undertaking.
- Represent the County on State, federal, and Non-Government Organization advisory boards and panels concerning matters pertaining to beach restoration, technology, and policy.
- Manage waterway dredging projects within the County including all aspects of federal/State permitting and authorization, grant application preparation and administration, contractor solicitation and award, construction oversight, and coordination of these and other activities with County Staff and the Board of Commissioners.
- Help oversee/coordinate County policy and legislative affairs, lobbying efforts, and communications with federal and State elected and appointed officials regarding all elements of coastal policy, including interactions with the County Board of Commissioners.
- Oversee monitoring efforts associated with permit compliance; and to ascertain the overall condition of the County's beaches for nourishment and inlet maintenance project planning while fulfilling FEMA's monitoring/maintenance requirements for engineered beaches.
- Serve as an information clearinghouse for science and policy matters related to beach restoration/shore protection in Carteret County and abroad.

STRATEGIC PLAN OBJECTIVES

- Improve forecasting and management of the portion of the County's occupancy tax legislatively-mandated by S.L. 2013-223 for the purpose of beach nourishment.
- Help prioritize contracted services pertaining to engineering, legal counsel, and general operations.
- Better plan for waterway dredging projects in terms of work efficiencies for the Shore Protection Office and to evaluate additional personnel needs.

PROGRAMMATIC OBJECTIVES & GOALS

Project Management / Coordination

- **Master Nourishment Plan** – 50-year beach nourishment and inlet stabilization project inclusive of all regulatory authorizations and permitting. County sponsored. GOALS – Secure permits in the wake of the Final Environmental Impact Statement.
- **Morehead City Harbor Sand Management** – Ensure harbor dredging maintenance continues including concurrent beach nourishment along the shorelines of Atlantic Beach and Ft. Macon takes place every 3rd year per the Corps of Engineers Dredged Material Management Plan that adequately addresses sand volume needs required for beach health. GOALS - Work with Congressional delegation for adequate federal funding and monitor new Channel Re-alignment plan recently implemented by the Corps of Engineers.
- **Bogue Banks Beach & Nearshore Mapping Program (BBBNMP)** – Coordinate and administer the surveying program including 162 shore perpendicular transects along Bogue Banks, Shackleford Banks, and Bear Island. GOALS – Execute new 5-year extension including a new erosion hotspot analysis scope of work. Synthesize data and reports into meaningful explanations for the public and incorporate results into the Master Plan to aid in beach health assessment and track nourishment thresholds.
- **Mapping Website** (www.protectthebeachmaps.com) - GIS website first launched in 2008 that serves as a visual information clearinghouse for local governments and the public alike. GOALS – Attract more visitors to the site, upload new data as it becomes more available, and ensure the GIS platform stays current/state of the art.
- **Coastal Storm Damage Reduction Project** – Federal 50-year project designed and constructed by the U.S. Army Corps of Engineers if federal funding is appropriated to the project. The Project Feasibility Study has been authorized (approved) by the U.S. Congress and the next phase is “Pre-Construction, Engineering, & Design” (PED), which was fully funded in the federal FY 2017 budget. GOALS – Work with Corps of Engineers to complete the PED phase and secure 50% State to Local matching funds.
- **Waterways Projects Utilizing Government Plant** - Projects include Bulkhead Channel, the AIWW, and Bogue Inlet that are federal channels utilizing the U.S. Army Corps of Engineers dredging fleet. Projects are funded using a 2 State dollar for every 1 local dollar cost-share. GOALS – Work with local communities to generate local matching funds and monitor shoaling conditions – anticipate dredging event timelines. Serve as point-of-contact to the Corps of Engineers when dredging is required.
- **Other Waterways** – Predominantly channels that are federally authorized but do not utilize the government fleet therefore requiring new permitting authorizations and contracting with the dredging industry at large. GOALS – Secure permits/authorizations for East Taylor’s Creek, Wainwright Slough, and Atlantic Harbor; subsequently develop construction plans and bid solicitations. Monitor shoaling conditions of all waterways and anticipate future dredging events.

