Mecklenburg County
FY2017-2019
Corporate Strategic Business Plan

Presented to the Board of County Commissioners
January 10, 2017

STRATEGY TO SUCCESS
MECKLENBURG COUNTY

Mecklenburg County will be a community of pride and choice for people to **LIVE**, **LEARN**, **WORK** and **RECREATE**

Overview

- Background
- Development of the FY2017-2019 Corporate Strategic Business Plan
- Strategic Business Planning Framework
- Strategic Business Plan Elements
  - BOCC Community Vision
  - Organizational Vision
  - Organizational Mission
  - Values and Guiding Principles
  - Performance Management Philosophy & Logo
- FY2017 – 2019 Goal Areas
  - Key Performance Indicators
    - Includes: outcomes, strategies, indicators and methodology
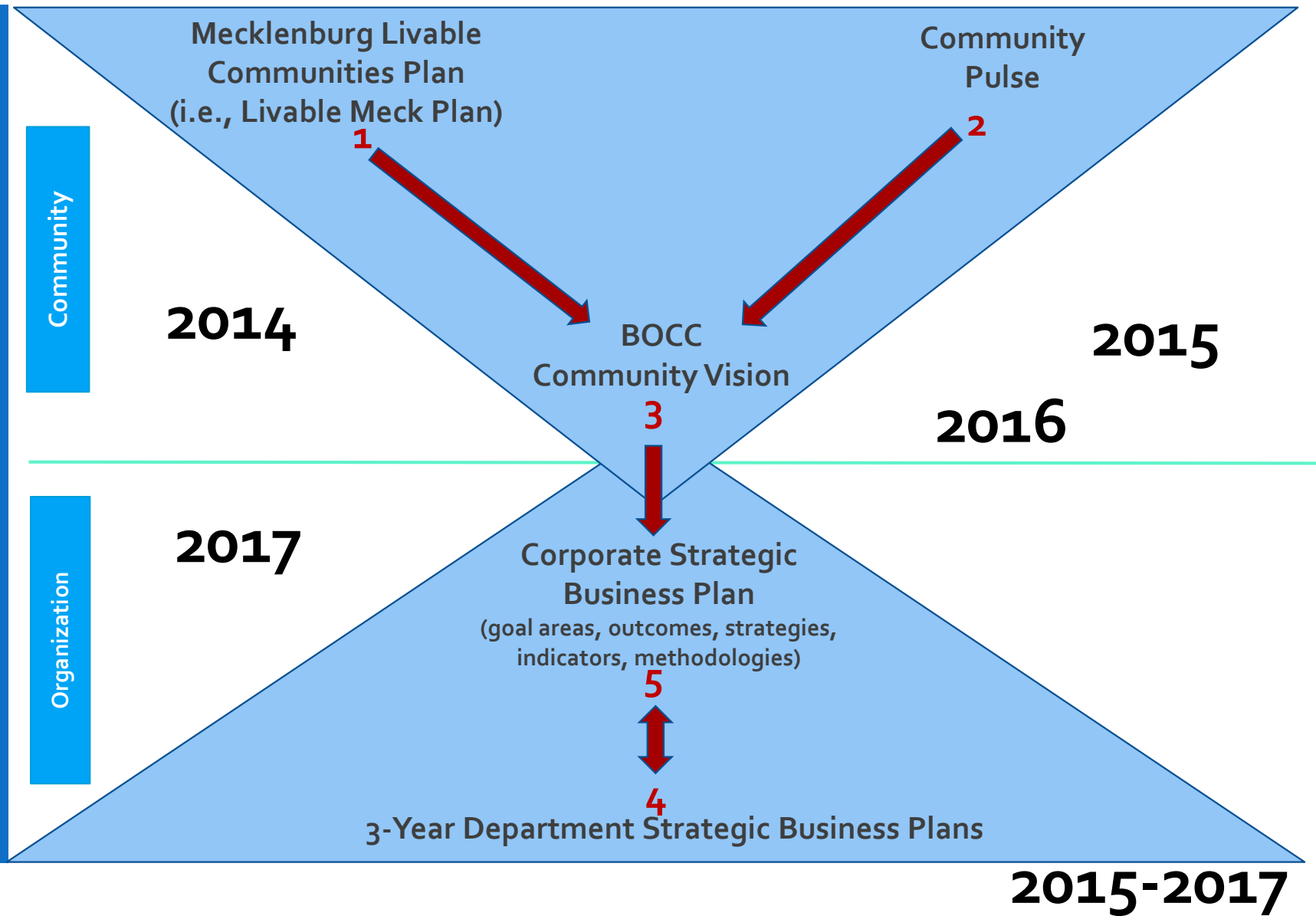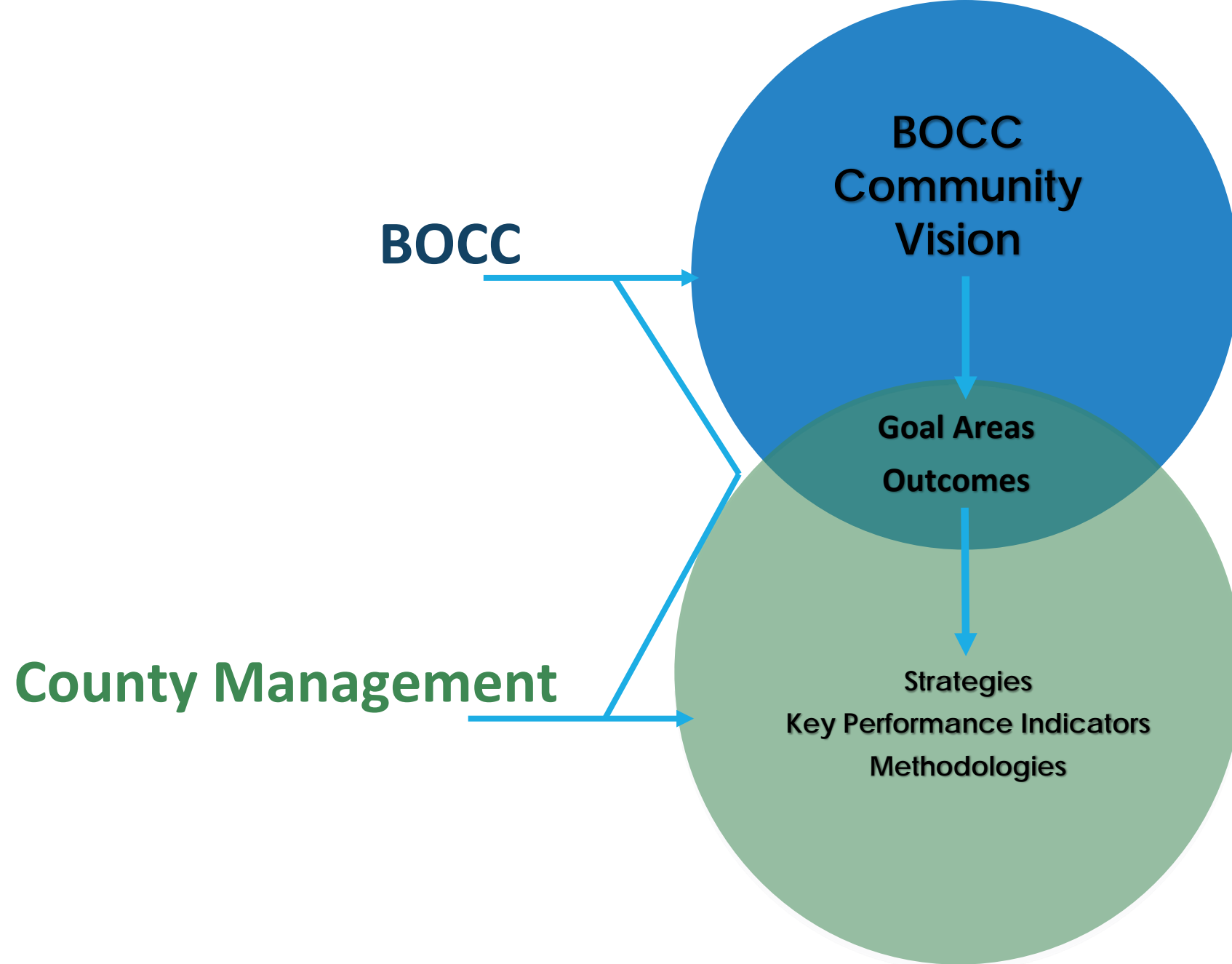 - Key Initiatives
- Next Steps

