

CUMBERLAND COUNTY FINANCE COMMITTEE
COURTHOUSE, 117 DICK STREET, 5TH FLOOR, ROOM 564
NOVEMBER 5, 2015 - 9:30 AM
MINUTES

MEMBERS PRESENT: Commissioner Marshall Faircloth, Chairman
Commissioner Larry Lancaster

MEMBERS ABSENT: Commissioner Jeannette Council

OTHER COMMISSIONERS

PRESENT: Chairman Kenneth Edge
Commissioner Jimmy Keefe

OTHERS: Amy Cannon, County Manager
James Lawson, Deputy County Manager
Tracy Jackson, Assistant County Manager
Rick Moorefield, County Attorney
Vicki Evans, Finance Director
Claudia Sievers, Public Information Office
Keith Todd, Chief Information Services Director
Jeffrey Brown, Engineering and Infrastructure Director
Sylvia McLean, Cumberland County Community Development
Director
Dee Taylor, Cumberland County Community Development
Victor Sharpe, City of Fayetteville Community Development
Director
Adolph Thomas, City of Fayetteville Community Development
Kellie Beam, Deputy Clerk to the Board
Press

Commissioner Faircloth called the meeting to order.

1. APPROVAL OF MINUTES – OCTOBER 1, 2015 REGULAR MEETING

MOTION: Commissioner Lancaster moved to approve the October 1, 2015 regular meeting minutes.

SECOND: Commissioner Faircloth

VOTE: UNANIMOUS (2-0)

2. CONSIDERATION OF APPROVAL OF JOINT CITY/COUNTY HOMELESSNESS INITIATIVE

BACKGROUND:

Cumberland County and the City of Fayetteville have adopted strategic plans to address homelessness and both governing bodies have indicated that working cooperatively to end homelessness in our community is a key priority. The joint staffs have developed an Interlocal

Agreement between the City and County and propose to fill two new positions: 1) a Homeless Coordinator and 2) a Data & Evaluation Analyst both to be assigned to the Cumberland County Community Development Department. The County and City collectively have contributed \$150,000 in FY16 for this endeavor (\$100,000 from the County and \$50,000 from the City). It is estimated that approximately \$63,777.00 will be utilized for salaries and benefits for the remainder of FY16, \$9,000 has been committed to the Homeless Information System needed for compiling data about the homeless, and the remaining \$77,223.00 will be utilized to fill gaps in services for rapid re-housing and preventing homelessness. Approving an interlocal agreement and hiring two homelessness specialists will serve as the starting point for what follows in terms of expanding programs and services for the homeless.

RECOMMENDATION/PROPOSED ACTION:

Staff recommends approval of the following to address homelessness in Cumberland County and the City of Fayetteville:

- Interlocal Agreement
- Homeless Coordinator and Data Evaluation Analyst Positions
- Budget Revision

**STRATEGY TO REDUCE HOMELESSNESS
OCTOBER 21, 2015**

**Specific HMIS-Related Activities Involving the Homeless Coordinator
and Data & Evaluation Analyst (Local System Administrator)**

The main purpose of having a Homeless Coordinator and Data & Evaluation Analyst is to oversee and implement activities that meet the community's objectives for addressing homelessness. These personnel will monitor the progress in the community by using various tools and reports primarily from the Homeless Management Information System (HMIS). HMIS is a local information technology system used to collect client-level information and data on the provision of housing and services to homeless individuals and families and people at risk of homelessness. Each Continuum of Care (CoC) is responsible for selecting an HMIS software solution that complies with HUD's data collection, management, and reporting standards and for monitoring the data quality. Many CoCs across the nation have utilized this system to:

1. **Measure** the success of their community's implementation of the performance measures
2. **Assess** the cost effectiveness of various programs or interventions
3. **Assess** capacity, manage staff, allocate resources or prepare budgets and reports
4. **Research** for more resources
5. **Prevent** homelessness by identifying where the homeless come from and who is most likely to become homeless
6. **Measure** outcomes by assessing the impact of service and housing interventions on meeting immediate needs and the long-term goal of ending homelessness

Suggested Steps to Address City/County Strategic Plan on Homelessness

1) Personnel – Coordination, Oversight, and Data Management

- Hire a Homeless Coordinator to implement strategic plan initiatives and data-driven solutions addressing and reducing homelessness through collaboration with local governments and the

local CoC; oversee HMIS and evaluate the performance outcomes of agencies and services addressing homelessness; identify and coordinate with various agencies the availability of resources for homeless persons.

