


Strategic Plan Update

Kasia Thompson & Elie Landrum
Cabarrus County Board of Commissioners
September 2023



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Plan Development

- ✓ Unanimous approval
- ✓ Moves the organization toward the desired future
- ✓ Supports organizational alignment
- ✓ Improves performance
- ✓ Incorporates feedback
- ✓ Leaves room for flexibility
- ✓ Takes us down the road



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Process Recap

- **January:** Research/planning (staff and community inputs); formed Core Team for ongoing feedback
- **February:** Kickoff with BOC (1) and leadership
- **March:** BOC feedback on mission/vision (2); leadership goal work
- **April:** Staff presentations; finalize vision/mission
- **May:** BOC Endorsement of vision/mission (3); staff pulse survey; community input (ARPA, Gov 101)
- **June:** Staff feedback on goals and strategies (surveys, discussions, workshops), staff values exercise
- **July:** Staff inputs on strategies, impact metrics and values; revisions to strategies and metrics
- **August:** BOC feedback (4), final adjustments
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- **July 2024:** Fully aligned plan and budget



Implementation Forecast

Balanced scorecard approach


- How will we sustain our ability to grow and change?
- Where should we make internal improvements?
- Are allocated resources making a positive impact?
- How do we appear to our community and employees?

Plan sustainability



Implementation Forecast

- Implementation Plan**
 - **Who:** Task force of champions and decision makers (with feedback loops)
 - **What:** Develops implementation plans, tracks progress, evaluates impact and updates strategies
- Annual Business Plan**
 - **Who:** Departments/Divisions
 - **What:** Determines capacity and resources available to carry out various implementation plans, determines what's needed to overcome barriers, who will carry out tasks and how, and reports on trends and impacts
- Day-to-day Operations**
 - **Who:** All employees
 - **What:** Carry out business plan areas assigned to them, report on metrics and impacts, and make front-line recommendations

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Cabarrus County strives to:

EMPOWER *our People*

ACT *Intentionally & Decisively*

FOCUS *on the Future*

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THROUGH

meaningful partnerships
and engagement

WE

serve and support

ALL

on their journey to thrive.

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OUR VALUES

TEAMWORK

RESPECT

COMMUNICATION

INTEGRITY

ACCOUNTABILITY

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OUR VALUES

TEAMWORK

We work together to build a stronger organization. Everyone contributes skills, knowledge and efforts to achieve common goals.

INTEGRITY

We demonstrate integrity by always upholding the organization's ethical and professional standards. We are dependable and work to establish credibility through honest, transparent actions.

COMMUNICATION

We practice clear, accurate and timely communication to support connection, understanding and trust. We involve the right people and remove communication barriers to improve outcomes.

ACCOUNTABILITY

We are accountable to ourselves, our team and our community. We are willing to have crucial conversations and pursue opportunities for improvement. We directly address issues, learn from our experiences and respond with professionalism.

RESPECT

We value each other. We treat and expect to be treated with respect to shape healthy relationships, foster cooperation, learn and create a welcoming environment.

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GOALS AND STRATEGIES

ENGAGEMENT

STRENGTHEN COMMUNITY TIES TO INCREASE UNDERSTANDING, PARTICIPATION AND TRUST

- Improve the value of information, resources and opportunities we offer the community
- Design and implement purposeful relationship-building activities to elevate the County's presence within the community
- Develop new approaches to manage customer requests and establish standards to ensure positive customer experiences

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GOALS AND STRATEGIES

WORKPLACE CULTURE**SUPPORT EMPLOYEES THROUGH SHARED ACTIONS, VALUES AND CULTURE TO DELIVER EXCEPTIONAL SERVICE AND BECOME AN EMPLOYER OF CHOICE**

- Invest in and foster opportunities for consistent employee support, development and advancement
- Enhance the County's employee recognition efforts by honoring growth, contributions, achievements and dedication to the organization
- Build strong, supportive teams by developing an organizational framework that helps employees recognize their strengths, address their weaknesses and adapt to changes for the benefit of the entire team
- Offer employees greater access to information and opportunities to collaborate