Major Policy Incentives

SHORE PROTECTION OFFICE

- **Endangered Species** – Track new species listings and critical habitat designations that could impact dredging and beach nourishment projects in Carteret County. Formulate responses and work with local communities to educate elected officials and the public. GOALS – Continue tracking activities and law/regulatory changes that may take place on the federal level. Prepare official response once the Red Knot Rufa and possibly Green Turtle critical habitat designations are released.
- **Outer Continental Shelf (OCS) Oil and Gas Leasing Program** – Assist elected officials and the public in understanding the leasing process from an administrative standpoint. Monitor all developments pertaining to revenue-sharing. GOALS – January 2018 Draft 2019-2024 Leasing Program incorporated all the OCS Atlantic Planning Areas, including those offshore of the Carolinas. Continue to assess and describe the Leasing Program as it transitions from a Draft to Final Document.
- **Sea-Level Rise Policy** - Intergovernmental Panel on Climate Change’s (IPCC’s) next and Sixth Assessment Report (AR6) is due for release in 2022, and work products to support AR6 will be released before then. The next State Sea-Level Rise Assessment report is due in 2020 and unlike the IPCC; has a 30-year time horizon, not “to 2100”. GOALS - Assess and evaluate these products and their impacts to land use, insurance, construction, etc. Make recommendations to County Board and local municipalities.
- **Flood Insurance Rate Map (FIRM) Update** – FIRMs dictate the extent of floodplains in the County and the Base Flood Elevation (BFE) for properties inside the floodplain. Preliminary Maps were released in 2016 that in essence will replace the older ~2003 maps once the statutory appeal process is completed. GOALS – Continue educating municipalities and the public of the impacts of the preliminary maps, and work directly with engineering consultants regarding formal appeals submitted by the County, Pine Knoll Shores, Beaufort, and Morehead City as the maps transition from preliminary to effective.
- **Coastal Barrier Resources System Pilot Study** - The Coastal Barrier Resources System was authorized by Congress in 1982 and aims to; (1) minimize loss of human life by discouraging development in high risk areas, (2) reduce wasteful expenditure of Federal resources, and (3) protect the natural resources associated with coastal barriers. This is accomplished by prohibiting participation in the National Flood Insurance Program (NFIP), and withholding Federal expenditures within discrete geographic areas. The U.S. Fish & Wildlife Service administers the program by generating maps. A Pilot Study released in 2009 proposed to create a new system unit in Bogue Inlet and along the AIWW fronting Cedar Point and Swansboro (Onslow County). GOALS – The Pilot Study has to be approved by the U.S. Congress for proposed changes to go into effect, which the County has gone on record opposing. Continue to monitor for any legislative actions moving forward.

SWOT ANALYSIS

- **Strengths**
High productivity for a one person operation; long-term and successful relationship building with elected officials, regulatory community, educational institutions, local businesses, and the dredging & engineering sector. Can understand and communicate

SHORE PROTECTION OFFICE

highly technical aspects of science, engineering, and policy impacting shore protection in Carteret County.

- **Weaknesses**

Negotiating and following through with permitting, certain polices, and not “stepping back” when providing answers to elected officials and the public. Not striking the correct balance of advocating and promoting accomplishments of the Shore Protection Office vs. coming across as propaganda. External forces at federal and State government levels make timelines almost impossible to predict, and therefore reflects poorly on the Shore Protection Office from time to time = false expectations.

- **Opportunities**

New State Coastal Storm Damage Mitigation Fund represents a possible novel stream of funding that will make projects easier to implement and will keep the Bogue Banks Master Plan highly solvent. Added responsibilities of waterway dredging can lead to additional personnel to assist with both waterways and beaches, while also increasing the productivity and services the Shore Protection Office provides.

- **Threats**

More regulations can shorten environmental windows and delay permits while driving up cost and wreak havoc on planning, timelines, and expectations. The federal deficit can squeeze federal funding more, which places additional pressure on local and State governments to “pick up the difference” and therefore creates financial stress on budgets.

