



# TOGETHER, WE CAN.

**Diversity, Equity & Inclusion Strategic Plan**  
January 1, 2022 - December 31, 2025



**Throughout this document Cumberland County DE&I Advisory committee members (DEIAC) share why they wanted to be part of the DEIAC initiative.**

# Table of Contents

Cumberland County Board of  
Commissioners’ Resolution Against Racial Injustice ..... 5

Letter from the County Manager..... 7

Executive Summary..... 9

Background and Objective ..... 10

Cumberland County DE&I Advisory Committee Membership ..... 13

Core DE&I Mission, Vision and Values..... 15

DE&I Strategic Priorities, Goals and Objectives..... 16

Appendix A: List of Acronyms ..... 28

Appendix B: Common DE&I Terminology ..... 28

Appendix C: DE&I Initiative Roadmap..... 31







# Cumberland County Board of Commissioners

**Front Row** (left to right): Vice-Chairwoman Dr. Toni Stewart, Chairman Glenn Adams, Charles Evans;  
**Back Row** (left to right): Larry L. Lancaster, Dr. Jeannette M. Council, Michael C. Boose, Jimmy Keefe

# Cumberland County Board of Commissioners'

## Resolution Against Racial Injustice

### RESOLUTION OF THE CUMBERLAND COUNTY BOARD OF COMMISSIONERS AGAINST RACIAL INJUSTICE

WHEREAS, the Cumberland County Board of Commissioners is deeply saddened by the horrific and senseless death of George Floyd, and

WHEREAS, Mr. Floyd's death has resulted in an outcry from citizens across the nation and in our own community seeking acknowledgement of social injustice and calling for action to change systemic racism, and

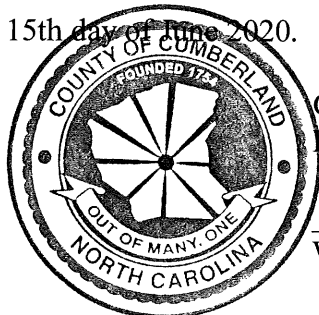
WHEREAS, Cumberland County Government is committed to our core value of treating all people with respect, dignity and understanding, and

WHEREAS, County policies prohibit discrimination and harassment, the Board of Commissioners calls on the organization to take additional steps to promote diversity, equity, and inclusion, and

WHEREAS, a County Diversity and Equity Committee comprised of representatives from a cross section of internal departments will be created and charged with developing recommendations, procedures and a strategic plan outlining goals to advance diversity, equity and inclusion within the organization while focusing on the areas of recruitment, training, internal operations, and community outreach.

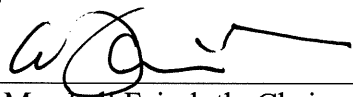
NOW THEREFORE, BE IT RESOLVED that the Cumberland County Board of Commissioners stands firmly against racial injustice and will work to bring lasting change by promoting a more equitable and inclusive community and workplace.

Adopted this 15th day of June 2020.




Cumberland County Board of Commissioners

By:

  
W. Marshall Faircloth, Chairman

Attest:

  
Candice H. White, Clerk to the Board





*"I wanted to be a part of the change that ensures people feel like they belong, feel safe and that their voices are heard."*

*— Cynthia McKinley  
DEIAC member*

Amy H. Cannon  
County Manager



Tracy Jackson  
Assistant County Manager

Sally S. Shutt  
Assistant County Manager

## Office of the County Manager

October 26, 2021

### TO THE CUMBERLAND COUNTY EMPLOYEES

A Diversity, Equity & Inclusion (DE&I) Advisory Committee was created, thanks to the insight of the County Board of Commissioners, to advance our commitment to our core values of treating all people with respect, dignity and understanding.

The DE&I Advisory Committee was charged with developing recommendations, procedures and a strategic plan outlining goals to advance diversity, equity and inclusion within the organization while focusing on the areas of recruitment, training, internal operations and community outreach.

**Diversity** means more than just acknowledging and/or tolerating differences. It is a set of conscious practices that seek to understand and appreciate the interdependence of humanity, cultures and the natural environment.

**Equity** means ensuring that everyone has support and access to the resources needed to be successful. Identifying and eliminating barriers that have prevented the full participation of communities most impacted by systemic oppression.

**Inclusion** means ensuring the leveraging of difference by integrating diverse perspectives and creating a better outcome for all. An inclusive organization values and practices respect where all people are recognized for their inherent worth and dignity, talents, beliefs, backgrounds and ways of living. It is an invitation that not only accepts differences but celebrates and embeds them.

We recognize that diversity in all forms makes the county a better place to live and work. The DE&I Strategic Plan will serve as roadmap that will help create and promote a culture that celebrates the diversity of our workforce and community, incorporates equity in all aspects of the work we do and strives to be as inclusive as possible.

The DE&I Strategic Plan will guide County government and foster an environment that attracts people whose contributions will help grow, sustain and progress; values diversity of life experiences and perspectives; and advances the County's mission as we serve the community with P.R.I.D.E.

**TOGETHER WE CAN** commit time and resources to serve as a model to other organizations and strive to move the strategic goals forward. I want to express my deep appreciation to the DE&I Advisory Committee who collaborated to create a strategic plan to ensure a workforce where diversity and inclusion is valued and equal opportunity is the backbone of our organization.

Respectfully,

A handwritten signature in blue ink that reads "Amy H. Cannon".

Amy H. Cannon  
County Manager

Courthouse, 5th Floor | Suite 512 | P.O. Box 1829  
Fayetteville, North Carolina 28302-1829 | Phone: 910-678-7723 / 910-678-7726 | Fax: 910-678-7717

[cumberlandcountync.gov](http://cumberlandcountync.gov)





*"I believe that the purpose of this committee has great cause for our workplace and community. I am proud to be a part of a group that is working to make sure our employees effectively represent the diversity within our community."*

*— Kelly Moore  
DEIAC member*



# Executive Summary

It is the objective of Cumberland County government to make policy decisions through a diverse, equitable and inclusive lens that is reflective of the community that Cumberland represents. The development of Cumberland County's Diversity, Equity and Inclusion (DE&I) strategic plan is the result of a collaborative effort of the DE&I Advisory Committee. The County DE&I Advisory Committee was established and held its inaugural meeting on September 11, 2020, at the Department of Social Services (DSS). The committee was created to advise and guide County government to ensure the integration of DE&I within the County's existing mission, operations, strategies and business objectives. In addition, the committee was established to:

- Make recommendations, put action and activities behind five primary areas of focus:
  1. Internal Operations
  2. Policy Development and Execution
  3. Community Outreach
  4. Staff Recruitment and Retention
  5. Training
- Develop a strategic plan to assist in the execution of initiatives that will integrate DE&I in every activity and decision made by the County
- Create an environment that is diverse, equitable and inclusive of different races, cultures, sexual orientations, genders, religions, etc. for the County and the community
- Provide ongoing DE&I training, coaching and professional development for County staff members

The committee reviews the County government programs, policies, and initiatives and makes recommendations to County Management and the Board of County Commissioners in support of DE&I in the workplace. The committee underwent a strategic planning process that identified 19 priority initiatives. Through their collaborative effort, they organized these initiatives into a three-year DE&I strategic plan that identifies goals, objectives and activities necessary to continue the pursuit of the County's strategic DE&I vision and mission.

