

## Commissioner Goals

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In 2017 the Board of Commissioners adopted Plan Chatham goals and added three additional goals. The complete set of goals adopted are as follows:

Preserve the **rural character** and lifestyle of Chatham County

Preserve, protect, and enable **agriculture and forestry**.

Promote a **compact growth pattern** by developing in and near existing towns, communities and in designated, well-planned, walkable mixed use centers.

**Diversify the tax base** and generate more quality, in-county jobs to reduce dependence on residential property taxes, create economic opportunity and reduce out-commuting.

Conserve **natural resources**

Provide **recreational opportunities** and access to open space.

Provide **infrastructure** to support desired development and support economic and environmental objectives

Become more **resilient** by mitigating, responding and adapting to emerging threats.

Provide **equitable access** to high-quality education, housing, and community options for all.

Foster a **healthy community**.

Demonstrate sound fiscal stewardship to ensure we can meet the important service needs of our residents.

- Provide **effective, efficient government** that is responsive to the different needs of residents and varying circumstances across the county.
  - Provide social services and support that seek to minimize the impacts to those in poverty and stabilize individuals and families in the community.
  - Ensure public safety through adequate resources, plans, and partnerships to keep people and property safe.
  - Strengthen relationships with other boards, municipalities, and regional entities to address common challenges and opportunities.
- Support Pre- through 12 and the community college in providing a **quality education** for all students.

County departments with similar missions formed teams to provide better focus on achievement of these goals. To make the numerous goals, objectives, and strategies of Plan Chatham easier to track and address, high-level themes were identified and adopted by each team:

- Safe, Vibrant, Healthy Community
- Demand Driven Public Services
- Growth and Resource Management
- Organizational Excellence and Resiliency
- Data and Technology Gaps.

The FY 2020 accomplishments and the FY 2021 looking ahead strategies of these Collaborative Impact Teams are described below.

## Administration

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The Administration team includes internal service departments that provide support functions for departments that deliver services. Departments on this team include the County Manager department, Elections, Facilities, Finance, Governing Board, and MIS.

**Themes:** The themes that guide the work of this team are:

- Demand Driven Public Services
- Organizational Excellence & Resiliency
- Data and Technology Gaps

### FY 2019-2020 Accomplishments

#### Manager's Office

- Anticipating the opening of the new CCCC Health Sciences Building at Briar Chapel January, funded with debt as a part of the Capital Improvements Plan.
- Completed a regional effort with all of the towns and surrounding counties to develop a water and wastewater “master plan” to identify demand based projections and plan for future capital investments and partnerships to provide utility service
- Launched the Emergency Housing fund to address housing related emergencies and assist with services for those facing homelessness or at risk of homelessness and developed a policy for the fund
- Launched the new criteria and application format for the Housing Trust Fund.
- Selected a developer to apply for Low Income Housing Tax Credits from the state for an 84 unit affordable housing development proposed for the Siler City Business Campus
- Partnered with CCCC for the successful launch of Chatham Promise, a program that guarantees up to two years of free tuition and fees at CCCC to all eligible Chatham County residents who graduate from high school in 2019 through 2022.

#### Finance

- Refunding resulted in \$1,104,459 savings

#### Human Resources

- Launched a Leadership Academy for Martin, Bertie, and Washington counties

#### Governing Board

- Held two Mock BOC Meetings, for the Hispanic Liaison youth group and Chatham County 4-H. Several participants showed interest in careers in local government and even running for County Commissioner. Two students expressed interest in representing Chatham at the YouthVoice program at the NCACC Annual Conference.

#### MIS

- Completed a successful contract with fiber provider for service to Northwest Park that will close safety gaps at the Park and enable expansion of internet service
- Collaborated with schools to complete a contract agreement for school fiber network that will include excess capacity for possible expansion of broadband internet coverage

#### Elections

- Held public demonstration for voting equipment vendors and satisfied all requirements to complete purchase of new voting equipment

## Looking Ahead

As they plan for FY 2020-2021, the Administration team will focus on these key issues:

- Stewardship of public funds in the face of growth and uncertainty: Even before the emergence of the novel coronavirus, economists were predicting slowed economic growth. The pandemic has impacted the economy at the local, state, national and global level, placing even more emphasis on the need for wise stewardship of public funds.
- Recruitment and retention of staff will continue to be a major focus of the Administration team. As counties in the Triangle region become even more competitive in recruiting and retaining for the same skills and positions, the team will be looking for new ways to make Chatham a great place to work.
- The county's strategy to grow our resiliency - with regard to budget, facility maintenance, technology, service delivery, and staffing – will be continue to be a focus especially as staff responds to the many impacts of COVID-19 and to the increase in attempts by hackers to infiltrate county computer systems.
- Strategies to promote community engagement will be evaluated and implemented to strengthen the county's relationship with those we serve.