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GOALS AND STRATEGIES

STEWARDSHIP**RESPONSIBLY MANAGE RESOURCES AND CARE FOR ASSETS TO SUPPORT THE INTERESTS OF OUR COMMUNITY**

- Sustain responsible financial practices, uphold mandated responsibilities and meet evolving needs
- Promote and support the maximum efficiency, durability, safety functionality and sustainability of County assets
- Partner to safeguard natural and historic resources

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GOALS AND STRATEGIES

INNOVATION**MODERNIZE COUNTY GOVERNMENT TO MEET CURRENT AND FUTURE NEEDS,
IMPROVE EFFICIENCY AND RAISE THE LEVEL OF ACCOUNTABILITY**

- Measure and report progress made toward the County's strategic and business plans to drive internal performance and accountability
- Develop guidelines to assess and adjust ordinances, policies and procedures for relevance and efficiency
- Create opportunities for employee involvement in the decision-making process and practice responsive leadership

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GOALS AND STRATEGIES

ADVANCEMENT**CREATE PATHWAYS FOR UPWARD ECONOMIC MOBILITY TO SUPPORT A
PROSPEROUS AND SUSTAINABLE FUTURE FOR OUR COMMUNITY**

- Connect residents to the full range of County programs and services available to them
- Support efforts to diversify and strengthen the local economy
- Grow internal and external partnerships to accomplish shared goals for prioritized needs
- Align workforce capacity to strategic priorities, population growth and service demand

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Plan Outcomes

Engagement

We'll have a better relationship with the people we serve

- The public will know what we do
- The public will participate in our processes
- We'll know more about what the public needs and how they need it

Workplace culture

We'll be known as one of the best local employers

- Improved organizational understanding
- Improved employee satisfaction/retention
- Higher productivity

Stewardship

We'll demonstrate an efficient and effective use of tax dollars

- The public will know we're meeting our statutory responsibilities and responding to their needs
- Our employees and assets are cared for
- We'll protect things that are important to our community

Innovation

We'll become a government that's equipped for the future

- Relatable policies
- Better workflows and processes
- Clearer intent and follow through
- Improved accountability and transparency

Advancement

We'll actively support efforts to improve the quality of life in Cabarrus County

- Quality education and job training
- More local jobs
- More opportunities for business owners
- Higher wages
- Purposeful partnerships that address local needs and challenges
- [More people are connected to resources that can change their life](#)

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Plan Monitoring & Reporting

Regularly (Every 4-8 weeks)

- Task force meetings
 - Develop timebound plans
 - Assign responsibility
 - Track progress
 - Monitor environment/trends

Quarterly

- Qualitative and quantitative progress updates (beginning in September 2024)

Annually

- Plan review
- Business plan alignment
- Budget alignment
- Comprehensive plan report (July/August)

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Next Steps

Launch

- Soft launch at the Cabarrus County Fair
- Leadership Cabarrus (Oct. 17)
- Employee Appreciation (Oct. 31, Nov. 1)
- Gov 101 (November)
- Coffee and conversations (November)
- "Living the Plan" workshops (November, December, January)
- Podcast production (December)

Form task force for each goal

- Develop well-rounded teams that create time-bound tasks for each strategy
- Align FY25 budget to strategic plan
- Regular updates will begin in FY25

Community engagement

- Participation in research and planning
- Open task force meetings
- Community conversations

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Key Information

Project Goals

- ✓ Moves County toward the desired future
- ✓ Supports organizational alignment
- ✓ Improves performance
- ✓ Incorporates feedback
- ✓ Leaves room for flexibility
- ✓ Takes us to our next state

BOC and staff participation

- Guidance throughout the process
- Defined which challenges will become priorities we can collectively overcome
- Created a better, more inclusive plan that has generated good buzz

Next steps

- Launch
- Form a task force for each goal
- Community engagement around the plan and ways to achieve our goals

Timeline

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Thank You!

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