- Hire a Data & Evaluation Analyst to manage and analyze data from HMIS to ensure data and reporting accuracy; generate data-driven reports on the activities reported by various agencies; assist with the coordinated intake assessment system; coordinate and disseminate system information to assist in assessing overall performance outcomes of the programs and agencies serving the homeless.
- The proposed positions will be under the authority of the County and under the supervision of Cumberland County Community Development Department.

2) Increase available local funding for homeless services/housing

- Provide financial stability for local homeless initiatives in order to eliminate potential gaps in services by accessing local resources targeted for prevention and rapid-housing of families and individuals at risk, or actually homeless, who do not meet HUD's definition of homelessness with incomes at or below 80%. This effort can have an immediate and positive impact on preventing and/or reducing long term homelessness for individuals and families.
- Assess available properties for acquisition and renovation to provide additional affordable housing that addresses the lack of affordable housing for low and very low income residents.

What Can HMIS Tell Us?

How many people are homeless in the community;

Who are the homeless;

Where are people receiving housing and services;

Where did people stay prior to seeking shelter and services;

The capacity of the programs that are serving the homeless.

Benefits of HMIS

Decrease in duplicative intakes

Coordinated scope of care

Identify needs and gaps in services

Provides client an outline for program completion

Coordinate services, internally among agency programs, and externally with other providers which can decrease in duplicative intakes

Providers can develop individualized goal plans and track clients' outcomes

Support coordinated case management

Prepare financial and programmatic reports for funders, boards, and other stakeholders

Ability to measure performance of programs

Improve agency effectiveness through tracking client outcomes

Coordinate services, internally among agency programs, and externally with other providers

Support coordinated Case Management

Prepare financial and programmatic reports for funders, boards, and other stakeholders

Ability to measure performance of programs

Increase understanding of the extent and scope of homelessness

- Identify service gaps (i.e. are the services available meeting the needs of clients)
- Inform systems design and policy decisions
- Ability to measure the performance of the community system to prevent and end homelessness
- Develop a forum for addressing community-wide issues
- Provide data for the CoC’s plan to reduce Homelessness (available services, service gaps, shelter beds, demographics, and many more)
- Serve as a tool to coordinate services, track utilization and cost
- Evaluate program effectiveness and program outcomes
- Identify at-risk populations and prevent homelessness
- Plan services and programs appropriately to address local needs
- Comply with HUD’s mandate to continue to receive funding
- HMIS can be used to check on sheltered populations
- Compare PIT count with information on HMIS data
- Verify missing or incorrect data

NORTH CAROLINA

INTERLOCAL AGREEMENT BETWEEN
CUMBERLAND COUNTY AND THE CITY
OF FAYETTEVILLE TO ADDRESS
HOMELESSNESS

CUMBERLAND COUNTY

Approved by the Cumberland County Board of Commissioners _____
Approved by the Fayetteville City Council _____

This interlocal agreement is made pursuant to Article 20, Chapter 160A of the General Statutes of North Carolina by and between Cumberland County, a body corporate and politic and a political subdivision of the State of North Carolina, and the City of Fayetteville, a municipal corporation existing under the laws of the State of North Carolina.

WITNESSETH:

Whereas, the parties have funded programs and services to address homelessness by their respective community development agencies for a number of years; and

Whereas, the parties desire to establish a partnership that addresses homelessness through the formation of an advisory committee, appropriate programs and services, and the hiring of two new personnel, a Homeless Coordinator and a Data & Evaluation Analyst, to be jointly funded by the parties and assigned to the Cumberland County Community Development Department.

Now therefore, in consideration of the mutual covenants set forth herein, and pursuant to the specific authority granted to them by Article 20, Chapter 160A of the General Statutes of North Carolina, the parties agree as follows:

- (1) The purpose of this agreement is for the parties to jointly undertake the provision of community-wide programs and services that address homelessness (the “undertaking”).