STAFFING AND SUCCESSION PLANNING

- One person office presently. Detailed Program Summary is prepared annually discussing the major projects and policies the Shore Protection Office and Beach Commission are involved with, which can serve as a guidebook for future shore protection managers.
- Pay Study – considering the uniqueness of the Shore Protection Office, the Beach Commission has solicited a 3rd party contractor to prepare a pay study to determine the market value of the Shore Protection Manager.
- Waterway Administrator – With increasing focus on waterway dredging and associated polices, a new position could be advanced to administer State grants, plan, solicit contractors, prepare briefings, etc. associated with waterway projects. This would be funded by the County’s General Fund.

BUDGETARY IMPACTS

- Occupancy Tax presently generates over \$7 million/year with 50% directed towards the Shore Protection Office. Annual non-project operating expenditures inclusive of contracted services rarely exceeds \$700,000/yr. Reserve is ~\$18 million at the conclusion of the 2017 calendar year. Detailed revenue and expenditure forecasts are prepared annually for the next fiscal year and include a 5-year projection.

SHORE PROTECTION OFFICE

- ¼% Sales Tax for Waterway Dredging – As the County participates in more dredging projects, a programmatic revenue source would be optimal to relieve financial stress on the General Fund, plus make more cost-sharing dollars available to leverage with the State’s Shallow Draft Navigation Channel Dredging and Aquatic Weed Fund. Moreover, this new revenue source, if pursued again could be used to offset new personnel as discussed herein.
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SUMMATION

- The Shore Protection Office has been in existence since 2001, and unforeseen events and policies imparted by the federal government from both monetary and regulatory aspects can confound all the planning coordinated in consort with the Beach Commission and municipalities over the past decade. To that end, there are both federal and locally funded and sponsored 50-year projects in place to ensure the shorelines of Bogue Banks are protected and Bogue Inlet & Beaufort Inlet are stabilized. They serve as “insurance” to each other.
- As the Shore Protection Office accepts more waterway dredging responsibilities that cannot be funded by the occupancy tax, there could be a need for additional personnel. While this would not impact the Shore Protection Office budget, it could impact the County’s General Fund both in terms of new personnel and project funding in itself. These issues may need to be resolved within the next couple of years.

TAX DEPARTMENT



TAX DEPARTMENT

2020-2024 Strategic Plan

TAX DEPARTMENT

MISSION

The Carteret County Tax Office is required by the General Statutes of North Carolina Machinery Act, to list, assess and collect taxes for all real and personal property in the County jurisdiction. It is our mission to serve the citizens of Carteret County in an efficient, responsible and courteous manner.

OVERVIEW

The tax office is broken into three divisions: real property, personal property and collections. Each division reports to the Tax Administrator who has been appointed by the Carteret County Board of Commissioners to oversee and manage the tax office operations.

Real Property Division

The real property division is responsible for listing, assessing and mapping all real properties in the County's jurisdiction. Carteret County currently has about 60,000 real property parcels. This division is made up of five real property appraisers, two customer service representatives, one part time customer service representative, one deed clerk and one certified mapper. This division currently has a supervisor position vacant that will need to be filled to complete this team.

Personal Property Division

The personal property division is responsible for the listing and assessing of all personal property in the County's jurisdiction. This includes business personal property, boats and motors, mobile homes, airplanes, and motor vehicles. This division processes over 20,000 listing forms annually and works closely with the North Carolina Division of Motor Vehicles to site and value over 65,000 motor vehicles. This division reports to the Listing and Collections Supervisor and is made up of one listing supervisor, one business personal property appraiser and two tax customer service representatives.

Collection Division

The collection division is responsible for the collection of all property taxes levied by the governing body. About 80,000 bills are prepared and mailed which generate about \$45,000,000 in tax collections for the County annually. Our collections division also collects for five towns and two fire districts. In addition to annual collections, the collections division is charged with collecting delinquent taxes which consist of administering payment plans, wage garnishments, bank attachments, debt setoff, seizure of personal property and foreclosure of real property. Occupancy tax audits also fall under the collections division. While we use an outside vender to assist with the audit process our collections staff is responsible for monitoring the program.