In summary, the County will begin executing the three-year strategic plan initiatives in support of the stated goals. Each initiative will enable the County to achieve its vision of promoting a progressive, evolving culture that values diversity of its citizens, incorporates equity and ensures the inclusion of all backgrounds, beliefs and perspectives.

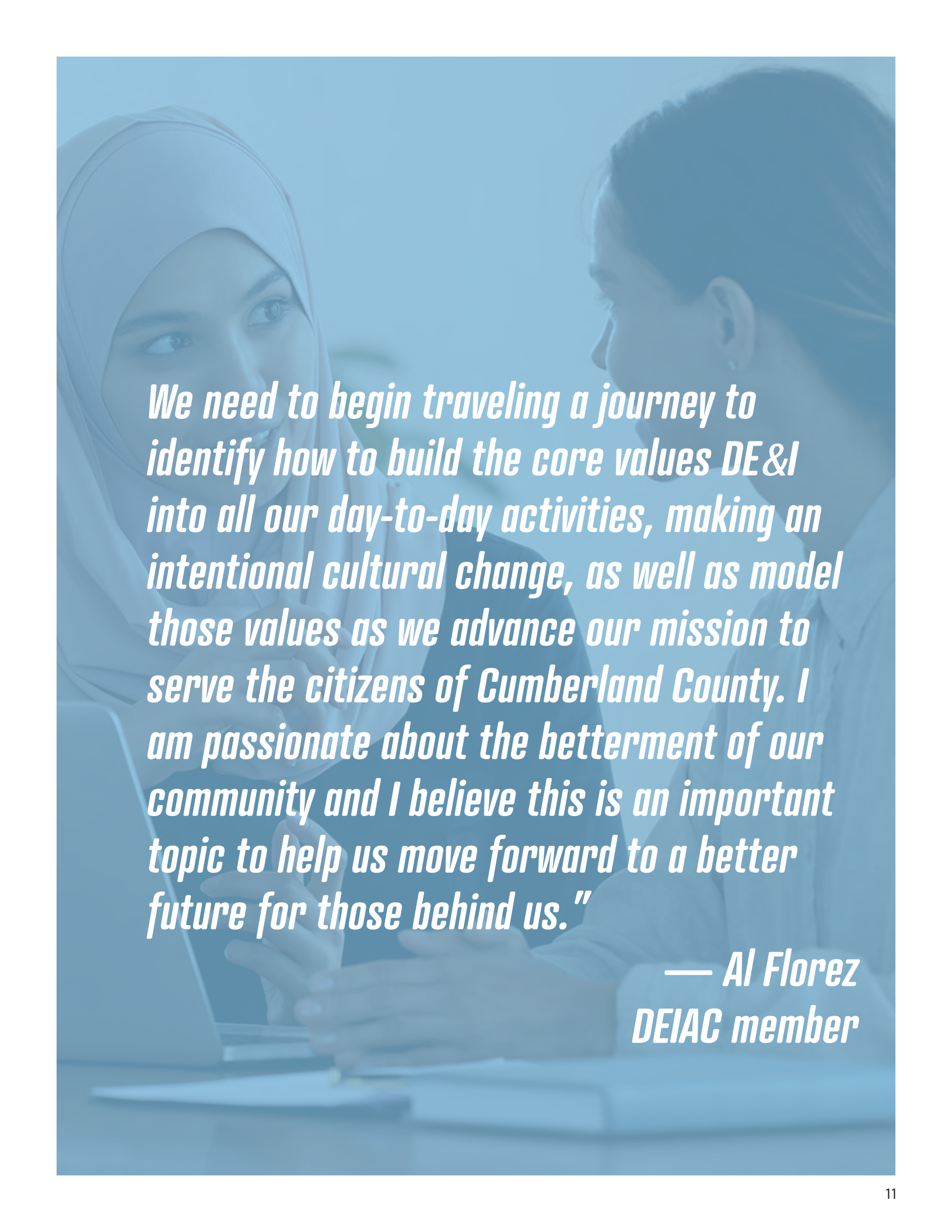
# Background and Objectives

An organization is only as good as its diverse culture and inclusive environment. Therefore, it is the objective of Cumberland County government to make policy decisions through a diverse, equitable and inclusive lens that is reflective of the community that Cumberland represents. A supportive and engaging community and workplace are established by understanding the perceptual, institutional and psychological processes that impact the ways people interact with each other, starting with a look at employee engagement, then identifying interventions surrounding unconscious bias and specific diversity and inclusion strategies. The lack of diversity limits perspectives, economic opportunities, collaboration and talent retention.

*The Cumberland County Diversity, Equity and Inclusion (DE&I) Advisory Committee was established and held its inaugural meeting on September 11, 2020, at the Department of Social Services (DSS). The committee was created to advise and guide County government to ensure integration of diversity, equity and inclusion within the County's existing mission, operations, strategies and business objectives.*

As a result, 22 employees across County government were selected to serve on the committee. The DSS Director, Brenda Jackson, and Finance Director, Vicki Evans are serving as the co-conveners of the committee.



A background image showing two women in a professional setting. On the left, a woman wearing a light-colored hijab is looking towards the right. On the right, another woman is seen in profile, looking towards the first woman. They appear to be in a meeting or discussion. The image has a blue tint.

*We need to begin traveling a journey to identify how to build the core values DE&I into all our day-to-day activities, making an intentional cultural change, as well as model those values as we advance our mission to serve the citizens of Cumberland County. I am passionate about the betterment of our community and I believe this is an important topic to help us move forward to a better future for those behind us."*

*— Al Florez  
DEIAC member*





## DE&I Advisory Committee Members

**Back Row** (left to right): Tye Vaught, Hardin Brown, Jr., Telise Chavis, Al Florez, Ivonne Mendez, Denise Schunk, Alvin Chestnut, Cheribeth Thomas, Vicki Evans, Tim Middleton, Brenda Jackson; **Front Row** (left to right): Nora Armstrong, Mia Kaleiwahea-Perry, Kelly Moore, Dr. April Kelly, Ann Thomas, Cynthia McKinley, Dr. Jennifer Green

# Cumberland County

## DE&I Advisory Committee Membership

The County DE&I Executive Steering Committee Members, composed of members of the County Management Team, provides administrative oversight of the committee.