(2) The duration of the agreement shall be for so long as the parties conduct activities pursuant to the undertaking.

(3) The undertaking shall be directed by a committee to be designated the Homeless Initiatives Committee. The committee shall consist of the County Manager or designee, the County's Governmental Affairs Officer, the City Manager or designee, the Chairman of the Cumberland County Continuum of Care (CoC), the City and County Community Development Directors, and the Homeless Coordinator will meet regularly to coordinate and develop strategies to address homelessness through community-wide programs and services.

(4) Any new personnel necessary to the execution of the undertaking shall be employees of Cumberland County and shall be assigned to the County's Community Development Department under the supervision of the Community Development Director for Cumberland County.

(5) The parties will jointly fund the new personnel and associated programs and services in a sufficient amount to cover all the costs necessary to the execution of the undertaking in accordance with the budgets approved by the parties' governing boards.

(6) This agreement may be amended at any time by the execution of an amendment approved by the governing boards of both parties.

(7) This agreement may be terminated at the end of any fiscal year by the vote of either governing board with written notice of such termination being given to the other governing board at least sixty (60) days prior to the date of termination.

This interlocal agreement has been approved by the governing board of each party and entered into the minutes of the meeting at which such action was taken as indicated above.

Amy Cannon, County Manager, stated Cumberland County and the City of Fayetteville have adopted strategic plans to address homelessness and both governing bodies have indicated that working cooperatively to end homelessness in the community is a key priority. Ms. Cannon introduced attendees representing the City and the County Community Development departments. Tracy Jackson, Assistant County Manager, reviewed the background information and recommendation/proposed action as recorded above. Mr. Jackson reviewed an intake referral form and stated the form is key to the Homeless Information System needed for compiling data about the homeless. Mr. Jackson stated it will track the status of the homeless as it relates to such things as housing, mental health, physical health, social situation, potential for substance abuse and available finances.

Chairman Edge inquired regarding a timeline. Ms. Cannon stated if the committee and Board approve the recommendation, the recruitment process can begin immediately. Commissioner Keefe asked whether next year's budget would contain a double commitment. Ms. Cannon stated the \$77,000 depends on what goals are set for the upcoming year with regard to the services and two positions. Commissioner Faircloth stated the Fayetteville-Cumberland Liaison Committee had substantial discussions about this initiative, it will be an effort towards a census of the homeless in the community and will make a difference with those it can.

MOTION: Commissioner Lancaster moved to approve staff recommendations as recorded above.

SECOND: Commissioner Faircloth

VOTE: UNANIMOUS (2-0)

Victor Sharpe, Fayetteville Community Development Director, stated it is important to move forward in the most expeditious way in terms of helping the community's homeless population. Mr. Sharpe stated the interlocal agreement will need to be approved by the Fayetteville City Council and will be placed on the next possible agenda.

Commissioner Keefe inquired regarding the number of homeless that have been identified. Mr. Sharpe stated the total number identified is 563 which is broken down into categories such as the chronic homeless and veterans. Mr. Sharpe stated a comparison was done with other cities and Fayetteville is pretty much in line based on its population. Mr. Sharpe stated the intake form, the process and the two positions to keep things coordinated will put Fayetteville ahead of other cities.

3. UPDATE ON THE COUNTY'S BUSINESS INTELLIGENCE INITIATIVE

Ms. Cannon stated during the FY2015-2016, a new philosophy was embraced to look at the County's business processes, to identify ways to operate more efficiently, effectively and also to reduce costs. Ms. Cannon stated County Administration has worked closely with Keith Todd, Chief Information Services Director, who is present to provide an update on the County's business intelligence initiative. Ms. Cannon stated Mr. Todd will return to the Finance Committee in December 2015 or January 2016 to present information about the first review completed by the IS Enterprise Solutions Division.

Mr. Todd stated earlier in the year, the IS Department was reorganized to have a heavier focus on enterprise solutions and business intelligence and business information in order to have a more holistic approach and better understand the County's business needs and requirements. Mr. Todd stated the role of the IS Enterprise Solutions Division is to focus on enterprise solutions which include enterprise systems and our business information initiatives. Mr. Todd stated this division establishes a proactive, strategic, forward thinking direction that drives enterprise development. Mr. Todd stated the goal is to think on the enterprise level and this begins by understanding the business. Mr. Todd stated the goal since establishing this division was first and foremost to fully staff the division.

