

# FY 20/21

## FOCUS AREAS AND STRATEGIC GOALS

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### **FOCUS AREA 1: CITIZEN ENGAGEMENT**

To implement outreach strategies that reflect who we are and inspire people to be part of it.



### **FOCUS AREA 2: ECONOMIC DEVELOPMENT**

To actively bring people to Cleveland County through recruitment of new industry, creating a healthy business climate for existing businesses and growing Cleveland County as a tourist destination.



### **FOCUS AREA 3: PUBLIC SAFETY**

To ensure the safety of our residents through efficient and effective public safety agencies.



### **FOCUS AREA 4: FISCAL SUSTAINABILITY**

To be a high-performing organization that effectively uses resources to provide high quality service to our residents.



### **FOCUS AREA 5: COMMUNITY WELLNESS**

To promote physical activity, healthy eating, and positive relationships within families



## FOCUS AREA 1: CITIZEN ENGAGEMENT

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**Success in citizen engagement means implementing outreach strategies that reflect who we are and inspire people to be part of it.**

### GOALS

1. Expansion of youth programs which provide life coaching, career assistance and healthy lifestyle education to provide opportunities for youth to become successful, productive adults.
2. Continue to increase citizen engagement & communication through sharing of information about programs and services offered by Cleveland County.
3. Focus on outreach in an effort to increase Veterans support services by collaborating with Veterans support agencies in the county.
4. Create a dialogue between the county and municipalities for the purpose of sharing information and discussing county-wide issues through a Mayors Roundtable.
5. Partner with the local schools to expand programs and creation of educational materials to encourage a cleaner community.
6. Creation of a citizen's academy that would allow citizens insight into County services and functions of County departments.
7. Evaluation of Cleveland County Housing Study and development of policies to encourage and promote expansion of housing opportunities.



## **FOCUS AREA 2: ECONOMIC DEVELOPMENT**

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**Success in economic development means actively bringing people to Cleveland County through recruiting new industry or growing Cleveland County as a tourist destination while creating a healthy and diverse environment for existing businesses and our citizens.**

### **GOALS**

1. Continue to support the local farmers in their efforts to expand the agriculture industry in Cleveland County.
2. Create and promote workforce development efforts aimed at recruiting and retaining a qualified workforce that meets the needs of Cleveland County employers.
3. Analyze and perform site development on available sites and proactively plan for future product development through private/public land-banking.
4. Analyze current retail environment to better understand existing retail product, examine what drives retail businesses to locate to a community and develop a strategy to recruit retail businesses to Cleveland County.
5. Develop a strategic plan for Travel and Tourism to market and promote Cleveland County as a tourist destination.



## FOCUS AREA 3: PUBLIC SAFETY

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**Success in Public Safety is ensuring the safety of our residents through efficient and effective public safety agencies.**

### GOALS

1. Development of options for a jail expansion which would improve efficiencies by co-location, manage increased capacity and consider other long-term capital needs in the County.
2. Review of existing animal control ordinance and current enforcement practices and continued implementation of Best Practices at the Animal Shelter.
3. Evaluate options for expanding internet services to areas of the County which are not served including identification of wireless expansion options.
4. Maintain support for County Volunteer Fire Departments through continued implementation of Volunteer Fire Department Strategic Plan.
5. Take proactive approach to cleaning up dilapidated properties throughout Cleveland County.
6. Create Partnerships to examine options for funding and location of a Law Enforcement Driving Pad.



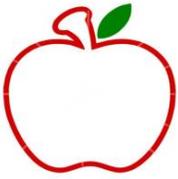
## **FOCUS AREA 4: FISCAL SUSTAINABILITY**

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**Success in Fiscal Sustainability is to be a high-performing organization that effectively uses resources to provide high quality service to our residents.**

### **GOALS**

1. Focus on the identification of improved business intelligence, efficiencies and customer service enhancements from installation of Keystone finance software system.
2. Continue to maintain a fund balance of 18% to ensure stability in the financial health of Cleveland County.
3. Continued implementation of Facility Master Plan to determine priority capital improvements to increase building efficiencies and continue long range capital planning.
4. Continued redevelopment of Personnel Ordinance to align with the goal of Cleveland County becoming the Employer of Choice.
5. Identify lean principles with a focus on position justification to create efficiencies across the organization.



## **FOCUS AREA 5: COMMUNITY WELLNESS**

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**Success in Community Wellness is promoting physical activity, healthy eating, and positive relationships within families**

### **GOALS**

1. Continued focus on community health by engaging strategically identifying health disparities and partnering with community agencies to lower county health rankings.
2. Identify innovative strategies to make Cleveland County a desirable place to live, work and play with a strategic focus on enhancing the quality of life for our residents.
3. Intentional focus on actively engaging in the fight against substance abuse with an intentional focus on opioids.
4. Further develop and measure outcomes for Community Prosperity Project and look for countywide expansion opportunities.
5. Research the availability of funding for expansion of existing trails (Broad River Greenway and Kings Mountain Gateway trail) as well as new projects such as sidewalks, bike trails and Rails to Trails programs.
6. Work with the Foothills Farmers Market to determine the community interest in satellite farmers markets.