Background

- County's first Corporate Strategic Business Plan focused on the 2015 Board of County Commissioners Community Vision first adopted in May 2001

- Mecklenburg's Community & Corporate Scorecard had four focus areas and 25 measurable goals (desired results)
  - Scorecard was revised annually to reflect the needs of the community and organization

Development of the FY2017-2019 Corporate Strategic Business Plan

- Multi-faceted approach to develop the Corporate Strategic Business Plan

- Top-down (Livable Meck Plan, BOCC Community Vision) and Bottom-up (Department 3-year strategic business plans)

- Informed by residents, community partners, Board of County Commissioners, County Manager's Executive Team, departments, and Strategic Planning & Evaluation staff

- Identified Performance Management Philosophy moved from "Managing 4 Results" to "Strategy To Success"

- Highlights the top most important key initiatives to focus on over a three-year period as well as key performance indicators that reflect general sense of organizational performance

Board of County Commissioners Community Vision

Mecklenburg Board of County Commissioners
Community Vision

Mecklenburg County will be a community of pride and choice for people to LIVE, LEARN, WORK, and RECREATE.

LIVE

Residents in Mecklenburg County will reside in a welcoming and thriving metropolitan area comprising 14 counties in North Carolina and South Carolina. Mecklenburg County will be the regional place of choice and home to generations of families and cultures from all over the world and economic backgrounds. Taxes will be competitive relative to the region for the scope and quality of service provided by local government. We will celebrate diversity and inclusion, promote equality of opportunity and have respect for all of our citizens. We will have safe communities that provide affordable housing opportunities throughout the County. We will provide alternatives to incarceration for those suffering from the disease of alcoholism, substance abuse and mental illness. We will eliminate preventable child deaths and injuries and will have no disparities in resident health based on ethnic background. We will reduce homelessness and poverty in the community. Our senior citizens will receive appropriate services in order to be able to age with dignity. Residents will be physically and socially connected to one another. Residents will have ownership of the community and actively participate in citizen involvement opportunities.

LEARN

Residents in Mecklenburg County will have access to high-quality education at any point in life and be prepared to meet the needs of employers. We will be a model learning community committed to maximizing academic achievement for every student regardless of socio-economic standing. The County will continue to be a regional hub for higher education, offering individuals opportunities to attain degrees and further their professional development.

WORK

Residents in Mecklenburg County will have continuing employment opportunities in a diverse economy that provide all who are capable and willing to work, a living wage. All residents will have the opportunity to share equitably in the community's prosperity. We will be innovative and have a vibrant economy as we attract new businesses and support existing businesses. We will have adequate regional mass transit that connects residents to their homes, work, schools, park facilities and commercial centers.

RECREATE

Residents in Mecklenburg County will have access to a system of parks, greenways and open space located throughout the County that connects neighborhoods and satisfies public recreation needs. We will sustain and enhance the environment by protecting our natural landscapes, and have an abundant source of clean drinking water, healthy creeks and good air quality. We will preserve our historical landmarks. Residents and visitors will learn, be inspired by, and enjoy our community's arts, cultural, and recreational opportunities.

ORGANIZATION VISION: Mecklenburg County will be the best local government service provider.

We will maintain a local government that is effective, efficient, responsible and accountable. Partnerships between government, private sector, non-profit organizations, and the faith community will bring together people from diverse backgrounds to ensure that our community is resilient and able to address and solve community problems. Through collaborative land use planning and strategic capital investments, there will be a good quality of life in our community.

