<table>
<thead>
<tr>
<th><strong>Strategic Agenda: High Performing Organization</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Succession Planning Strategy</strong></td>
</tr>
</tbody>
</table>

**Description:** Implement/Evaluate/Refine an employee succession planning strategy for the County.

**Rationale:** County management has discussed the need for succession planning in prior years. As long tenured employees continue to retire and/or the job market continues to rebound and individuals seek opportunities elsewhere, it is in the County’s best interest to build internal capacity to address future needs. In FY14, the County Manager approved a succession planning framework/strategy and several departments were identified to pilot this new model.

**Timeline:** July 1, 2015

**Updates/Project Milestones:**

The identified departments (Park and Recreation, Finance, Medical Examiner and DSS) will have a succession plan in place for implementation. The succession plans will include the following:

- Identified department competencies
- Identified critical positions
- Identified position profile
- Identified possible successors/pool
- Completed individual profile for each person
- Identified readiness
- Successors completed their profile
- Draft of the succession plan

**Outcome/Measures:**

- Successful accomplishment of established milestones.
### Strategic Agenda: High Performing Organization
#### Web Redesign/Improvement

**Description:** Effectively support/guide the implementation of the County’s web presence/communications.

**Rationale:** www.MecklenburgCountyNC.gov is one of the most visible and accessible platforms through which County information is communicated. Updated website functionality and design is essential to ensure accessibility and make it user-friendly to allow visitors to find and access services and information about County departments and services to meet their needs.

**Timeline:** Implementation January 1, 2015.

**Updates/Project Milestones:**
- Content audit & cleanup: November 2014
- Approval/development of final redesign as approved by the County Manager: December 2014
- SharePoint 2013 upgrade: January 2015
- Communication with/education of department web contributors regarding content maintenance: March 2015

**Outcome/Measures:**
- Successful accomplishment of established milestones.
- Web visitor satisfaction survey

---

### Strategic Agenda: High Performing Organization & Economic Development
#### Development/Implementation of Government Facilities Master Plan

**Description:** Develop/Design/Implement initial phases of the Government Facilities Master Plan including the execution of the approved land disposition strategy

**Rationale:** The Board has adopted the County Manager’s proposed strategy for reinventing the service delivery model for the County Service. The core concept is to provide community centric service locations directly targeting the needs of individual communities and populations. The Government Facilities Master plan will enable the long term implementation of this strategy. This should also incorporate the disposition of uptown properties consistent with the Board’s direction.

**Timeline:** Multiple phases spanning 10 years.

**Updates/Project Milestones:**
- Develop strategic plan/present and gain approval of the Board
- Design Phase I implementation plan
- Communicate strategic and implementation plans to stakeholders
- Coordinate/align the County’s capital improvement plan to established goals

**Outcome/Measures:**
- Successful accomplishment of established milestones.
### Strategic Agenda: High Performing Organization
#### Development/Organization of an Enterprise Project Management Function

**Description:** Develop and Create an Enterprise Project Management Office (EPMO) which incorporates an organizational project/program approach along with practicing management of IT projects and enterprise initiatives.

**Rationale:** Currently, the disparate project management functions within Mecklenburg County are focused on specific departmental needs or operate in a vacuum of functional needs (IT, BPM, AFM, etc.). This creates an environment where operating and managing projects occurs outside of the County’s global strategies. To operate most effectively, an EPMO will be created to provide strategic direction to all projects (across all functions) at an administrative level, performing prioritization, governance, audit, training, support, and reporting. This will assure the right projects are being done at the right time and with the best results in support of the County’s strategic direction.

**Timeline:** July 1, 2015

**Updates/Project Milestones:**
- Incorporation of ITPM and BPM into project dashboarding and reporting
- Approval on project prioritization methodology and governance
- Creation of a project effort analysis methodology and approval of methodology
- Creation of internal project review methodology and standards
- Creation of a practical project management methodology and training program
- Incorporation of other project management areas (AFM, GIS, etc.) into EPMO Administrative functions
- Management of IT projects on time and within schedule
- Management of enterprise initiatives/programs, keeping programs moving within established timeframes and budgets

**Outcome/Measures:**
- Successful accomplishment of established milestones.

---

### Strategic Agenda: High Performing Organization
#### Develop/Implement a Corporate Communications Plan

**Description:** The Mecklenburg County FY2014-2015 Communication Plan outlines how the department communicates the County’s Fiscal Year 2015 strategic priorities, goals and information to residents, the Board of County Commissioners, County employees and other stakeholders. The plan also explains how the department is structured, how work is accomplished, how success is measured, and how the department works with its clients.

**Rationale:** The mission of the Public Information Department is to “Tell Mecklenburg County’s Story” to our external and internal audiences. The department achieves this mission through the following: * Informing, educating, and engaging all residents and stakeholders regarding County programs, services and results * Informing, educating and engaging County employees about the policies and procedures they need to know to be successful at their jobs and ambassadors for the County.

**Timeline:** July 1, 2015

**Updates/Project Milestones:**
- Conduct best practice research/analysis of current state
- Develop key strategies and supporting tactics
- Present draft plan to County Manager for approval
- Communicate/educate stakeholder regarding approved plan

**Outcome/Measures:**
- Successful accomplishment of established milestones.
# Strategic Agenda: High Performing Organization

## Provided Services Organization Transition

**Description:** Effectively transition Provided Services Organization (PSO) employees as approved by the Board.

**Rationale:** The County is considering contracting the management and operation of the substance abuse services center that is currently managed by the County’s Provided Services Organization. Other PSO functions will be reviewed for possible alignment within the County’s Health Department. The approval of these organizational changes will require a significant effort from human resources staff.

**Timeline:** July 1, 2015

**Updates/Project Milestones:**
- Prepare appropriate staffing impact plan based on the approved direction
- Provided employee transition services as needed to assist employees requiring transition
- Provide support to the Health Department with integration of new functions/classifications

**Outcome/Measures:**
- Successful accomplishment of established milestones.

## Facility Security

**Description:** Research reasons for low scores in the employee climate survey security questions. Develop recommendations and implement actions to improve security perception.

**Rationale:** Employee climate survey security scores have trended negatively over several years and dropped an additional 7% in FY14. Consistent with treating employees as our most valuable asset, improving the perception of security in the work place is a priority and should have a positive impact on employee morale and performance.

**Timeline:** July 1, 2015

**Updates/Project Milestones:**
- Develop/propose strategies for improvement to County Manager
- Collect/analyze necessary data
- Develop/submit improvement plan based on relevant data; include potential budgetary impact if necessary
- Establish project plant
- Implement improvement measures consistent with approved plan
- Develop/implement communications plan to effectively advise employees of planned actions

**Outcome/Measures:**
- Successful accomplishment of established milestones.