Customer Service Desk

TAX DEPARTMENT

While the county customer service desk does not fall under one of the three tax office divisions they are considered part of the tax office team. The customer service desk answers all phone calls for the tax office and some other county departments. In addition to answering phone calls these individuals help citizens with their government questions or get them to the department that can help answer their questions. This department is made up of one full time tax customer service representative and two part time tax customer service representatives.

PROGRAMMATIC OBJECTIVES AND GOALS

The main focus of the tax office is to improve its customer service, create an efficient working environment for each department and continue to improve its procedures and policies as needed. We are hoping to create an office our citizens are proud of and wish to visit when they need our assistance.

Personal Property Division

The personal property division has already began the process of improving its office function and efficiency. Currently, the office is being reconfigured to create applicable workspace for the employees while also allowing for a better public walk-in space. In the past when citizens entered the listing office they were cramped into a small space that blocked a conference room entrance as well as the office entrance and exit doorway. This area could become congested at times and make it hard for citizens to maneuver in and out of the office door. Therefore, we have been working on a plan to move the customer service counter to a place that allows citizens to enter and exit safely without blocking the conference room entrance or office doorway. While this project has not been completed yet this is one example of how we are trying to improve the office's work environment and efficiency.

Second, the personal property office is looking into updating their annual notices. The information that is placed on these notices is important and has a huge impact on the call volume of the office as well as the efficiency of the office. This process can take a few years to iron out as listing notices are sent on an annual basis. We are analyzing the information that can be taken off notices and deciding what information needs to be added to notices to best notify and assist the public with their personal property listings. We want to be sure to draw the public's attention to the most important information on the notice while also being sure to include all other pertinent information. A perfected product may take a few years of tweaking but we hope the feedback received from citizens will help with this process.

Finally, the personal property division would like to explore new software options. Our current software is prohibiting the division from being able to fully execute the Machinery Act. For example, the Machinery Act requires a ten percent penalty be applied to all late listed personal property. Our current software has a glitch with this capability. Also, there are many manual processes currently being used that could be automated with updated software and ultimately allow time for employees to work on other projects. Last, we have found our current software is not always trustworthy and reliable. We are finding mistakes and errors within our current software and no explanation as to why. This causes continuous problems for the personal property listing division.

TAX DEPARTMENT

Real Property Division

The real estate division is wrapping up the 2020 reappraisal only to get ready for the 2024 reappraisal. The 2020 reappraisal has allowed this department the opportunity to brainstorm and plan for ways to improve for the next reappraisal. We are excited about implementing many changes for the 2024 reappraisal but expect it will take a lot of hard work and a complete restructure of the department. First, we would like to create an office environment that is inviting to the public. Currently, our office is not set up for the public to walk in and have someone ready to help them with their real estate transactions. Instead, they walk into an office with no windows, limited signage for direction and a room filled with desks where someone may or may not be available to help with their transaction. We would like to change the layout of our office to be more of a customer service environment. We would like for citizens to have noticeable signs to point them in the right direction of the tax office for assistance with their transactions. When citizens enter the real estate office we would like for them to be greeted with a warm smile from a real estate appraiser who is ready to assist with their transaction or answer any questions they may have. Finally, we would like to have an actual seat for citizen's who visit to sit in and discuss their matters professionally instead of standing over someone's shoulder. In the past all appraisers are usually out of the office but we would like to keep one appraiser in the office each day to assist the public with their real estate matters. Each appraiser will be assigned a day to assist the public and handle any office business he or she may have at that time. Otherwise, all appraisers will be in the field or assisting with the upcoming revaluation.

Second, the real estate division would like to make some changes to the revaluation processes. We are striving to complete a full list and measure of all real properties in Carteret County for the 2024 reappraisal while simultaneously implementing a few additional clean-up projects. This would include reclassifying the tax office neighborhoods, improve the overall rate structure for more equitable real property values and taking all new properties photos to capture an updated visual of a property for office use.