Board of County Commissioners Community Vision

Mecklenburg County will be a community of pride and choice for people to LIVE, LEARN, WORK and RECREATE

Vision to Values

ORGANIZATIONAL VISION

Mecklenburg County will be the best local government service provider

ORGANIZATIONAL MISSION

To serve Mecklenburg County residents by helping them improve their lives and community

VALUES AND GUIDING PRINCIPLES

Ethics: We work with integrity

Customers: We serve our customers with courtesy and respect

Employees: We recognize employees as our most important resource

Excellence: We invest in learning and improving

Teams: We work as a team, respecting each other

Accountability: We focus on results

Making the Shift

Performance Management Philosophy

Performance Management Philosophy:

The **Strategy To Success** philosophy of performance management ensures the organization is making strategic decisions and investments based on quantifiable and qualifiable performance data.

Performance Management Philosophy: "Strategy To Success"

Five Goal Areas (created from the BOCC Community Vision Elements)

Accountable Government

- Taxes will be competitive
- Citizen involvement opportunities
- Best local government service provider
- Ensure that our community is resilient and able to address and solve community problems

Economic Opportunities

- Provide affordable housing opportunities
- Reduce homelessness and poverty
- Continuing employment opportunities
- Living wage
- Attract new businesses and support existing businesses
- Prepared to meet the needs of employers
- Vibrant economy

Connected Community

- Residents will be physically and socially connected to one another
- System of parks, greenways, and open space

Healthy Community

- No disparities in resident health based on ethnic background
- Sustain and enhance the environment

Safe Community

- We will have safe communities
- Provide alternatives to incarceration
- Welcoming metropolitan area

Accountable Government

DESCRIPTORS

Transparent, Fiscal Prudence, Quality Services, Accessibility

OUTCOME

To be an open, transparent and high performing organization that effectively uses resources to provide high quality services to our visitors and residents

STRATEGIES	KEY PERFORMANCE INDICATORS	METHODOLOGIES
Utilize the customer service standards with a focus on customer satisfaction and priority in the design and efficient delivery of County services	Customer Satisfaction	% of County customers satisfied with services provided
Manage the use of debt and expenses to maintain the County's credit-worthiness and an affordable and competitive tax rate	1. Debt Per Capita 2. Expenditures Per Capita 3. Bond Rating	1. Tax supported, long-term debt as a percentage of the population 2. Total general fund expenditures as a percentage of the population 3. Rating for the issuance of general obligation debt by three major bond rating agencies
Value employees as our most important resource	Employee Motivation and Satisfaction	% employees motivated and satisfied to work for Mecklenburg County
Enhance talent management (i.e., talent acquisition, development and retention) practices to have a highly-skilled workforce	1. Applicant Pool Satisfaction 2. 2-Year Retention Rate	1. % of hiring managers satisfied with the applicant pool 2. % of County new hires retained for at least 2 years
Improve communication of information about County news, programs and services to residents and customers	Satisfaction with County Communication	1. Resident Perception of County Communication 2. Community Engagement 3. Department Communication with Customers

Key Initiatives

Accountable Government

Key Initiative #1	**Long-Term Financial Planning** 1. Linkage to County Capital Projects (Capital Improvement Program and Capital Reserves) 2. Improved timeliness and accuracy of financial forecasts 3. Clarify financial impact of strategic actions / resource changes and impose fiscal constraint 4. Integrated financial statistics and metrics (communication aid to citizens, rating agencies, BOCC, and staff)
Key Initiative #2	**Business Continuity** 1. Provide the necessary guidance to organize and direct County operations in the event of a major emergency or disaster 2. Ensure the County IT system disaster recovery capabilities are responsive to critical mission operation needs 3. Enhance capabilities to conduct mission critical functions remotely 4. Ensure continuity of government through Board of County Commissioners approved emergency procedures

Key Initiatives (cont'd)

Key Initiative #3	**Enterprise Risk Management (ERM)**
	
	1. Link ERM to strategy
	   • Departments develop Risk Management Plans when developing or revising strategic
	2. Increase the visibility of the ERM program
	   • An enterprise-wide culture of risk awareness and proactive risk management
	   • ERM is sought out by directors and supervisors for consultation on risk issues
	3. Operationalize ERM
	   • Proactive risk management at the enterprise, department, and project levels using a uniform
	4. ERM framework and common language
	   • ERM software enhances risk management capabilities, including improved efficiency

Key Initiative #4	**Grants Management Strategy** 1. Increased funding for and performance in delivery of services funded primarily through grants 2. Increased efficiency and capability of grants development and management processes 3. Increased reporting capability for and transparency of grants spending