## Development Services

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The Development Services team includes departments that either directly regulate and permit development or support that work. Departments on this team include Central Permitting and Inspections, Environmental Health, GIS, Planning, Register of Deeds, Tax, Water, and Watershed Protection.

**Themes:** The themes that guide the work of this team are:

- Safe, vibrant, healthy community
- Growth and resource management

### FY 2019-2020 Accomplishments

#### Central Permitting and Inspections

- Implemented a major software change that spans every division in Central Permitting and also impacted Environmental Health, Environmental Quality and Planning.
- Created Software user group to make improvements to software and promote gains in work efficiency.

#### Planning

- Completed the third and final round of business re-zonings that were initiated after the extension of zoning to un-zoned areas in 2016
- Created an interactive development map using ArcGIS StoryMaps functionality of the GIS software

#### Planning and Watershed Development

- Finalized the draft of the first Town of Goldston Unified Development Ordinance and scheduled a public hearing with town officials that will lead to adoption in mid-2020

#### Water Department

- Completed design and NCDEQ approval for Bennett water tank altitude valve and SCADA upgrade
- Completed SCADA upgrade for Bynum WWTP
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#### Watershed Protection

- Organized presentation to provide relevant information to key staff and department heads regarding the Chatham Park development schedule and updated 5-year plan.
- Assessed and collected a Civil Penalty for erosion control violations pertaining to the Envirolink force main construction project in Briar Chapel

### Looking Ahead

As they plan for FY 2020-2021, Development Services team will focus on these key issues:

- Growth in Pittsboro, Siler City, and Chatham Park: Growth is the major issue impacting the Development Services team. The team is working closely with each group to be proactive in planning to address increased demands for service. COVID-19's economic impact could impact plans for growth by potentially slowing the rate of development and the team will be working to monitor the situation locally and respond accordingly.

## Economic and Workforce Development

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The Economic and Workforce Development team includes departments that are positioned to encourage business growth, ensure a trained workforce, and attract visitors to Chatham County. Departments include the Economic Development Corporation, Convention and Visitor Bureau, and Chatham County Agriculture and Conference Center. Central Carolina Community College also participates on this team.

**Themes:** The themes that guide the work of this team are:

- Safe, vibrant, healthy community
- Organizational Excellency & Resiliency

### FY 2019-2020 Accomplishments

#### EDC

- EDC implemented a monthly newsletter to existing employers to provide insights for their businesses
- CTI systems, a printed circuit board and load router company, relocated their operations to Goldston
- Charter Furniture plans to locate its upholstered furniture manufacturing operations in Siler City
- Hired a project manager to coordinate the existing industry program
- Work is in progress on the first draft of a new strategic plan

#### CVB

- Visitor-related revenue continued to show an increase for the 9<sup>th</sup> consecutive year.
- Made a successful bid for an overnight city participation, planning and coordination of Cycle NC

#### CCA&CC

- The annual Ag Fest was attended by a record 2,700 people
- CCA&CC is planning to add the Dunlap Building and Justice Center as satellite transportation sites for the upcoming Ag Fest in 2020

### Looking Ahead

As they plan for FY 2020-2021 the Economic and Workforce Development team will focus on these key issues:

- Supporting spill-over demand from development: As development increases and different types of industry lands in Chatham County, additional supply chains or a series of small to medium sized businesses that “spill-over” from the addition of a larger business or industry are to be anticipated. These will need support and guidance from the EDC to ensure the sustainability and livelihood of their organizations. In addition, the Chatham

Agriculture and Conference Center may see different types of events requesting spaces, and as those “spill-over” businesses bring in more people, and the CVB’s role in celebrating and sharing the different parts of Chatham County increases as well.

- Sustaining service levels: With an increase in residential, commercial and economic development planned or in progress for the next 3 to 5 years, maintaining service levels within each department or organization of the CIT will be important to continue building and serving a community that is friendly for businesses.
- Preparing for future needs: With large developments planned and currently under construction, new schools being built, and two prime megasites within the Carolina Core, being prepared for future needs involves understanding how services may increase, how capacity might be stretched, and what current roles may shift, change, or be created.

## Human Services

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The Human Services team includes departments that provide services that enhance the health and welfare of county residents. Departments on the team include the Council on Aging, Department of Social Services, Public Health Department, Court Services, Library and Parks and Recreation. Chatham Transit Network, Chatham Trades, and Cardinal Innovations also participate on this team.