Mr. Todd provided the following presentation:

The Role of the IS Enterprise Solutions Division

Current Progress

- The hiring process began in July and the Business Analyst positions were filled as of October 5, 2015. We now have a completely staffed Enterprise Solutions Division to fully concentrate on Business Intelligence initiatives.
- While interviewing for these positions, IS were able to complete the Business Intelligence framework/approach to facilitate the business process reviews and management. This includes a standardized strategy with templates from initiation of the business process review to completion of the business process improvement/monitoring.
- The Business Analysts have been familiarizing themselves with the organization and with our established Business Intelligence framework/approach.

- The business process review, which involves a standardized template, for our Veteran Services department is underway and we are preparing to begin with two other larger departments within the next few weeks.

Mr. Todd stated IS expects to have a feasibility study with findings, solutions and recommendations to bring back to the Finance Committee in December 2015 or January 2016.

Mr. Todd continued his presentation:

PROCESS MANAGEMENT LIFE CYCLE

- Process Planning and Strategy
 - Analysis of Business Processes
 - Design and Modeling of Business Processes
 - Process Implementation
 - Process Monitoring and Controlling
 - Process Refinement
1. Partner with the business units through a series of engagements to identify areas of inefficiency and pain points. Identify and capture baseline measures of the current state of the process.
 2. Analyze current state process against identified issues, concerns, and pain points. Look for areas of inefficiency and opportunities. Document the findings.
 3. New design or model will include Value Stream Mapping, Flowchart, BPMN, Value-add vs. waste. Feasibility Study with recommendations.
 4. Develop and execute the approved processes or solutions. Provide clear steps for implementing recommendations. Follow PM Framework. Training on new processes or solutions, SOP.
 5. Review and evaluate takes the process improvement effort full circle to look at whether the process is meeting goals and objectives and whether additional improvements and/or analysis may be needed.

Mr. Todd stated following a review of other local government entities, there are similar intelligence frameworks and stated Cumberland County's will be somewhat different because of the process management life cycle rather than a process improvement life cycle. Mr. Todd stated success depends on whether the process improvement process is on time and under budget and whether it meets the expectations of the business unit. Mr. Todd stated the proposal is to take this to the next level to monitor processes which will determine whether what has been implemented continues to meet the expectations of the business unit and key performance measures that were identified early in the analysis process or whether additional improvements and/or analysis may be needed.

Mr. Todd concluded his presentation as follows:

CONCLUSION

- Enterprise Solutions Division fully staffed.
- Established Business Intelligence framework/approach.

- The Business Process Review for Veterans Services is underway with Feasibility Study recommendations expected by the end of November.
- Creating actionable next steps for other departments.

Chairman Edge asked to have staff of the IS Enterprise Solutions Division introduced to the Board. Ms. Cannon stated there was a meeting with the County's Leadership Team in June and she challenged them to identify some efficiencies on their own. Ms. Cannon stated she felt County Administration needed to start the process and it was felt that the mailroom's two full time positions were not being utilized to their abilities or fully challenged. Ms. Cannon stated the Print Shop was also having to turn away jobs because of the lack of staffing that was needed. Ms. Cannon stated as a result, those two divisions were merged and an additional printer was purchased to give the Print Shop additional capabilities. Ms. Cannon stated the benefits of that merger are already being seen. Ms. Cannon provided examples of some of the savings. Ms. Cannon stated the space previously occupied by the mail room will be occupied by Public Information.

Commissioner Keefe encouraged Mr. Todd to talk with citizens to get their input on what would make things easier for them so the County can become more efficient. Mr. Todd stated opportunities are being explored in Veterans Services to find out to engage veterans early on to include website information and other alternatives. Chairman Edge suggested involving the Clerk of Court's office in order to share the positive things that come out of the process and also share with the media in order to let citizens know County government is trying to be more efficient. Commissioner Keefe suggested working on efficiencies with the phone system.

4. OTHER MATTERS OF BUSINESS

Ms. Cannon stated the monthly financial report will be emailed at a later date.

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