

Mecklenburg County's Strategic Planning Model

STRATEGIC PLANNING & EVALUATION

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Overview

- What is Strategic Planning?
- Strategic Planning Framework
- Department Strategic Business Planning Approach



What is Strategic Planning?



What is strategic planning?

- Systematic approach of “envisioning” includes setting priorities, goals; outlining strategies and measures needed to get to the desired future
- Recognize emerging trends and patterns in the community, and predict issues in the future environment related to the marketplace, demand for service, changing community needs, etc...
- Allows for persons to translate vision into action



What is strategic planning? (con'd)

- Considers differences between strategies and tactics
 - Strategic thinking is leadership...creating the vision...doing the right things
 - Tactical thinking is management...executing the vision...doing things right
- Process for allocating resources over a defined period



Why important for Mecklenburg County?

- We strive to meet community needs by setting goals and achieving outcomes
- Standardized approach for strategic planning using a methodology that spans the next three-years
- Improve strategic business planning at the department level
- Incorporate strategic thinking as part of our organizational culture...becomes the way we do “business”
- Align budget decisions to department strategic goals and strategic priorities

Strategic Planning Framework

Strategic Planning Framework

Aligns core enterprise-wide initiatives:

- Corporate Goals, Strategies and Key Performance Indicators
- Executive Team and Department Work Plans: Annual Key Initiatives, Key Performance Indicators
- Department 3-Year Strategic Business Plans (FY17-FY19)

All initiatives consider internal and external information such as:

- Mecklenburg County: Pulse Report
- Mecklenburg Livable Communities Plan (strategies/action items)
- Quality of Life indicators
- Customer and Resident Perceptions
- Organizational and Budget Data
- Other factors (risk, legislation, department/community reports, etc...)

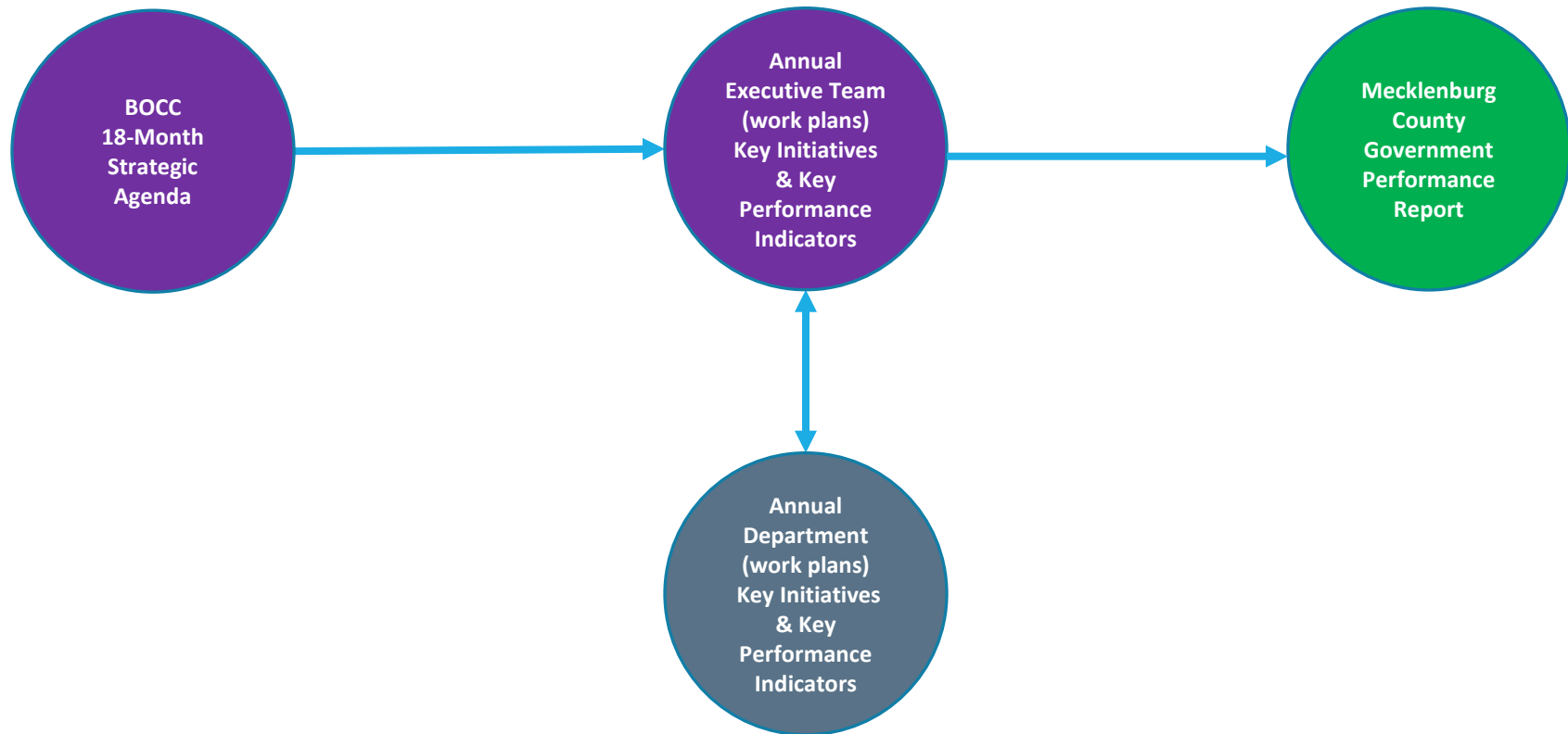
Communicate relevant information to the public via:

