



THE CUMBERLAND COUNTY BOARD OF COMMISSIONERS along with county management and department heads started a strategic planning initiative in January 2011. Ed Emory, Dr. Stan Dixon and Dr. Wanda Sykes facilitated the strategic planning through a partnership with the Cooperative Extension and N.C. State University. The Commissioners formally approved the 2011-2012 Strategic Plan in April.

The county's mission, vision, core values, goals and objectives are provided here. The complete plan with action steps for each objective is posted on the county's web site - www.co.cumberland.nc.us.

BOARD OF COMMISSIONERS

- KENNETH S. EDGE, CHAIRMAN
- MARSHALL FAIRCLOTH, VICE-CHAIRMAN
- DR. JEANNETTE M. COUNCIL
- CHARLES E. EVANS
- JIMMY K. KEEFE
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COUNTY MANAGEMENT

- JAMES E. MARTIN, COUNTY MANAGER
- AMY H. CANNON, DEPUTY COUNTY MANAGER
- JAMES E. LAWSON, ASSISTANT COUNTY MANAGER

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[http:// www.co.cumberland.nc.us/](http://www.co.cumberland.nc.us/)

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**STRATEGIC PLAN
2011 - 2012**

— OUR —

MISSION

**TO PROVIDE QUALITY SERVICES TO OUR CITIZENS
WHILE BEING FISCALLY RESPONSIBLE.**

— OUR —

VISION

**TO GROW AS A REGIONAL DESTINATION FOR
EMPLOYMENT, ECONOMIC DEVELOPMENT, COMMERCE
AND CULTURAL PURSUITS.**

— OUR —

CORE VALUES

SERVING CUMBERLAND COUNTY CITIZENS WITH PRIDE:

- P**ROFESSIONALISM
- R**ESPECT
- I**NTEGRITY WITH ACCOUNTABILITY
- D**IVERSITY
- E**XCELLENT CUSTOMER SERVICE

**RECOGNIZING THAT ALL PEOPLE ARE DIFFERENT,
WE TREAT EVERYONE WITH DIGNITY AND SERVE OUR
DIVERSE POPULATION WITH PROFESSIONALISM,
RESPECT, INTEGRITY, DIVERSITY AND EXCELLENT
CUSTOMER SERVICE (PRIDE).**

GOAL 1:

ENSURE A SAFE AND HEALTHY COMMUNITY BY PROVIDING NEEDED SERVICES TO OUR CITIZENS IN A TIMELY MANNER.

- **Objective 1:** Assist with reducing youth crimes and gang involvement by providing youth development program opportunities.
- **Objective 2:** Assist with efforts to reduce crime by repeat offenders.
- **Objective 3:** Improve emergency response services to citizens.
- **Objective 4:** Promote a healthy community by providing educational, health and human services programs and resources to citizens.
- **Objective 5:** Strengthen the County's green and energy-efficiency initiatives.

GOAL 2:

PROVIDE ADEQUATE INFRASTRUCTURE CONSISTENT WITH ORDERLY GROWTH OF A DYNAMIC COUNTY.

- **Objective 1:** Explore strategies to address the County's need for more office space, and ensure facilities are well-maintained.
- **Objective 2:** Improve transportation services in rural areas and promote expansion of van, rail and air systems.
- **Objective 3:** Increase gateway and other beautification efforts to create a more aesthetically appealing community.
- **Objective 4:** Continue efforts to provide safe water to all citizens.

GOAL 3:

PROMOTE ECONOMIC DEVELOPMENT BY CREATING AND RETAINING JOBS, AND PROVIDING CAREER OPPORTUNITIES, QUALITY EDUCATION, CULTURAL AND RECREATIONAL SERVICES.

- **Objective 1:** Ensure effective economic development incentives and practices are in place to attract and retain business and industry.
- **Objective 2:** Promote economic development through the preservation of natural resources, farmland and the county's agricultural industry.
- **Objective 3:** Provide quality cultural and recreational services.

GOAL 4:

EDUCATE, INFORM AND ENGAGE EMPLOYEES, CITIZENS, ELECTED AND APPOINTED OFFICIALS THROUGH EFFECTIVE AND EFFICIENT COMMUNICATIONS.

- **Objective 1:** Increase citizen engagement as evidenced by increased applications for county boards and committees and attendance at public forums and meetings.
- **Objective 2:** Enhance communications systems and transparency so citizens can readily access information.
- **Objective 3:** Improve internal communications.
- **Objective 4:** Develop and promote the County's strategic plan to employees and the public.
- **Objective 5:** Enhance collaboration between county government and other boards, committees and commissions.

GOAL 5:

EMPLOY MOTIVATED, PROFESSIONAL AND WELL-TRAINED PERSONNEL WHO OFFER EXCELLENT CUSTOMER SERVICE WITH **PRIDE** – **PROFESSIONALISM, RESPECT, INTEGRITY WITH ACCOUNTABILITY, DIVERSITY AND EXCELLENT CUSTOMER SERVICE.**

- **Objective 1:** Optimize service delivery through innovation, automation and technology to enhance current services and create new service opportunities.
- **Objective 2:** Encourage citizen engagement and provide feedback opportunities through various outlets as it relates to service delivery.
- **Objective 3:** Implement staff development and training programs that include classroom and online delivery methods.
- **Objective 4:** Recognize employees for their achievements.
- **Objective 5:** Explore competitive pay based on labor market analysis and update classification system.