



County Strategy

Commissioners' Strategic Directions

A Balanced Scorecard for Cumberland County . Pennsylvania

Introduction:

The Cumberland County Board of Commissioners developed the 2023 strategic directions to address the changing needs of the county and county government. The strategic directions provide residents and staff with what the county hopes to achieve through the county vision and how it will successfully fulfill the vision. The guiding principles and core values provide what is expected of county staff as they go about day-to-day operations to fulfill the vision and mission. What the county expects to accomplish is outlined in the strategy goals and objectives.

Vision

A place where family-sustaining economic opportunity is promoted, our environment is respected, public safety is ensured, and our quality of life is preserved for the future.

Mission

To provide impactful and essential county services in the most effective, courteous, and financially responsible manner possible.

Guiding Principles

- Financial** ► To be fiscally responsible with taxpayer resources and use those resources to make smart decisions.
- Technical** ► To utilize technological and practical solutions for improving efficiencies and effectiveness.
- Customer Service** ► To be a customer-focused organization by providing excellent service to external and internal customers.
- Training** ► To provide continuous educational opportunities for all employees which includes core training for all positions.

Core Values

- Professionalism** ► Cumberland County's goal is to exceed citizens expectations with resourcefulness and commitment to quality.
- Respect** ► Cumberland County has a high regard for individual rights. All employees are expected to conduct themselves in the highest ethical manner when dealing with customers, peers, subordinates, and superiors.
- Integrity** ► All employees are expected to conduct themselves with the highest level of integrity, taking pride and ownership of all aspects of one's job.
- Diversity** ► All employees are expected to respect the differences in mindsets among co-workers, and to be open to new and more efficient ideas.
- Efficiency** ► All employees are expected to be efficient with the resources they work with.



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Strategy Goals and Objectives

The county strategy is comprised of four areas of focus under which the strategy goals and objectives are organized. Strategy goals are what the county expects to achieve to fulfill the county vision. Strategy objectives are the actions that must be taken, completed, or continued to achieve the related strategy goal. The four strategy focus areas are: **Deliver** | **Protect** | **Balance** | **Connect**

Deliver:

Cumberland County will attract, develop, and retain a professional, competent workforce that delivers exceptional service to the residents it serves. Well-trained, technically proficient staff will be guided by sound fiscal management principles ensuring that services are provided in a timely, cost-effective manner.

Goals ►

- 1 ► Provide quality, efficient, and effective county services in all departments with special emphasis on human services, public services, and emergency services.

Objectives:

- 1.1 Expand and improve service delivery via automation, self-service, and secure web portals.
- 1.2 Leverage automation with positive return on investment for cost savings and improved emergency services.

- 2 ► Develop a professional, competent county workforce to deliver county services.

Objectives:

- 2.1 Maintain and expand ongoing management skills trainings.
- 2.2 Provide training and support to implement continuous quality improvement.



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Our Mission

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Protect:

Cumberland County works to ensure our citizens' quality of life is maintained through the planning and implementation of public services, criminal justice operations, and a broad array of human services. To provide these services in the most effective and efficient manner possible, there is a strong commitment to staff development as well as a solid foundation of fiscal management principles.

Goals ►

3 ► Continually improve system-wide services for vulnerable populations by integrating, coordinating, and partnering human services with other relevant county departments and private stakeholders to achieve favorable outcomes.

Objectives:

- 3.1** Partner with municipalities and the private sector to promote a safe, clean environment, and to combat the ongoing opioid health crisis.
- 3.2** Improve system-wide services for children, families, and seniors.

4 ► Continually improve criminal justice processes to achieve efficient outcomes, reduce recidivism, and limit the growth in the prison population using effective assessment tools early in the process to identify low risk offenders and direct them to appropriate alternatives to imprisonment.

Objectives:

- 4.1** Identify treatment needs upon entry into the criminal justice system.
- 4.2** Utilize evidence-based and promising practices.