Finally, the real estate division would like to implement a few new technologies to assist in data collection, valuing of real property and tracking of project progress. There are several new technologies available for the tax office to utilize that would improve efficiency in the field and in the office. Recently, the real estate division implemented Survey 123, which is an ESRI product provided through our GIS ESRI license. Fortunately, this product was included our current ESRI license and did not cost the tax office anything but has saved the employees a lot of time creating and uploading photos. Survey 123 allows the field appraisers the capability of taking pictures in the field and automatically uploading the pictures to a file in the office. Before, appraisers were taking pictures, labeling the pictures then emailing them to the office which was time consuming. Then an employee in the office would have to download the pictures and upload the photos to their correct location in our software. This app has saved our staff hours of organizing photos. We are looking forward to utilizing this program in the 2024 reappraisal and getting updated pictures of all real properties.

In addition to a more efficient photo data collection program the real estate division is interested in looking at a new tax software that would allow the office more efficient capabilities such as better reporting, sales analysis capabilities and neighborhood canvassing capabilities. Utilizing an updated software can save the real estate division a lot of time and improve efficiency greatly.

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Many of the latest software options include better GIS technologies which is helpful as our real estate division works closely with the GIS department and they are constantly looking for more efficient ways to input data and extract data from our software to a visual version on GIS. Last, the new software options also include project tracking capabilities which our current software does not offer at all. This would allow employees to track their progress and also management the opportunity to track project progress. Staying on track in the real estate division requires a great amount of time management and project planning to reach its goals.

Collections Division

The collections division is working on implementing a collections life cycle program. This requires tracking delinquent collections continuously and once a bill becomes delinquent following a series of collection remedies to try and collect the outstanding taxes. This program is worked on a monthly basis until taxes are collected. The goal is to stay on top of delinquent taxes and use the available collection remedies to increase the collection rate. In addition to increasing the collection rate, the collections division is working towards cross-training all of their staff to assist each other throughout the year and learn additional rolls. This is helpful when someone is absent and during the busy season.

Overall

While each division has their own specialty projects being implemented each division is striving to become more efficient and effective in serving the citizens of Carteret County. Each division is focused on improving customer service and providing a pleasant experience for our citizens. We wish to work on our overall public relations and transparency with the citizens so that they can visit and utilize a tax office they are proud of.

Staffing/Personnel Impacts

The expected staffing changes and needs are in the real estate division. In order to complete a full list and measure for the 2024 reappraisal and the supplemental clean-up projects, the real estate division would need some outside help. This would include contracting additional appraisal staff to help with the boots on the ground portion of the reappraisal and the restructure of commercial and residential property rate schedules. In addition to hiring outside help, some of the existing roles in the real estate division could change from how they are currently structured. These changes would be to create a more efficient office while also aligning each employee's strengths with their role in the real estate division as some excel in the boots on the ground data collection while others excel in analyzing the data. Both of these roles are needed in the real estate division.

TAX DEPARTMENT

Budgetary Impacts

The expected budget impacts to achieve the tax office goals are salaries for additional contracted appraisers to assist with a full list and measure for the 2024 reappraisal. Second, there will be expenses incurred to implement a new tax software. Often there are upfront conversion expenses, the actual expense of the new software and the expense of the current software until the data can be completely converted. Finally, there would be cost incurred to reorganize the real estate office into a professional office structure. This reorganization could require additional office equipment and furniture.

Summation

The tax office would like to use the next few years to modernize the office and improve its overall efficiency. The office's main focus is on improving customer service, creating an inviting and professional office, and utilizing technology for faster and more accurate performance. We are looking forward to restructuring the real estate division while implementing some improvements to the other divisions. We want our staff to succeed in their roles and have the tools they need to provide a service our citizens can be proud of.

VETERANS SERVICES



VETERANS SERVICES

2020-2024 Strategic Plan

VETERANS SERVICES

MISSION

The mission of Veterans Services is to assist county Veterans and their families in understanding and obtaining the VA benefits they have earned. This involves counseling and interviewing Veterans and their dependents about various regulations, benefits, and assisting them throughout the application process. The Veterans Services staff assists in completing and submitting claims for benefits, enrolling Veterans in the healthcare system, and applying for ancillary benefits to which they are entitled. The staff cooperates and works in coordination with other government entities at the federal, state, and local level to serve our Veterans. The department strives to keep county Veterans informed of opportunities and changes in VA regulations and policies. The Veterans Services department's mission is to serve the Veterans and their families with respect and dignity that they have earned.