### Executive Steering Committee Members

Amy Cannon, County Manager  
Tracy Jackson, Assistant County Manager  
Sally Shutt, Assistant County Manager  
Vicki Evans, General Manager/Co-Convener  
Brenda Jackson, General Manager/Co-Convener  
Cheribeth Thomas, Public Information/Support  
Dr. Anthony Wade, Chief Human Resources Officer

The Committee Members were selected by County Management among regular, full-time employees who expressed interest in participating with the DE&I Advisory Committee and approved by their Department Directors after the review of their application, availability and job performance. The members of the committee reflect a diverse group of employees, taking into consideration race, ethnicity, gender, age, department and job classification.

### DE&I Advisory Committee Members

Nora Armstrong, Public Library	April Kelly, Animal Services
Alissa Brashear, Department of Social Services	Cynthia McKinley, Child Support
Hardin Brown, Jr., Sheriff's Office	Megan McLaurin, Animal Services
Telise Chavis, Emergency Services	Ivonne Mendez, County Finance
Alvin Chestnut, Pretrial Services	Tim Middleton, Solid Waste
Garry Crumpler, Emergency Services	Terry Streets, Planning
Vincent Evans, Tax Administration	Kelly Moore, Tax Administration
Al Florez, Innovation & Technology Services	Sara Reyes, Public Health
Jennifer Green, Public Health	Denise Schunk, Department of Social Services
Ricky Hair, Facilities Maintenance	Ann Thomas, Public Health
Mia Kaleiwahea-Perry, Innovation & Technology Services	Tye Vaught, County Administration

A blue-tinted photograph of a man with a beard and mustache, wearing a blue shirt, kissing a dog on the head. The dog is a black and white breed, possibly a pit bull mix, with a brown collar and a tag. The man's eyes are closed, and the dog is looking towards the camera.

*"There is more in diversity than what you can see!! If I want a better world, a better community, a better place to live for my kids, I need to act... I want to be part of the change; I want to be part of the solution!! One World, many cultures!"*

*— Ivonne Mendez  
DEIAC member*



# Core DE&I Mission, Vision and Values

In Cumberland County, we believe that diversity, equity and inclusion drive value for our staff and give us the opportunity to better serve our citizens. We are stronger as a team that welcomes diverse perspectives, experiences and approaches to build a stronger organization.

Our vision is committed to promoting a progressive, evolving culture that values diversity of its citizens, incorporates equity and ensures the inclusion of all backgrounds, beliefs and perspectives.

The County's guiding principles exist through **P**rofessionalism; **R**espect; **I**ntegrity; **D**iversity, Equity & Inclusion; **E**xcellent Customer Service (P.R.I.D.E) coupled with **F**airness; **A**cceptance; **C**ollaboration and **T**eamwork (F.A.C.T.). PRIDE is a FACT.

**Together we can** set a place for everyone, and welcome all to the table.



# DE&I Strategic Priorities, Goals & Objectives

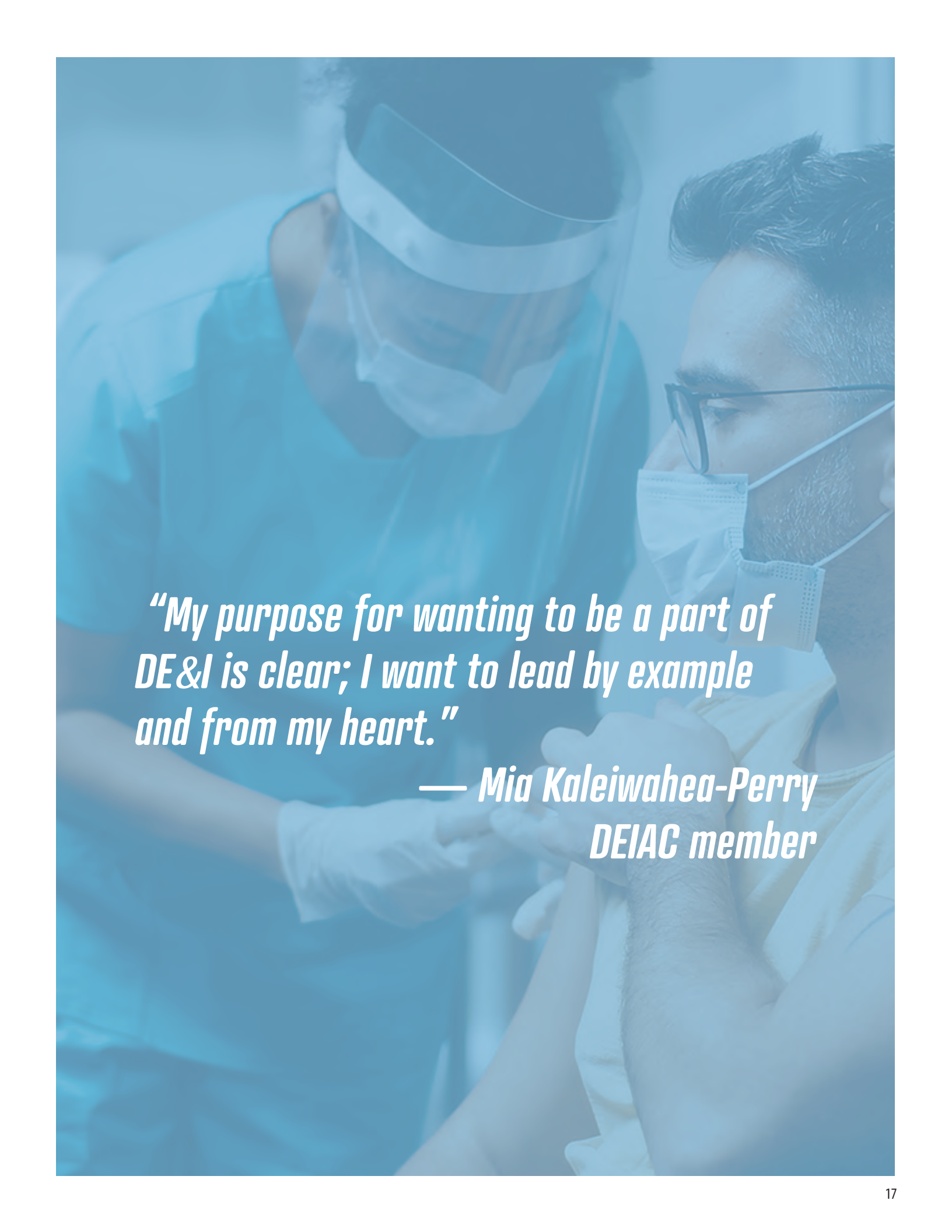
Due to the tragic murder of George Floyd and continued civil unrest across the United States in the year 2020, the County has established a committee to resolve matters of diversity, equity and inclusion (DE&I). The committee was established to:

- Make recommendations put action and activities behind five primary areas of focus:
  1. Internal Operations
  2. Policy Development and Execution
  3. Community Outreach
  4. Staff Recruitment and Retention
  5. Training
- Develop a strategic plan to assist in the execution of initiatives that will integrate DE&I in every activity and decision made by the County
- Create an environment that is diverse, equitable and inclusive of different races, cultures, sexual orientations, genders, religions, etc. for the County and the community
- Provide ongoing DE&I training, coaching and professional development support for staff members

The County has identified 19 priority strategic initiatives to overcome inequities by ensuring that all decisions are made through the lens of DE&I.

Through this exploration, key themes arose and provided context for the 19 priority strategic initiatives to drive the County's mission and vision for DE&I. One core theme that surfaced was the need for a DE&I Leader to oversee the implementation of the County's strategic goals and objectives. The other core theme was to establish an actionable plan to drive the County's mission and vision in the next three years.

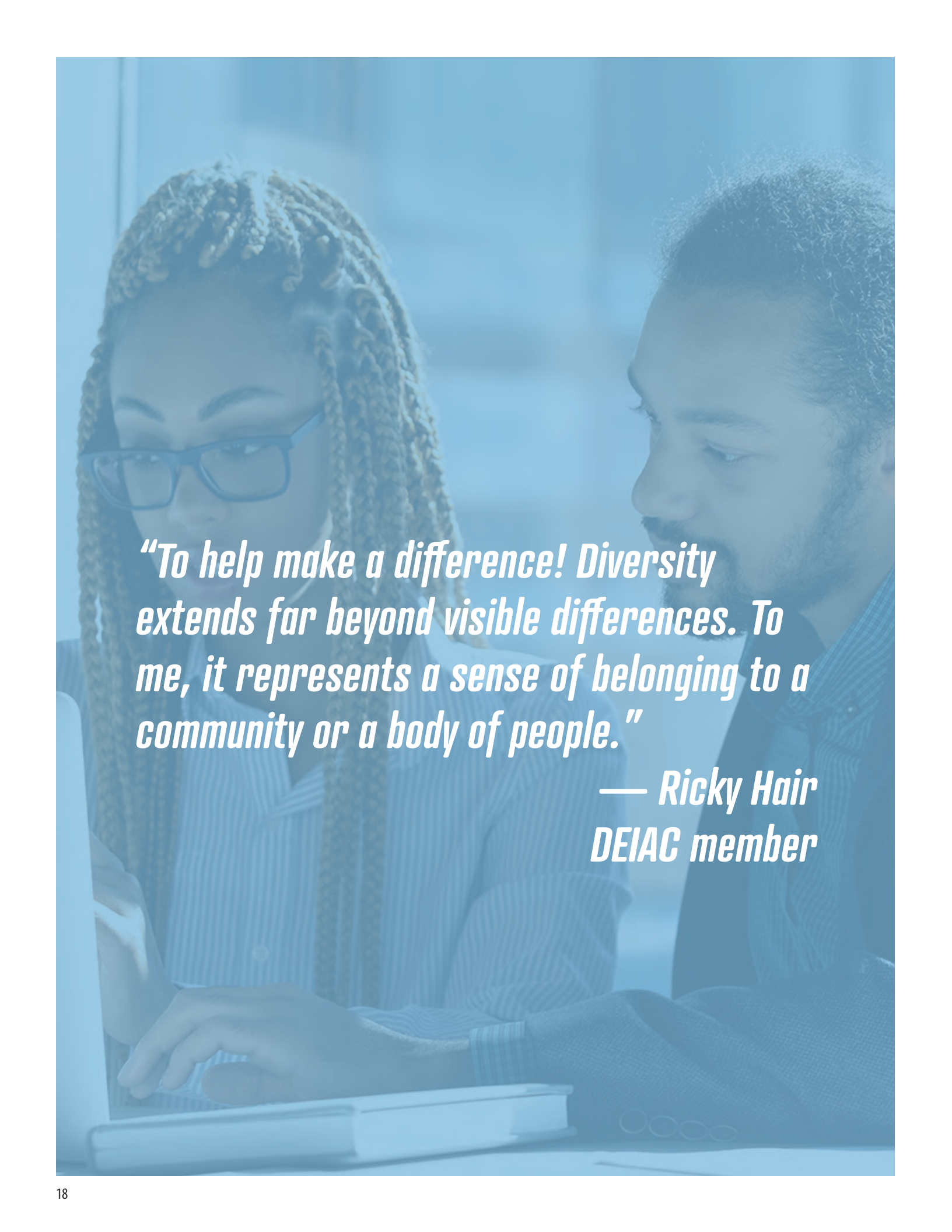
The Strategy addresses each of the primary focus areas. However, improving DE&I across the County has benefits beyond compliance and will enable County leaders to make evidence-based decisions.



*"My purpose for wanting to be a part of DE&I is clear; I want to lead by example and from my heart."*

*— Mia Kaleiwahea-Perry  
DEIAC member*





*“To help make a difference! Diversity extends far beyond visible differences. To me, it represents a sense of belonging to a community or a body of people.”*

*— Ricky Hair  
DEIAC member*

# Goal 1: Strengthen DE&I policy development, execution and oversight throughout County government

In order to drive DE&I policies, procedures and practices, it is imperative that the effort be led by a representative within County government to provide oversight, monitor ongoing performance, coordinate initiatives and hold individuals accountable for tasks. The County recognizes the strategic and critical need for governance and management of DE&I. The goal seeks to strengthen the development and execution of policy by appointing a Chief Diversity Officer (CDO).

The CDO will oversee DE&I policy development to ensure compliance across departments. As the CDO, this individual will work directly with the County Manager and the DE&I Advisory Committee to consult on all manners of policy development, oversight and execution. The CDO will coordinate cross-departmental DE&I initiatives and messaging.