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Balance:

Cumberland County is committed to providing services to support and promote conservation efforts to preserve natural, cultural, and recreational resources that are required to support a high quality of life, protect public health, and spur economic growth while understanding the county's prosperous future as a preferred place to live, work, and visit is enhanced by planned commercial, industrial, and residential growth. Departments who work in these areas are committed to working together to streamline and maximize efforts as they continually strive to strike a balance between conservation and growth.

Goals ►

5 ► Preserve productive agricultural lands and support the agricultural industry.

Objectives:

- 5.1** Preserve prime farmland.
- 5.2** Promote and support the agriculture industry.
- 5.3** Support efforts to preserve and protect important environmental features.

6 ► Maintain a diversified industry base that increases the commercial/industrial tax base and in turn increases the median income and opportunities for the broadest array of Cumberland County residents.

Objectives:

- 6.1** Retain existing employers and attract or encourage the formation of new business.
- 6.2** Encourage visitors to identify the county as a business and leisure destination.

7 ► Provide a sufficient supply of mixed housing types within the financial reach of all county residents.

Objectives:

- 7.1** Support the efforts of the Cumberland County Housing and Redevelopment Authorities as they address affordable housing and provide assistance to renters, homeowners, and potential homeowners.
- 7.2** Continue to support efforts made on behalf of Cumberland County with Community Development Block Grant (CDBG), Home Investment Partnership Program (HOME), and Emergency Rental Assistance (ERA) programs.



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Connect:

Cumberland County must be connected locally and globally through a safe, efficient transportation system and proactive, collaborative stakeholder relationships. Strong working relationships with municipal, state, and federal elected officials as well as Cumberland County partner agencies is key to success in this area.

Goals ►

8 ► Develop and maintain a safe, multi-modal transportation system that is supported by responsible land use planning, accessible to all users, respects natural resources and serves the mobility needs of residents, businesses, and through travelers.

Objectives:

- 8.1** Support increased public transit and shared ride transportation through Susquehanna Regional Transit Authority (SRTA).
- 8.2** Improve in the county's motorized and non-motorized transportation through strategic investment and leveraging of federal, state, county, and local funding sources.
- 8.3** Maintain county-owned bridges in state of good repair.

9 ► Forge strong partnerships with government organizations, nonprofits, educational institutions, and residents to effectively address issues that supersede political boundaries.

Objectives:

- 9.1** Improve and expand the scope/quality of internal and external communications.
- 9.2** Leverage Board of Commissioner liaison assignments to identify ways to address similar goals and objectives.
- 9.3** Promote and advertise public meetings and department activities with an aim to get residents engaged and involved.
- 9.4** Support the Municipal Advisory Board meetings as a forum to respectfully discuss county and municipal land use plans.

Our Mission

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The Balanced Scorecard

The scorecard provides the framework to align system-level and department strategies, goals, and targeted outcomes. In 2022, the Board of Commissioners recommitted to the balanced scorecard as the primary tool to measure success. The four perspectives will be used to determine whether the county is meeting our goals and fulfilling the vision of Cumberland County.

The Four Perspectives

The balanced scorecard, comprised of strategy goals and objectives that align with one of the focus areas, is used to assess how the county is meeting the needs of stakeholders. Success is measured using the four perspectives of the balanced scorecard as outlined below:

Serving the Customer: The residents of Cumberland County are the customers of the services the county provides. Providing customer service-oriented support to the residents as well as internal and external stakeholders is crucial.

Running the Business: Cumberland County isn't a business, but business process is important. Not only does the county need to know how to best address the needs of the residents, the county needs to ensure it is providing those services in the most efficient manner possible.

Developing Employees: Cumberland County is committed to the learning and growth of employees. Developing employees is the cornerstone of its success.

Managing Resources: While the first three perspectives are crucial to the success of the county, the county must manage resources at the same time. Being fiscally responsible with taxpayer money is important as the county strives to both provide services and protect our fiscal health.

Conclusion

As mentioned, how successful the county is in fulfilling the vision statement is assessed using the balanced scorecard via the four perspectives. With continuous quality improvement in mind, an informal review of progress is performed on an on-going basis. At least once a year, a formal review of the balanced scorecard using the four perspectives is completed. Therefore, a review of department performance objectives and the balanced scorecard provides something akin to a report card for county operations.

