

Mission statement: To provide quality services to our citizens while being fiscally responsible.

Vision statement: To grow as a regional destination for employment, economic development, commerce and cultural pursuits.

Core values: Serving Cumberland County citizens with PRIDE:

Professionalism

Respect

Integrity with accountability

Diversity

Excellent 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).

Goals, Objectives and Action Steps

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.*

Action steps:

- Conduct an assessment of all youth development services currently being provided by county agencies and look for areas for collaboration and gaps in services.
- Provide youth development opportunities through 4-H, youth component of the County's Citizens' Academy, library youth services, and volunteer programs through various departments.
- Coordinate application and administration of grant funding available for youth development initiatives.
- Advocate with the Board of Education for alternatives to the high school academic track and seek an increased focus on vocational and military programs to combat the drop-out rate.

Objective 2: *Assist with efforts to reduce crime by repeat offenders.*

Action Steps:

- Continue well-structured Pre-trial Release and Day Reporting Center programs featuring education classes, employment and life skills training, cognitive behavior intervention, drug classes, alternative care services and curfew monitoring.
- Continue efforts to expand the Detention Center and address capacity issues.

Objective 3: *Improve emergency response services to citizens.*

Action Steps:

- Implement emergency and non-emergency notification system.
- Work with the Public Safety Task Force on recommendations to improve emergency response.
- Consolidate Computer Assisted Dispatch (CAD) between City and County.
- Integrate Cape Fear Valley EMS ambulances into county CAD system to provide ambulance location.
- Explore feasibility of a citizens watch telephone service.
- Upgrade FireHouse records management software for Cumberland County Fire Departments.
- Implement new hardware and communications software to decrease the response time for Animal Control.
- Meet national standards for dispatch emergency calls.
- Plan for regional back-up 911 Center.
- Move toward Nextgen 911.
- Establish a consolidated Public Safety Answering Point between City of Fayetteville and County within the next five years.

Objective 4: *Promote a healthy community by providing educational, health and human services programs and resources to citizens.*

Action steps:

- Conduct community health needs assessments.
- Provide health, child/elder abuse prevention, mental health and nutrition education programs and consumer resources for children, citizens and employees.
- Provide rabies clinics and encourage spay and neutering programs.
- Provide mental health and human services programs that improve citizen health and well-being.

Objective 5: *Strengthen the County's green and energy-efficiency initiatives.*

Action steps:

- Promote recycling efforts through marketing and education.
- Increase concrete recycling by purchasing a concrete crusher and promoting more construction and demolition recycling.
- Establish County government-wide green programs and policies.

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.*

Action steps:

- Inventory and assess all County facilities to determine usage, space availability, feasibility of retrofit, regulatory compliance and condition of infrastructure.
- Develop a County facilities plan and explore opportunities to share and create needed office space. .

Objective 2: *Improve transportation services in rural areas and promote expansion of van, rail and air systems.*

Action Steps:

- Conduct an assessment of current transportation needs to include review of: usage, points of interest, locales and best practices from other communities.
- Provide portal-to-portal transportation to rural residents.
- Continue road improvements through the thoroughfare planning process.
- Advocate for a direct flight from Fayetteville to Washington, D.C.
- Educate and encourage citizens to participate in ride-share/carpool programs.

Objective 3: *Increase gateway and other beautification efforts to create a more aesthetically appealing community.*

Action Steps:

- Enforce ordinance and code regulations in order to maintain a visually friendly and safe environment.
- Enlist Master Gardeners to assist in beautification and green efforts by providing educational opportunities and consultation services.
- Promote Master Gardener hotline for citizens to contact regarding horticultural questions and concerns.
- Promote Community Development and other programs that offer rehabilitation assistance.

Objective 4: *Continue efforts to provide safe water to all citizens.*

Action steps:

- Move forward with Gray's Creek Water & Sewer District referendum.
- Seek resources to implement projects in other priority areas as outlined in Rural Water Feasibility Study.
- Continue work of Safe Water Task Force.
- Update the Safe Water web page.

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.*

Action steps:

- Identify expectations for economic development through partnership with the Chamber of Commerce to include existing incentive program and policy, utilization of existing business sites and industrial parks, and job creation.
- Continue to support economic development and incentive plan for businesses.
- Promote development that is economically viable through responsible land use planning and zoning.
- Continue to support affordable housing development.
- Provide engineering technical assistance to Chamber regarding existing business and industrial parks.
- Establish a user-friendly customer referral process to include a web page to answer frequently asked business-related questions.
- Explore assigning an economic development case manager to provide information and referral to new and existing businesses as they navigate the County's permitting and other regulatory processes.
- Provide small business programs, databases, job and career centers, and skills training.