## **Initiative 1.1: Conduct nation-wide executive search to hire a Chief Diversity Officer**

Conduct an executive search to hire a full-time Chief Diversity Officer (CDO) for county government. The CDO will lead and be accountable to the County on everything DE&I. The CDO will act as a strategic leader, thought-partner and implementer who will connect the dots between DE&I efforts across County government. Since 2020, the CDO position is one of the most in-demand careers across both private and public sectors, and requires considerable marketing and due diligence to find the “best fit” leader for the County.

# Goal 2: Improve DE&I community outreach & partnership

Cumberland County is a community that operates on the foundation of its diverse citizenry. Therefore, it is imperative that our citizens feel woven into the fabric of County government services and activities. It is the goal of the County Board of Commissioners in collaboration with the DE&I committee to understand the needs and priorities of its diverse citizens.

## **Initiative 2.1: Solicit DE&I feedback from the community**

It is of the upmost importance that the County collect feedback on how diverse, equitable and inclusive the government is operating to serve its residents and citizens. As a result, our objective is to solicit that feedback using several methods such as community town hall meetings, public survey, and public community forums. The understanding is that merely collecting feedback will not make the County more responsive to its residents and citizens. Acting on the feedback we receive, however, will demonstrate that.

# Goal 2: Improve DE&I community outreach & partnership (continued)

## Initiative 2.2: Establish partnerships with the local community

The County understands its social responsibility to partner with the local community. Community-based organizations (CBOs) enhance the breadth and depth of local participation in decision making. By establishing new and nurturing existing relationships with CBOs, the County will reach and engage a broader cross section of residents to ensure full participation for diversity, equity and inclusion. The objective is to:

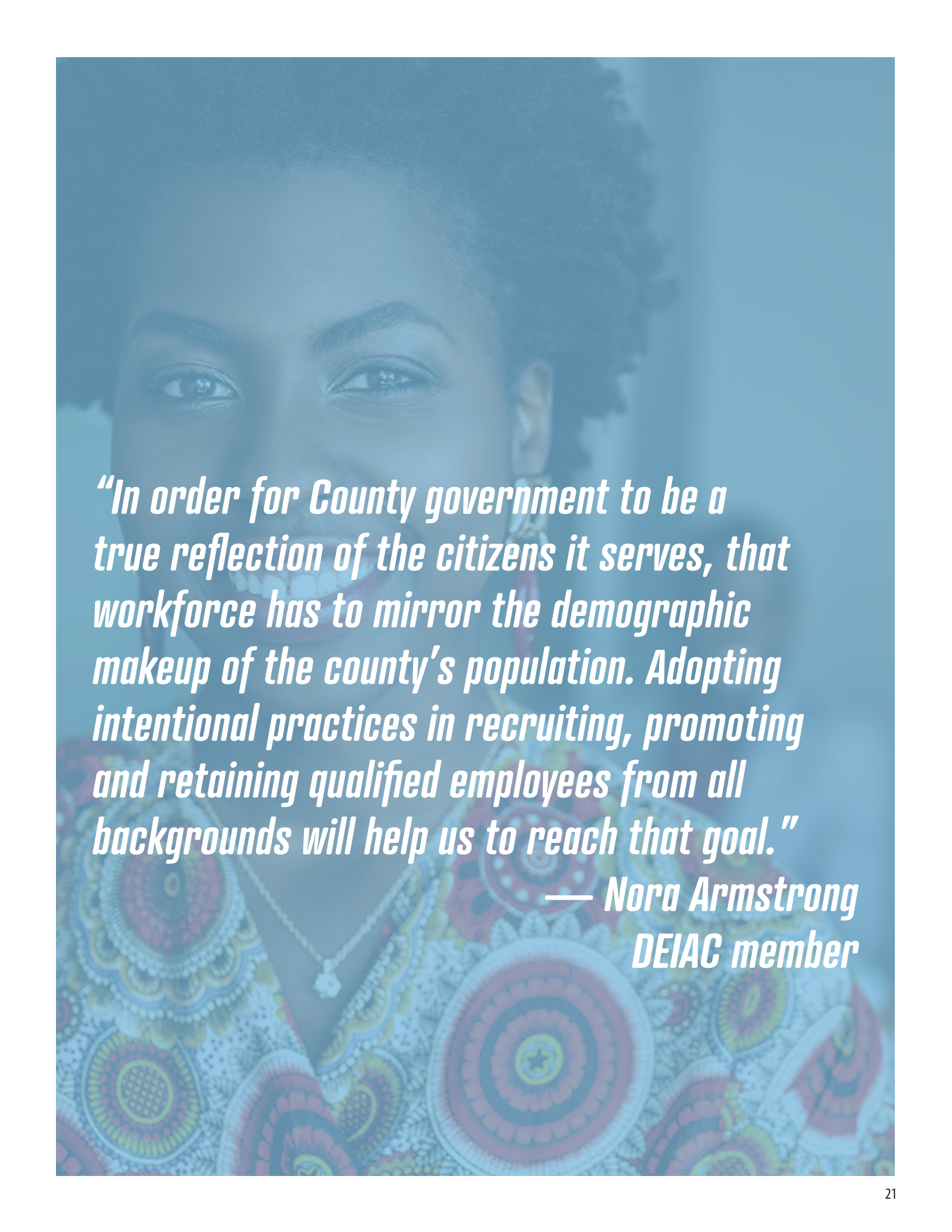
- Expand the County's outreach capabilities so more residents are informed and included in their local government
- Enhance cultural competency and the ability to communicate and translate relevant issues within the community
- Identify diverse resources to support the DE&I mission for the County
- Broaden the community perspective on DE&I issues
- Ensure a "seat at the table" for underrepresented communities
- Develop communication channels to keep residents and citizens informed on DE&I programs and initiatives
- Reduce misperceptions and mistrust while also reducing contentiousness in the community as a whole

## Initiative 2.3: Build transparency within County government and local community on DE&I

Transparency is important to the County. As a result, we will create a public-facing website that provides a data-driven visual overview of the performance and progress of the County's DE&I programs and initiatives. The DE&I community dashboard will help build awareness and accountability. It will communicate to the residents of Cumberland where we are on our DE&I journey.

It is our goal to communicate our DE&I programs and progress throughout the community. Therefore, the County will share its progress through its social media channels such as Facebook, Twitter, Instagram and LinkedIn.