**Themes:** The themes that guide the work of this team are:

- Safe, vibrant, healthy community
- Demand Driven Public Services
- Growth and Resource Management
- Data and Technology Gaps

### FY 2019-2020 Accomplishments

#### COA

- Began a Community Ambassador Program with 19 volunteers to link COA and its community partners with Chatham seniors and their families
- Accepted as a Community Partner of the Diaper Bank of North Carolina allowing the Council on Aging to provide incontinent supplies to Chatham residents, a critical need
- Received the prestigious Ernest B. Messer Award from the NC Division of Aging and Adult Services
- Awarded a grant of \$35,400 from The Cannon Foundation to help address some facility needs at both the Western and Eastern Centers of the Council on Aging
- With the help of a Duke Divinity intern, held a Summit for Clergy and Other Faith Leaders and developed a comprehensive database of churches in Chatham. The summit, which may have been the largest gathering of clergy in Chatham, was attended by over 85 people, including 29 pastors and 48 community partners

#### Child Victim Services

- Delivered the abuse prevention program to all kindergarten classes (about 626 students)
- Reviewed Healthy Interpersonal Relationship curriculum for 6<sup>th</sup> through 9<sup>th</sup> grade in collaboration with Health Department

#### Chatham 360

- Helped established and create the 1<sup>st</sup> Annual Community Recovery Rally
- Increased the number of individuals monitored by Chatham 360 by 10%
- Increased the number of individuals assessed for DSS recommendations by 15%

#### Family Violence and Prevention Services

- Successfully developed a Volunteer Court Navigator program to assist survivors during civil and criminal court
- Collaborated with Second Bloom to develop and provide a training for domestic violence and sexual assault volunteers
- Developed a 24/7 crisis/hotline to serve survivors in the community
- Developed and provided a Hispanic Support Group to serve survivors in Siler City in collaboration with Siler City Police Department

## DSS

- Created a comprehensive safety manual that includes content on workplace violence, evacuation procedures, active shooter/threat and shelter safety. Trained all DSS employees
- Prepared for Medicaid Managed Care transition with anticipation of implementation date of November 1, however, implementation was suspended due to state budget delay
- Surveyed employees to measure improvements in customer service and to identify service gaps
- Evaluated and implemented new software to replace AS400 for DSS reception functions

## Public Health

- Developed teams to implement equity strategies in Chatham County
- Collaborated with traditional and nontraditional partners to foster a healthy community by providing equitable access to high-quality health, nutrition and chronic disease education services
- Accomplished 100% compliance on inspections
- Conducted a second round of data collection for the Chatham Community Health Assessment, the first community to implement this approach

## Parks and Recreation

- Installed playground equipment and a shelter at the Park at Briar Chapel
- Added three new instructional programs ( Art Class, jump rope, and Fitness class)
- Added second location for volleyball at Chatham Central
- Began playground upgrade at Southwest district park
- Completed Southwest District Park Master Plan
- Completed Earl Thompson Park Master Plan

## Library

- Chatham Community Library reconfigured the youth services space to better accommodate children and their families. In addition to expanding story times to include a greater age range, a family-friendly play area has been established so that kids can explore developmentally-appropriate materials and activities to promote healthy growth
- Wren Library has a refreshed building, including repairs to the roof and interior cleaning
- The launch of the Chatham PASS program was a collaborative project completion between the library and the CCS to enable all students to use their school identification number as a library card to be able to check out materials

## Chatham Trades

- Increased production sales by 18.2 % over previous fiscal mid-year
- Maintained the NC Department of Labor SHARP Safety status for an outstanding safety and health program that was in compliance with OSHA regulations
- Provided space to allow Chatham Transit to park 12 vehicles in order to keep the vehicles closer to Siler City and decrease travel time and gasoline usage

## Chatham Transit Network

- Began Greensboro route for Moutaire and planning for additional routes is in progress
- Provided transportation for AgFest and plan to increase pick-up sites for the event in the future



## Looking Ahead

As they plan for FY 2020-2021 the Human Services team will focus on these key issues:

- Equitable access to services;
- Poverty: Poverty was identified as a key priority in the Chatham County Community Assessment. Many of the people served by this team are in poverty. As the impact of the COVID-19 pandemic becomes understood, the demand for service is expected to increase.
- Substance abuse: Substance abuse is escalating in Chatham County and has contributed to many other problems. The Human Services team will be focusing on new strategies to address this problem, including application for grant funding to establish a Family Treatment Court in Chatham County.
- Social Isolation: The social isolation of those in poverty and particularly the elderly has been a concern of this team because those that are shut-in or unable to participate in social activities become subject to physical and mental health problems. This is another area that the COVID-19 pandemic is exacerbating, as services such as Meals on Wheels and transportation services are temporarily on hold.
- Child welfare: The number of children in foster care reached an unprecedented level in 2020. Many of these children have been placed in foster care because of parental substance abuse or domestic violence.

## Natural Resource & Agriculture

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The Natural Resources & Agriculture team includes departments that provide services that preserve, protect, and enable agriculture and forestry. Departments on the team include Cooperative Extension, Soil & Water Conservation and Environmental Quality.