OVERVIEW

The Veterans Services department is under the umbrella of the North Carolina Division of Military and Veterans Affairs (NC DMVA) and is financed by the County of Carteret. The department takes direction from the Carteret County Board of Commissioners and the County Manager. The department aims to help Veterans and their families with VA benefits, and also assists them with their Department of Defense benefits, SBP, direct deposit, tax info and last check if Veteran is retired.

More and more young Veterans from Iraq and Afghanistan are utilizing Veterans Services, and these types of Veterans require more services from the department. Specifically, it is necessary to check to see if their Department of Defense disabilities are correct, and if they are not, make corrections to their records. The Veterans Services staff ensures that Veterans are covered by health care of some kind.

There will always new benefits that are approved by the VA. Staff members attend a couple of County trainings a year. The department provides services to officers belonging to the NC County Veterans Service Officers Organizations. We also must attend a couple of NC State Military & Veterans Affairs Meetings a year. This information is passed on to the staff.

TIMELINE

A target goal would be five years.

PROGRAMMATIC OBJECTIVES

Veterans Services work is complex and exacting because of the numerous state and federal laws which apply. The County VS Office is in the business of filing claims. These statutes cover various benefits to include:

- Compensation, Pension, DIC (Widows/Widower benefits), Insurance, Aid and Attendance, Health Care, Burial, Home Loan Guaranty, Disagreements, Appeals, Education Benefits, and Debt Reduction for Overpayments by the VA. These services are provided by 2 Service Officers, who meet with the Veterans or the family members. One claim can take up to one hour to process, or longer. Patience
-

VETERANS SERVICES

is definitely needed as member has lost a loved one. Service Officers talk with each member getting information for the claim.

- MVRA Military/Veteran's Registration Plate Appreciation: Veterans are entitled to one free disabled tag for their vehicle.
- NCDVA-9: This form exempts \$45,000 if the Veteran owns property in their county. (Also 100% P & T)
- Hunting & Fishing licenses are for Veterans who are 50% service connected.

All these services and more are provided to the Veterans Services Officer in our county. We have implemented a letter to the 100% P & T Veterans to explain all the benefits their families are entitled to.

Other services provided:

- Van Transportation System. This service is managed by an assigned Office Assistant for transportation for our Veterans who need transportation to the VA Medical Hospital in Durham and the Health Care Center in Greenville, NC.
- ROMEO Luncheons (WWII gatherings which now include Korean and Vietnam Era Veterans. This service is provided by our Office and managed by an assigned Office Assistant.
- Carteret County Memorial Day Service in Beaufort. Veterans Coalition of the Crystal Coast which is a group of volunteers including office personnel who coordinate all activities to honor the memories of our Veterans.
- Carteret County Veterans Day Parade in Morehead City. Crystal Coast Veterans Coalition presents a day to honor all of our Veterans in the County. The County Veterans Services department will include all its staff members to assist with whatever is needed.
- PTSD Group. Every Thursday, 20 to 25 Veterans meets at the Veterans Services office in the conference area. A certified counselor comes from the Greenville VA office to meet with the Veterans, first individually then to the group session.
- Vet Center. The current director wants to include counseling for family members of PTSD Veterans and for Sexual Trauma Veterans also.

SWOT ANALYSIS

- **Strengths**
 - Internal: Serving one Veteran (or Veteran's family member) at a time and to treat that Veteran or Veteran's family member with the respect

VETERANS SERVICES

and dignity that he/she has earned. Our staff strive to file a fully developed claim.