*"In order for County government to be a true reflection of the citizens it serves, that workforce has to mirror the demographic makeup of the county's population. Adopting intentional practices in recruiting, promoting and retaining qualified employees from all backgrounds will help us to reach that goal."*

*— Nora Armstrong  
DEIAC member*



*"I would like for Cumberland County to have a better tomorrow."*

*— Tim Middleton  
DEIAC member*

*"I was seeking an opportunity to assist in promoting and empowering people by respecting what makes every individual different and how these differences could highlight and possibly contribute to our organization's overall success. I also believed that my demonstrated commitment to working with all families could also be utilized in some small way to work with others towards a positive change in our organization's practices and policies."*

*— Alissa Brashear  
DEIAC member*

# Goal 3: Ensure employee equity within staff representation, compensation and promotion opportunities and create an inclusive workplace

It is the goal of Cumberland County to ensure fair opportunities for all employees. The County aspires to create an equitable workplace by ensuring that the playing field is level, and all employees have access to opportunities for promotion, compensation, education and representation.

## **Initiative 3.1: Promote the value of DE&I through the County workforce**

The County will provide ongoing news and research that show the value of DE&I and the positive impact on Cumberland County government and community. This will be in the form of an internal communication strategy (integrated with community outreach programs). Items that communicate value are founded in economic impacts, quality of life, reduction of poverty (e.g., food deserts, access to medical treatment, education, etc.), reduction of prison/jail population, public safety, etc.

## **Initiative 3.2: Provide continuous DE&I training for County employees**

The County will provide a series of required DE&I continuing education and onboarding training programs both instructor-led and online through a learning management system (LMS) platform. When employees complete the DE&I training program, they will receive a certificate of completion. Courses are to be taken annually for existing staff. A separate training program will be established in the employee onboarding process.

## **Initiative 3.3: Ensure diversity and representation in the employee hiring process**

The County will utilize diverse hiring panels and participants during the employee recruitment process (e.g., sourcing, interview, hiring, negotiation and onboarding). The County understands that representation is very important when considering an employer. To reflect an inclusive organization, and ensure representation and diversity, the County's hiring process will include members from diverse groups.

## **Initiative 3.4: Promote a spirit of belonging through County support of the creation of Employee Resource Groups**

To foster a workplace of inclusion, the County will support the creation of employee resource groups (ERGs) by providing a "safe place" to discuss and create synergy among employees. The objective of the ERG is to establish deeper relationships in the workplace that will increase friendships, collaboration, and productivity, and nurture employee retention.



# **Goal 3: Ensure employee equity within staff representation, compensation and promotion opportunities and create an inclusive workplace (continued)**

## **Initiative 3.5: Recognize the Stewards that drive DE&I within the County workforce**


In collaboration with the Human Resources Department, the County will establish a recognition program that is part of the employee evaluation, to acknowledge when a staff member goes above and beyond to promote DE&I within the County government and/or community.

## **Initiative 3.6: Identify and eliminate any pay disparities based on an employee's race, ethnicity, gender, age, disabilities, sexual orientation or religious affiliation**

Pay disparities can evolve over time due to unconscious bias decisions in hiring, promoting, recruitment and retention policies. Periodic assessments of compensation and classification would manage that risk and ensure equity in compensation and career ladders. The County will establish a compensation study to evaluate DE&I disparities.


## **Initiative 3.7: Ensure success and assimilation of junior level employees through the creation of a mentorship program**

As the County hires new high school or college graduates, Human Resources will assign a senior-level employee to mentor the new associate and act as a coach and/or advisor. The objective of the program will be to assist the employees as they navigate through any challenges that may arise with diversity issues.



*“Recognizing not only the world but our community are navigating difficult subjects such as racial inequality, policing and unconscious bias, I wanted to be a voice of change and reason that makes our community a better place for future generations.”*

*— Garry Crumpler  
DEIAC member*



*"I wanted to be a part of a great committee to help make a difference and improve diversity within the county, away with 'the good ole boy' system. Equal opportunity for everyone to be treated fairly not based on gender, race or religious beliefs."*

*— Telise Chavis  
DEIAC member*



# Goal 4: Improve internal operations to execute DE&I policies and procedures

To support and ensure accuracy, efficient execution and accountability of the DE&I strategic plan, its goals and objectives, and successful outcome, the County will modernize and enhance its current technology capabilities for Strategic Plan Management, Learning Management and Human Capital Management.

## **Initiative 4.1: Acquire a cloud-based Strategic Planning software platform**

It is the County's intention to acquire a strategic plan performance software platform to manage and monitor the execution of the DE&I strategy. The strategic plan performance software will manage the overall execution of DE&I strategic plan initiatives. This will include assignment of tasks to ensure accountability, team collaboration, task schedules, real-time graphic interface of plan status at any point in time. It will provide a plan execution dashboard where stakeholders view real-time strategy performance.

## **Initiative 4.2: Integrate DE&I training curriculum into the County's LMS software platform**

The County is creating a DE&I training program for its employees and will integrate it into the existing LMS to provide online learning. The LMS will facilitate self-paced DE&I training and course certification. The training program will be used for onboarding new employees and provide continuing education for existing staff members.