Department goals, objectives, and performance measures are found in the Performance Management Section. These goals and objects align with the county strategy goals and objectives. Therefore, a review of department objectives and performance measures provides an additional tool beyond the balanced scorecard to assess whether the county is meeting operational goals and objectives. The Strategy Goal Alignment by Department follows the balanced scorecard.



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Deliver

Serving the Customer . Running the Business . Developing Employees . Managing Resources

Strategy Goals:

Goal 1:

Provide quality, efficient, & effective county services in all departments with special emphasis on human services, public services, & emergency services.

Objectives: 1.1, 1.2 | 2.1, 2.2

Expand & improve service delivery via automation, self-service, & secure web portals.

Leverage automation with positive return on investment for cost savings & improved emergency services.

Goal 2:

Develop a professional, competent county workforce to deliver county services.

Maintain & expand ongoing management skills trainings.

Provide training & support to implement continuous quality improvement.

Protect

Serving the Customer . Running the Business . Developing Employees . Managing Resources

Strategy Goals:

Goal 3:

Continually improve system-wide services for vulnerable populations by integrating, coordinating, & partnering human services with other relevant county departments & private stakeholders to achieve favorable outcomes.

Objectives: 3.1, 3.2 | 4.1, 4.2

Partner with municipalities & the private sector to promote a safe, clean environment, & to combat the ongoing opioid health crisis.

Improve system-wide services for children, families, & seniors.

Goal 4:

Continually improve criminal justice processes to achieve efficient outcomes, reduce recidivism, & limit the growth in the prison population using effective assessment tools early in the process to identify low risk offenders & direct them to appropriate alternatives to imprisonment.

Identify treatment needs upon entry into the criminal justice system.

Utilize evidence-based & promising practices.

Balance

Serving the Customer . Running the Business . Developing Employees . Managing Resources

Strategy Goals:

Goal 5:

Preserve productive agricultural lands & support the agricultural industry.

Objectives: 5.1, 5.2, 5.3 | 6.1, 6.2 | 7.1, 7.2

Preserve prime farmland.

Promote & support the agriculture industry.

Support efforts to preserve & protect important environmental features.

Goal 6:

Maintain a diversified industry base that increases the commercial/industrial tax base & in turn increases the median income & opportunities for the broadest array of Cumberland County residents.

Retain existing employers & attract or encourage the formation of new business.

Encourage visitors to identify the county as a business & leisure destination.

Goal 7:

Provide a sufficient supply of mixed housing types within the financial reach of all county residents.

Support the efforts of the Cumberland County Housing & Redevelopment Authorities as they address affordable housing & provide assistance to renters, homeowners, & potential homeowners.

Continue to support efforts made on behalf of Cumberland County with CDBG, HOME, & ERA programs.

Connect

Serving the Customer . Running the Business . Developing Employees . Managing Resources

Strategy Goals:

Goal 8:

Develop & maintain a safe, multi-modal transportation system that is supported by responsible land use planning, accessible to all users, respects natural resources & serves the mobility needs of residents, businesses, & through travelers.

Objectives: 8.1, 8.2, 8.3 | 9.1, 9.2, 9.3, 9.4

Support increased public transit & shared ride transportation through SRTA.

Improve in the county's motorized & non-motorized transportation through strategic investment & leveraging of federal, state, county, & local funding sources.

Maintain county-owned bridges in state of good repair.

Goal 9:

Forge strong partnerships with government organizations, nonprofits, educational institutions, & residents to effectively address issues that supersede political boundaries.

Improve & expand the scope/quality of internal & external communications.

Leverage Board of Commissioner liaison assignments to identify ways to address similar goals & objectives.

Promote & advertise public meetings & department activities with an aim to get residents engaged & involved.

Support the Municipal Advisory Board meetings as a forum to respectfully discuss county & municipal land use plans.

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Our Mission: To provide impactful and essential county services in the most effective, courteous, and financially responsible manner possible.



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Strategy Goal Alignment: By Department