- External: We maintain a can do attitude to help the Veteran.
- **Opportunities**
 - Internal: To serve all Veterans who walk through our doors.
 - External: To participate in all community activities as the Veterans Stand Down, Memorial Day Services, Veterans Day Parade, Senior Life Expo Presentations, and Veterans Coalition of the Crystal Coast. The office has started sending out sympathy cards to family members so they know to come in and apply for benefits. We also sponsored an adult for Christmas. We want to help in our community.
- **Threats**
 - Internal: Sometimes the County Veterans Services office is mistaken for the VA Clinic that is located on Highway 70 and Veterans call or come by and vent their anger if they are unhappy with the clinic. When we explain who we are and what we do, they generally apologize.
 - External: We did have the police call the Director some time back when a person had called in a threat to our office saying that he was with ISIS and was going to blow up the building. We had to evacuate the building. It was later found that it was a man on a CB radio.

MAJOR GOALS

- Goal: Death notification for Veterans and their families out of the newspaper. Send a sympathy card to family to notify them of possible benefits.

Measurement:

1. Stop overpayment for the survivor
2. Save the VA money from checks that are cashed illegally or money taken out of the bank accounts
3. Possible benefits, grave marker, Presidential Memorial Certificate, DIC, or death pension (Death & Indemnity compensation)

- Goal: Attend classes offered by State and County Veterans organizations to maintain certifications and keep abreast of changes for Veterans and their families.

Measurement: For Veteran Services Officers more knowledgeable about County & Veterans operations for the betterment of self and best possible service to the County and Veterans.

- Goal: Maintain accuracy, attention to detail, when completing a claim.

Measurement: Have claims adjusted quicker to get money in Veterans pockets.

- Goal: Help homeless Veterans.

VETERANS SERVICES

Measurement: Get placed in a home, working, start receiving medical benefits, and file a claim.

- Goal: Scan all files in our computer.

Measurement: To have all files scanned. To make more room in office. Prevent HIPPA violations. This will be a year-long process.

- Goal: Utilize Vet Center. Start a class for spouses of Veterans with PTSD.

Measurement: Help them understand what their spouses are going through.

- Goal: Utilize Vet Center to start a class for sexual trauma veterans.

Measurement: Help those Veterans start living their lives and being able to cope with what has happened to them.

- Goal: All staff to start using SEP (Stakeholders Electronic Portal).

Measurement: To upload claims directly into the VA system. Claims will be adjudicated quicker.

- Goal: Provide transportation to the VA Medical Center in Durham and to the Health Care Clinic in Greenville.

Measurement: Make sure Veterans keep their appointments for health care.

STAFFING / PERSONNEL IMPACTS

At this time, there are three (3) Veteran Service Officers, the Director and two (2) service officers and additionally two (2) Administrative Assistants and one (1) Senior Administrative Assistant. No new personnel requested at this time.

SUCCESSION PLANNING

Should the present Director retire, this position would probably be an external hiring and not an internal promotion. At this time our staff is trained and ready to work.

BUDGETARY IMPACTS

Veterans Services is unique in that it is in the business of filing claims. It should not be adding or reducing staff any time in the near future.

VETERANS SERVICES

SUMMATION

In summary, the purpose of Veterans Services is to assist Veterans and their family in understanding and obtaining the VA benefits they have earned. Our staff counsels and interviews the veterans and their dependents, assisting them through the process. Veterans Services works in coordination with the Department of Defense, the VA Health Care System, Education program, insurance, burial benefits, markers for grave sites, Presidential Memorial Program, Vocational Rehabilitation/Employment, Debt Management, the big benefit is compensation and pension. We also assist widows or widowers for the Death Indemnity Claim (DIC) or pension for war time. We are active in the community with CCC; Work First, Homeless Program. Champ VA is another program we administer.

The Veterans Services department assists in re-imburement of medical expenses for pension Veterans and spouses as well as assists Veterans with HISA Grants; Special Adoptive Housing and vehicles. In addition, the department is heavily involved with the Crystal Coast Veterans Coalition on the Veterans Parade for Veterans Day and the Memorial Day Program.

Veterans Services staff are working to convert all file to electronics. I plan to have this conversion done in 2 years. We will be able to get rid of VIMS System and save the county money.

Our staff members will assist all Veterans and family members with a caring attitude by listening to them and answering their questions. Our staff files claims, and enrolls Veterans in health care. When the time comes, the Veterans Services staff takes care of the family members with assisting them with burial benefits. The staff is here to take care of them from the beginning to the end.



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