- Mecklenburg County Government Performance Report (annual)






Mecklenburg County's Current Strategic Planning Framework

Defining Goals —————> Managing Performance —————> Reporting Outcomes



Legend

	Mecklenburg County – Department Initiatives
	Mecklenburg County – Corporate Initiatives
	Report Deliverables

Mecklenburg County's Future Strategic Planning Framework

Defining Goals → Managing Performance → Reporting Outcomes









Department 3-Year Strategic Business Planning Approach



What will be our approach to Strategic Business Planning?

- Organization-wide: Build capacity to do strategic planning within departments
 - Provide a two-day strategic planning and facilitation training with department staff and Strategic Planning & Evaluation - Budget team
 - Leverage Human Resources-Learning & Development unit to provide ongoing trainings
- Departments will think about FY17-FY19 strategic goals and draft strategic business plans accordingly
- Strategic Planning & Evaluation team will assist departments with outlining strategic goals and business plans

Department Strategic Business Planning Timeline

	FY15				FY16				FY17			
Activities	Qtr. 1	Qtr. 2	Qtr. 3	Qtr. 4	Qtr. 1	Qtr. 2	Qtr. 3	Qtr. 4	Qtr. 1	Qtr. 2	Qtr. 3	Qtr. 4
Pre-Work												
Business Planning												
												
Post-Planning/ Implementation												

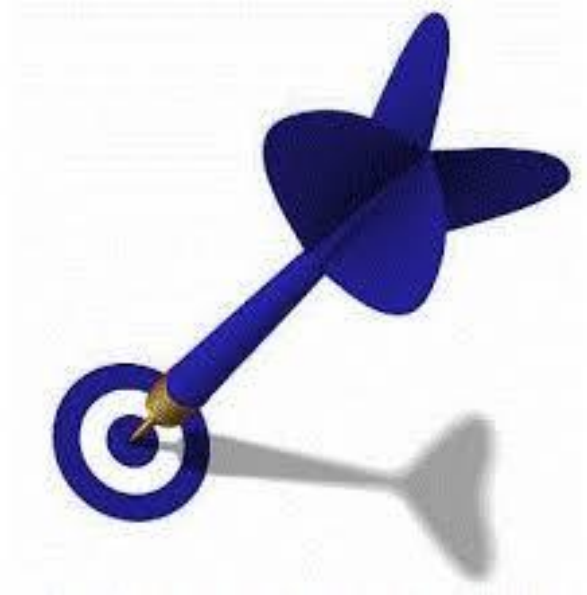
Department Strategic Business Planning

Key Activities

Activities	Item
Pre-work	
Summer 2014 – Spring 2015	Prepare Strategic Planning approach and process
Dept. Business Planning	
Spring – Summer 2015	<ul style="list-style-type: none"> • Department Strategic Planning “Kick-Off” • Department staff strategic planning and facilitation training • Manager’s Cabinet Strategic Planning Retreat
Summer – Winter 2015	<ul style="list-style-type: none"> • BOCC engagement on department priorities • Departments draft 3-Year Department Strategic Business Plans (FY17-FY19)
Winter 2015/16	Departments present preliminary year-one (FY17) strategic business plans to BOCC
March 2016	Departments prepare and submit budgets linked to year-one (FY17) strategic business plans
Post-Planning/Implementation	
July 2016	Departments execute year-one (FY17) strategic business plan action items, key initiatives

Other Considerations

- Department 3-Year Strategic Business Plans (FY17-FY19) will be rolling plans
- Annual review and updates to the Business Plans each summer/fall to ensure relevancy to business
- Strategic Planning & Evaluation team will provide greater assistance to departments with limited resources



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