NCACC County Management Fellow Work Plan – Rockingham County, NC
Fiscal Year 2016/17

1. **Comprehensive Emergency Plan for Rockingham County Voting Locations**

   In collaboration with the Board of Elections, develop a comprehensive emergency plan for Rockingham County voting locations. Our current emergency plan was developed many years ago and desperately needs to be updated. The project would involve reviewing our current emergency plan, other emergency plans we have used in the past, and example emergency plans from other County Boards of Elections and using that information to develop an updated, comprehensive emergency plan.
   - Phase 1: Develop Draft Emergency Plan
   - Phase 2: Work with Elections Director to review Draft Emergency Plan
   - Phase 3: Meet with Elections Director, Emergency Personnel from various Rockingham County Agencies, Safety & Risk Manager, and possibly others to discuss Draft Emergency Plan
   - Phase 4: Revise Draft Emergency Plan
   - Phase 5: Meet with Elections Director to review Revised Draft Emergency Plan
   - Phase 6: Develop Final Emergency Plan
   - Phase 7: Meet with Elections Director and Elections Board Members to present Final Emergency Plan for Board approval.
   - This project would begin in January 2017 (tentative).

2. **Budget Management / Analyst Responsibilities**

   Assume responsibility for budget development and monitoring for one or more County department operating and capital budgets.

3. **Wellness Clinic Analysis**

   Build upon and implement the work completed by the previous County Management Fellow related to the County's on-site wellness clinic. Work with the Human Resources Director to examine the services provided and hours of operation of the current clinic to determine if any changes are programmatically/financially warranted. Analyze whether the clinic makes financial sense for the County now that we are self-insured. Research other wellness clinics across the state to determine any commonalities and/or best practices.

4. **Early Retirement Incentive Program**

   Work with the Human Resources department to analyze potentially offering an Early Retirement Incentive Program. This would involve comparing similar programs in other counties, determining incentive amounts and payment structure, and conducting best practice research on employee communication methods for offering this type of program.

5. **Consolidated Health and Human Services (HHS) Analysis**

Rockingham County operates a combined Health and Human Services (HHS) department rather than standalone Social Services and Public Health departments. This analysis, which would be completed in close partnership with the County Manager, would examine the effectiveness of consolidated HHS agencies statewide versus their non-consolidated counterparts. Work would include studying other counties' agencies and existing research for common structural traits, the pros and cons of operating a consolidated agency, as well as an inventory of what functions the County has consolidated and recommendations for future consolidation areas.

6. **Contracted Services Analysis**

In collaboration with Strategic Management, research common services provided by counties that have been effectively contracted out to the private sector and explore the reasons the contracting was a success. Use the results of this research to examine how Rockingham provides services (in-house versus contracting) and develop alternative service delivery scenarios for consideration.

7. **Rescue Squad Funding Models**

Perform a benchmarking analysis with Rockingham County's peers to determine how and at what level other local governments fund Rescue Squads. Conduct research on effective funding models and provide recommendations on whether to maintain or change how the County currently funds this service.

8. **Service Collaboration between Counties and School Systems/Municipalities**

Research successful collaborations between counties and other local governments/school systems in providing services (examples include fleet maintenance and information technology). Findings from this research will be used to examine current service provision to determine if opportunities for increased collaboration exist.

9. **Assist with Implementation of New Integrated Health Care Program**

Fiscal Year 2016/17 marks the beginning of Rockingham County's new Integrated Health Care Program. This program is a partnership between the County's EMS system, Division of Social Services, CenterPoint Human Services / Cardinal Innovations (the County's mental health manager of services), and other community agencies/organizations to provide multi-disciplinary treatment to high utilizers of EMS. In partnership with the Health and Human Services Director, assist with performance measurements related to this program as well as analyzing critical data that has the ability to impact future programs in the state who replicate this model.

10. **Succession Planning Evaluation**

Evaluate the County's current succession planning efforts by performing best practice research into effective programs in other counties. Provide recommendations on future initiatives that would enhance the County's efforts in this area.

11. **Sales Tax Examination for Municipalities in Multiple Counties**

There are several municipalities that are in both Rockingham County and surrounding counties (Stokesdale, Summerfield, Pelham, Gibsonville, etc). Frequently, the NC Department of Revenue will distribute point of sale sales tax revenue to the County in which the municipality is primarily located rather than to the County of the specific address. This project would therefore work in collaboration with the Tax Office, Finance Office, GIS, and the NC Department of Revenue to analyze address data and capture any currently lost revenue.