DESCRIPTORS
Inclusive, Walkable, Community Well-Being, Vibrant

OUTCOME
To foster physical, social and information access for all residents and visitors in our community

Connected Community

STRATEGIES	KEY PERFORMANCE INDICATORS	METHODOLOGIES
Promote County access to public parks, greenways, nature preserves and recreation centers	Capital Park & Recreation Projects Completed	1. # of projects completed 2. Dollars spent on projects 3. List of capital projects
Grow the network of active library cardholders through marketing and outreach in the community	Charlotte Mecklenburg Library Active Cardholders	% of households in Mecklenburg County with an active library account (active defined as "used within the last 12 months")

Key Initiatives

Key Initiative #5	**Bringing Mecklenburg County 2 U** Government facilities are completed and operational within established project milestones and budget
Key Initiative #6	**Land Disposition Strategy** 1. The County controls the strategic acquisitions necessary to facilitate the completion of BMC2U 2. Surplus parcels are utilized for redevelopment, improving their value to the community 3. The County maximizes the value to the taxpayer for its disposed assets

Economic Opportunities

DESCRIPTORS

Holistic, Innovative, Job Readiness, Diverse Job Offerings, Equitable Opportunities

OUTCOME

To enhance the economic stability and success of our current and future residents

STRATEGIES	KEY PERFORMANCE INDICATORS	METHODOLOGIES
Promote availability of homeless prevention resources	Homelessness Rate per Capita	Homelessness rate per 1,000 residents
Support families and communities in reaching their greatest potential for economic success	Work First Training to Employment	% of individuals who complete Work First training that enter employment or work experience

Key Initiatives

Economic Opportunities

| Key Initiatives TBD | Consider incorporating Economic Opportunities Task Force recommendations |

DESCRIPTORS

Clean environment, Prevention Practices, Physical Activity

OUTCOME

To create a culture of health and wellness for our residents

STRATEGIES	KEY PERFORMANCE INDICATORS	METHODOLOGIES
Provide access to HIV educational services and resources	HIV Infection Rate	% of individuals infected with HIV (reverse measure)
Employ early prevention methods and educational opportunities on risks of using tobacco	Youth Smoking Rate	% of youth smoking (reverse measure)
Make available health screening options in the community	Colorectal Cancer Screening	% of individuals screened for colon cancer
Promote physical activity and healthy behaviors	Health and Fitness Program Utilization	% of residents' utilization health and fitness Park and Recreation programs
Provide leadership in methods to enhance the overall air quality	Ozone NAAQS Compliance Air Quality Indicator	% above the Federal Health-Based Standard for ozone ((three-year average compliance value-standard)/standard)*100))

Key Initiatives

Healthy Community

Key Initiative #7	**Health and Human Services Integrated Services Delivery Model**
	1. Focus on an assessment and analysis of the Community Resource Center (CRC prototype)
	2. Propose procedures and policies
	3. Create CRC management and workflow
	4. Implement and open the CRC prototype
	5. Integrate data sharing methodology implemented across Health and Human Services

Safe Community

DESCRIPTORS
Accessible Justice System, Quality Partnerships

OUTCOME
To have an efficient and effective criminal justice system

STRATEGIES	KEY PERFORMANCE INDICATORS	METHODOLOGIES
Provide programs that encourage desistance from crime, enhance the re-entry services that include supportive networks and robust case management services (e.g., housing, training, substance abuse and mental health services) for individuals with criminal histories	Program-specific Recidivism Rates	Calculation methodology and programs to be determined
Ensure participant compliance throughout the duration of a court case	Court Appearance Rate	% of scheduled court dates attended
Provide efficient service of civil papers	Civil Process Service Rate	% of serviceable civil papers that are returned served

Key Initiatives

Safe Community

Key Initiative TBD	Consider incorporating a Criminal Justice Services initiative

Next Steps

- Refine the Corporate Strategic Business Plan

- Brand the "Strategy to Success" Philosophy and Logo through the County

- Communicate the Corporate Strategic Business Plan to the community and post on website (provide print copies)

- Begin obtaining baseline data for the Key Performance Indicators

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