Objective 2: *Promote economic development through the preservation of natural resources, farmland and the county's agricultural industry.*

Action Steps:

- Utilize the Working Lands Protection Plan as a guide to promote the long-term use of agricultural land.
- Assist in the expansion of agriculture to include new markets, traditional commodities, and farmers markets in order to increase revenues of local farm products.
- Promote programs for young farmers and students to encourage the growth and development of careers in agriculture.
- Promote agri-tourism as economic opportunities for farmers.
- Promote the expansion of the Cape Fear River Trail.

Objective 3: *Provide quality cultural and recreational services.*

Action step:

- Provide diverse events and programs to entertain, educate and enlighten.

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.*

Action Step:

- Develop a Cumberland County Citizens' Academy for residents to learn more about their county government and encourage county employees to participate.
- Continue to participate in Institute for Community Leadership and the Chamber's Leadership Fayetteville.
- On application, ask applicants for county's boards and commissions to indicate if they have completed any of the leadership academies.
- Engage and educate citizens through public forums in various parts of the county on important issues.

Objective 2: *Enhance communications systems and transparency so citizens can readily access information.*

Action Steps:

- Develop additional online services for citizens such as automated employment applications.
- Establish a web team to update and enhance the County's public web site to ensure ease of use and posting of pertinent information i.e., Board of Commissioners committee agendas and minutes.
- Expand use of Facebook, Twitter and other social media.
- Develop a telecommunications strategic plan.
- Update GIS website.

Objective 3: *Improve internal communications.*

Action Steps:

- Update and enhance Intranet and ensure all departments have access to site.
- Hold monthly meetings with department heads and their administrative assistants to provide updates and facilitate dissemination of information to employees.
- Determine which employees in each department do not have access to e-mail and ensure they receive county-wide employee e-mail notices.
- Repeal the existing personnel code and adopt the contents therein as a master County personnel policy.
- Update Human Resources policies by researching existing policies and revising or developing new policies and posting.
- Update Human Resources web page to a customer-service focus providing service offerings and contact information.

- Utilize performance management evaluation system to enhance effective communications between supervisors and employees.

Objective 4: *Develop and promote the County's strategic plan to employees and the public.*

Action Steps:

- Develop and approve a county strategic plan by April 2011. Review plan after budget process and provide update. Provide annual "State of the County" update.
- Develop a committee to monitor strategic planning.
- Display mission, vision, and core values in all departments.
- Set and work toward specific departmental strategic or work plans and report progress on a regular basis.
- Incorporate any applicable County goals, objectives and action steps into departmental reports to appropriate boards and staff.

Objective 5: *Enhance collaboration between county government and other boards, committees and commissions.*

Action Step:

- Maintain schedule of joint meetings between Commissioners and various other governing boards.
- Collaborate with municipalities to adopt a unified Animal Control code.

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. .*

Action Steps:

- Seek and implement automated systems that enhance or create new service delivery methods. For example, the state's NC FAST integrated system at Social Services.
- Reintroduce and promote the Employee Suggestion Program to motivate employees to develop innovative ideas and suggestions to save the county money or otherwise make service delivery more efficient.

Objective 2: *Encourage citizen engagement and provide feedback opportunities through various outlets as it relates to service delivery.*

Action Steps:

- Post directories in all departments with name and contact information for director and/or key staff.
- Respond to complaints from public within 24 hours.
- Ensure comment box suggestions, webmaster e-mails and other feedback are reviewed and responded to by appropriate staff member.

Objective 3 – *Implement staff development and training programs that include classroom and online delivery methods.*

Action Steps:

- Develop courses that target supervisors' and employees' training needs and promote customer service, teambuilding and leadership.
- Automate registration, tracking, monitoring, and reporting of training courses.
- Support department-specific licensure and certification training needs.

Objective 4: *Recognize employees for their achievements*

Action steps:

- Recognize employees at the departmental level.
- Develop mechanisms to recognize departments and employees countywide for their achievements. Reintroduce and promote the Employee/Team Recognition Program designed to spotlight outstanding employees and teams for the work they do to strengthen the quality of life of our citizens.

Objective 5: *Explore competitive pay based on labor market analysis and update classification system.*

Action Steps:

- Update salary/compensation plan after conducting a labor market pay analysis.
- Update position classification plan and salary schedule to incorporate labor market data in pay ranges and develop pay policies that allow for movement within the pay range.