**Themes:** The themes that guide the work of this team are:

- Safe, vibrant, healthy community
- Growth and Resource Management

### FY 2019-2020 Accomplishments

#### Cooperative Extension

- Broke ground on Phase I of the Chatham County Center Demonstration Garden, an experiential learning tool located at the CCA&C
- Partnered with CCS to provide SNAP-Ed instruction to 2nd grade classrooms discussing the importance of nutrition, physical activity, and overall wellness
- Implemented hands-on 4-H school enrichment programs in 58 local Chatham County classrooms to address students' lagging performance in the areas of S.T.E.M.
- Partnered with NCSU to host the BEES Academy to provide advanced technical training to existing beekeepers across North Carolina, addressing a critical need across the state
- Hosted a successful Farm & Industry Tour to showcase local agricultural production and promote agricultural literacy
- Implemented a farm animal welfare and handling workshop specifically for law enforcement personnel that addressed critical stockmanship and welfare\_knowledge needs, the first county-based program of its kind within the state

#### Environmental Quality

- Preparing bid documents for re-paving and other site improvements at the Hadley and Crutchfield Crossroads collection centers
- Conducted Recycling Characterization Study in September 2019. Samples of mixed recycling were collected from 12 collection centers and main facility
- Smith Gardner Engineers completed a topographic survey and historical topography comparison on the closed Chatham MSW Landfill, which will enable staff to properly maintain the cap per State requirements
- Conducted initial *Don't Waste It!* workshop at Environmental Educators of North Carolina conference in September 2019
- Secured a five (5) year contract for yard waste debris management
- Issued RFP for solar on several County buildings in the late summer 2019
- Pilot to collect construction & demolition materials at Hadley and Goldston Centers will run through May 15, 2020

#### Soil & Water Conservation

- Staff taught soil science classes at CCCC
- Assisted the Town of Siler City and the Piedmont Conservation Council with water quality projects and urban conservation grant implementation in the Loves Creek Watershed.

- Staff completed the installation of best management practices (BMPs) with the assistance of Agriculture Cost Share Program and Environmental Quality Incentives Program.
- Ranked 25 State and Federal cost share and incentive program applications, which will prioritize funding for contracts for natural resource conserving practices.
- Soil and Water District staff assisted the Agricultural Advisory Board with the launch of the revised Voluntary Agricultural District Program, enrolling 155 eligible parcels for 6,763 acres so far.

### **Looking Ahead**

As they plan for FY 2020-2021 the Natural Resources and Agriculture team will focus on these key issues:

- Conserving natural resources: Team will continue to develop strategies to encourage and accomplish conservation of natural resources.
- Improving awareness of agricultural assets: Departments on this team will focus on raising community awareness of the county's agricultural and forestry resources.

## Public Safety

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The Public Safety team includes departments that respond to emergency situation, prevent crime and other public safety hazards, and generally protect the safety of county residents and property. Departments on the team include: Emergency Management, Emergency Communications, Fire Marshall and Sheriff.

**Themes:** The themes that guide the work of this team are:

- Safe, vibrant, healthy community
- Demand-driven public services
- Organizational excellence and resiliency
- Data and technology gaps

### FY 2019-2020 Accomplishments

#### Emergency Management

- Facilitated the organization of the Chatham County Auxiliary Communications (AUXCOMM) team with 12 active members supporting emergency communications during special events, emergencies, and disasters.
- During Hurricane Dorian supported the NCEM regional shelter in Durham County, the Regional Coordination Center in Granville County, and Logistics Staging Area in Edgecombe County with personnel and equipment.
- Supported response to *17 law enforcement incidents*. Responded to 7 fuel and/or chemical spills, 1 aircraft emergency locator beacon activation, and 1 missing person search.
- Supported missing person searches in Person and Scotland Counties through the Statewide Mutual Aid Agreement.

#### Emergency Communications

- Began participation in a statewide program called Say Something Anonymous Reporting System, in partnership with NC Department of Instruction, NC Center for Safer Schools and Sandy Hook Promise.
- Communications was awarded a \$2.3 million grant for the radio system upgrade project, which is part of the CIP
- Sponsored 4 employees to become certified as Basic Life Support / CPR instructors through the American Red Cross Communications, along with Emergency Management began work on the new building project (CIP)
- Communications, along with Emergency Management began work on the new CIP building projects.

#### Sheriff

- Sheriff's Community Night at the Sheriff's Office
- Perfect score on the latest Jail Inspection, fifth inspection in a row with a perfect score.

## **Looking Ahead**

As they plan for FY 2020-2021 the Public Safety team will focus on these key issues:

- **Substance abuse:** Substance abuse is a growing problem, particularly the use of opioids, and it impacts all aspects of the departments on this team. The team will develop strategies and actions aimed at response and prevention.
- **Service improvement:** The team will be focused on strategies and actions that will improve service to residents.

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