## **Initiative 4.3: Acquire a HCM software platform**

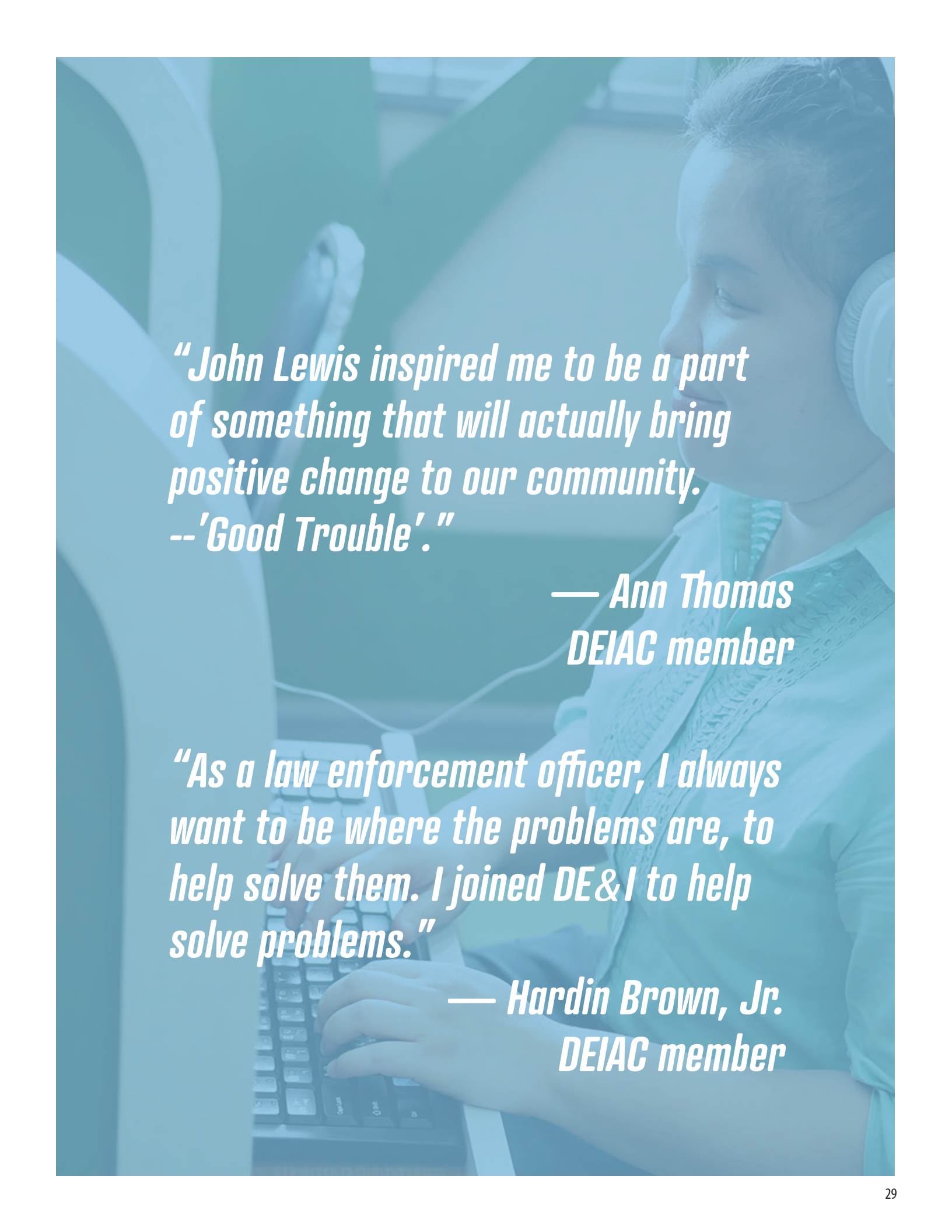
It is the County's intention to acquire a county-wide Human Capital Management (HCM) software platform and integrate DE&I employee key performance measures (KPMs) as part of the employee evaluation (e.g., training certifications and participation). The County's employees are our most important asset. Acquiring an enterprise-wide HCM system will provide HR the ability to manage employee benefits, workforce performance, compensation, etc. It is not limited to DE&I, but demographic information will be available for decision making to ensure pay equity across all County departments.

# Appendix A: List of Acronyms

<b>CBO</b>	<b>Community Based Organizations</b>
<b>CDO</b>	<b>Chief Diversity Officer</b>
<b>DE&amp;I</b>	<b>Diversity, Equity &amp; Inclusion</b>
<b>DSS</b>	<b>Department of Social Services</b>
<b>ERG</b>	<b>Employee Resource Group</b>
<b>HCM</b>	<b>Human Capital Management</b>
<b>HR</b>	<b>Human Resources</b>
<b>KPM</b>	<b>Key Performance Measures</b>
<b>LMS</b>	<b>Learning Management System</b>

# Appendix B: Common DE&I Terminology

<b>Term</b>	<b>Definition</b>
<b>Belonging</b>	The feeling of security and support when there is a sense of acceptance, inclusion and identity for a member of a certain group or place. For people to feel like they belong, the environment (in this case the workplace) needs to be set up to be a diverse and inclusive place.
<b>Diversity</b>	The range of human differences, including but not limited to race, ethnicity, gender, gender identity, sexual orientation, age, socioeconomic status, physical ability or attributes, religious or ethical values systems, national origin, political belief and cultures. Diversity means more than just acknowledging and/or tolerating difference. It is a set of conscious practices that seek to understand and appreciate the interdependence of humanity, cultures and the natural environment.
<b>Equity</b>	Ensuring that everyone has support and access to the resources needed to be successful and identifying and eliminating barriers that have prevented the full participation of communities most impacted by systemic oppression. Equity differs from equality. Equality refers to treating everyone the same but does not necessarily lead to equitable outcomes because diverse communities have diverse needs and have faced varying obstacles and inequities.
<b>Inclusion</b>	Ensuring that people of all backgrounds, identities, abilities, perspectives and beliefs have an equal opportunity to belong, achieve and contribute to the organization. An inclusive institution promotes and sustains a sense of belonging; it values and practices respect where all people are recognized for their inherent worth and dignity, talents, beliefs, backgrounds and ways of living.



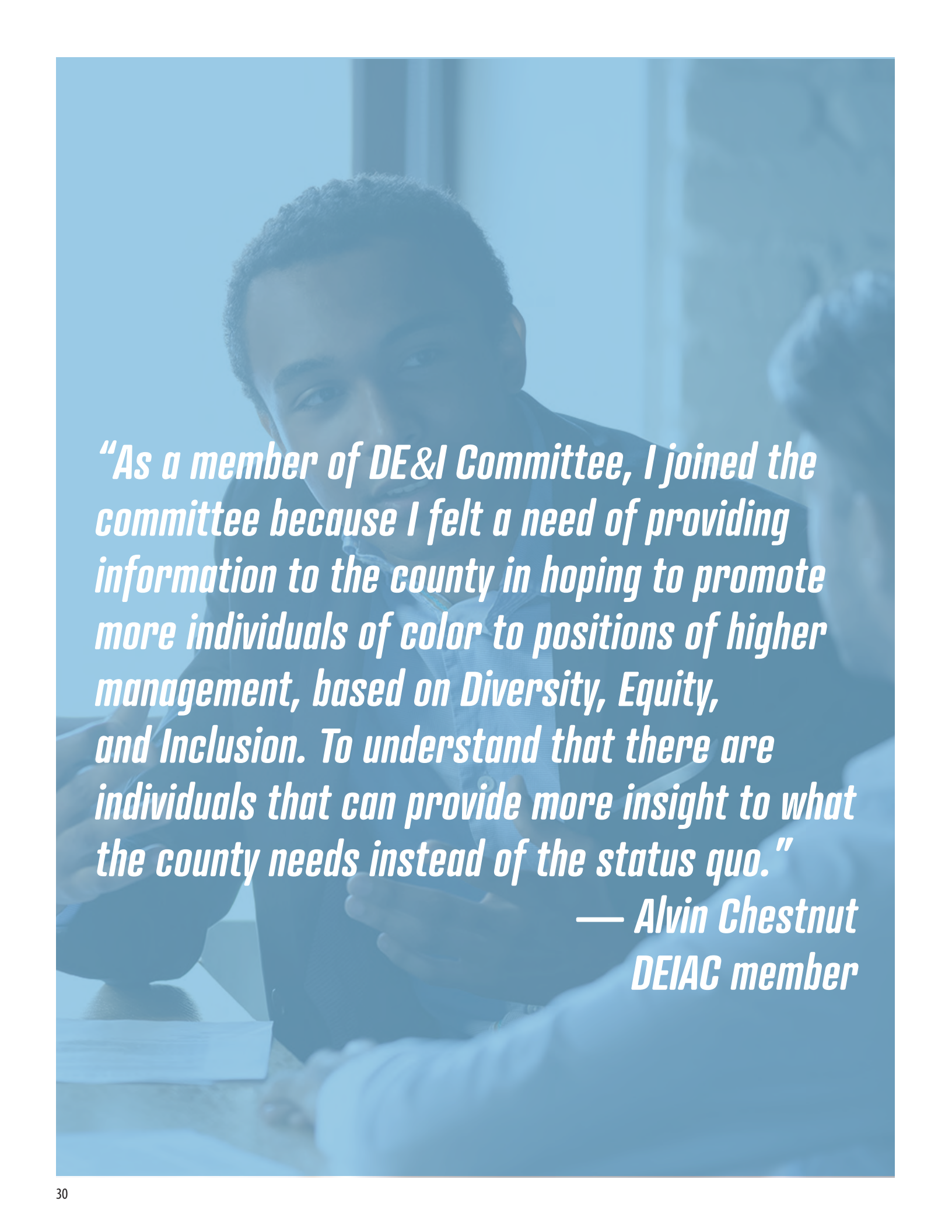
*"John Lewis inspired me to be a part of something that will actually bring positive change to our community. --'Good Trouble'."*

*— Ann Thomas  
DEIAC member*

*"As a law enforcement officer, I always want to be where the problems are, to help solve them. I joined DE&I to help solve problems."*

*— Hardin Brown, Jr.  
DEIAC member*

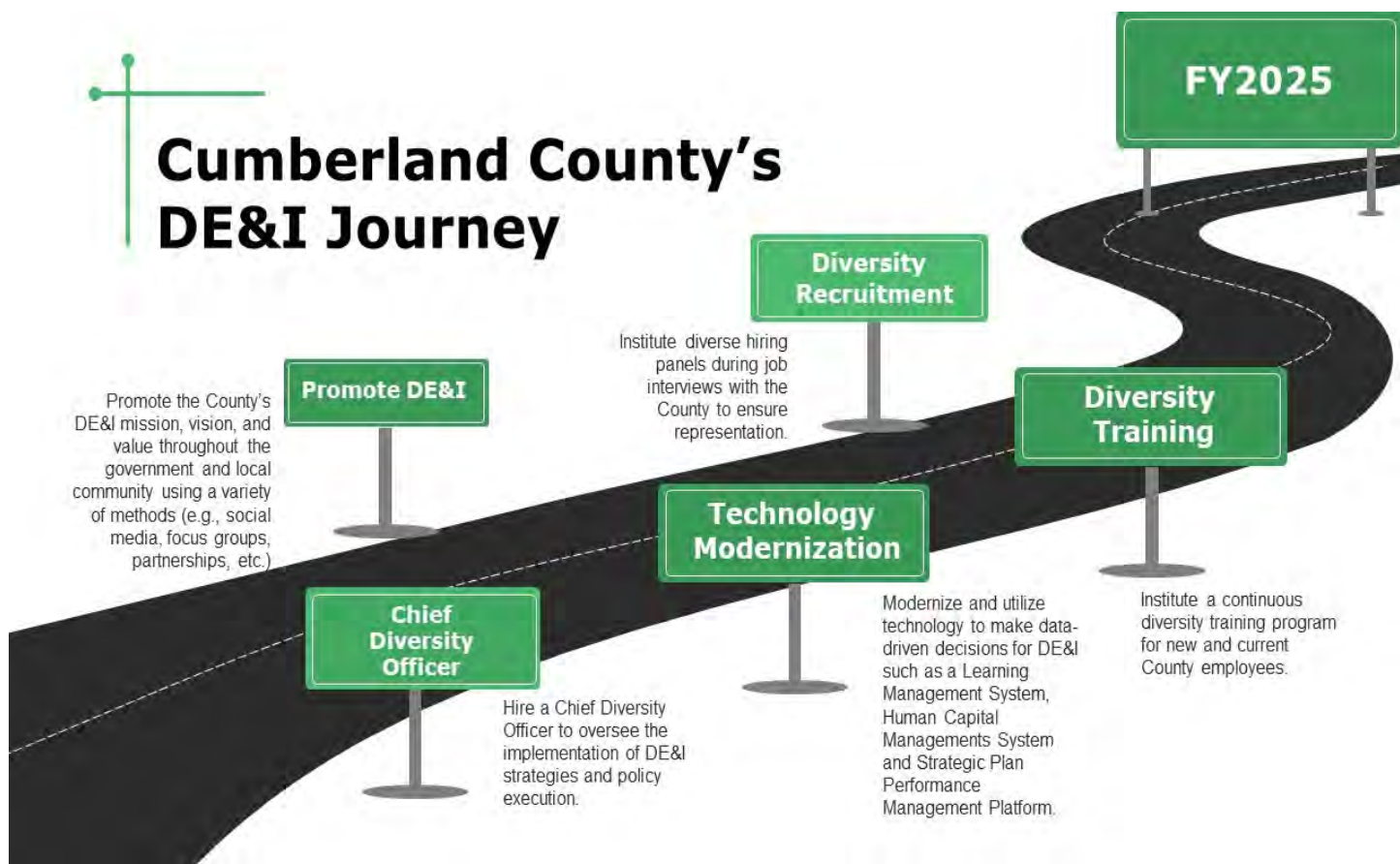


A photograph of a man with short dark hair, wearing a dark suit and a light blue shirt, speaking at a meeting. He is gesturing with his hands. The image is overlaid with a semi-transparent blue filter. The text is written in a white, italicized serif font.

*“As a member of DE&I Committee, I joined the committee because I felt a need of providing information to the county in hoping to promote more individuals of color to positions of higher management, based on Diversity, Equity, and Inclusion. To understand that there are individuals that can provide more insight to what the county needs instead of the status quo.”*

*— Alvin Chestnut  
DEIAC member*

# Appendix C: DE&I Initiative Roadmap



# Together, We Can.



**CUMBERLAND**  
**COUNTY**  
NORTH CAROLINA