

The Guilford Strategic Alliance: Building Tomorrow, Today

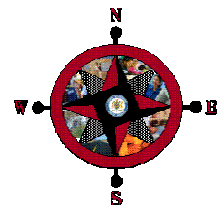
Pursuing and Maximizing Our Potential

Plan Development Process June 17, 2008

Putting the Puzzle Together



Developing Our Road Map



Climbing the peak to excellence!

Where we go next...

Annual Implementation

Benchmarks

Where we are...

June 2008 through September 2008

Trends & Issues

Strategies

Outcome-Based Initiatives

Performance Measures

Where we have been...

Goals

January 2008

Mission

Vision & Values

September 2007

Community Needs

May through July 2007

Vision, Mission and Values

On September 6, 2007, the Guilford County Board of Commissioners adopted the following vision, mission and values statements for the County. This direction for the county was developed from public input gathered through a community survey, public forms and focus group meetings, and supported by the Strategic Alliance Committee.

Our Vision

Guilford County is a place that...

Creates **Prosperity** and **Educational Opportunity** for all its citizens;
Views **Diversity** as a strength and strives for equality;
Provides freedom through **Safe** and **Healthy** communities; and
Values **Economic Growth**, producing a rich quality of life.

Our Values

Those who choose to live, work, learn and play in Guilford County will appreciate and value:

- A rich quality of life;
- An exceptional infrastructure;
- Economic opportunity; and
- An innovative, inclusive, open and collaborative government.

The County promotes an exceptional infrastructure made possible by its:

- Strategic efforts to recruit industry and expand businesses in the area;
- Success in encouraging students attending our universities to live and work here after graduation;
- Carefully planned growth and development to avoid untenable traffic issues and ensure adequate infrastructure and school and safety resources are in place;
- Provision of excellent and safe schools offering both traditional and nontraditional educational opportunities to meet the needs of every student;

- Commitment to public health, mental health, social services and public safety; and
- Innovative substance abuse and crime programs focused on education, prevention, intervention, rehabilitation and treatment.

Quality of life is enhanced by the availability throughout the county of:

Safe and healthy neighborhoods;

- Extraordinary parks and recreational opportunities;
- Protected environment and natural resources, and preserved open space and historic areas; and
- Public transportation.

County leaders facilitate this community by:

- Being responsive to their constituency;
- Supporting volunteer resources and community groups working to improve the county;
- Working collaboratively with schools and regional governments;
- Striking a balance between growth and development and protection of land, environment and heritage; and
- Providing representation for decision making to a cross-section of the community.

Our Mission

As public servants we will...

Provide Efficient, Effective, Responsive government that meets the public's needs and improves our community.

Countywide Goals

Leadership from county departments met to begin the goal setting phase of the Strategic Alliance project. These leaders used input from the community and their own internal assessments to further define the county’s vision and mission. They used this information to identify several strategic issues and to begin formulating preliminary goals for county government. The six draft countywide goals below are tied concepts within the county’s vision and mission statements.

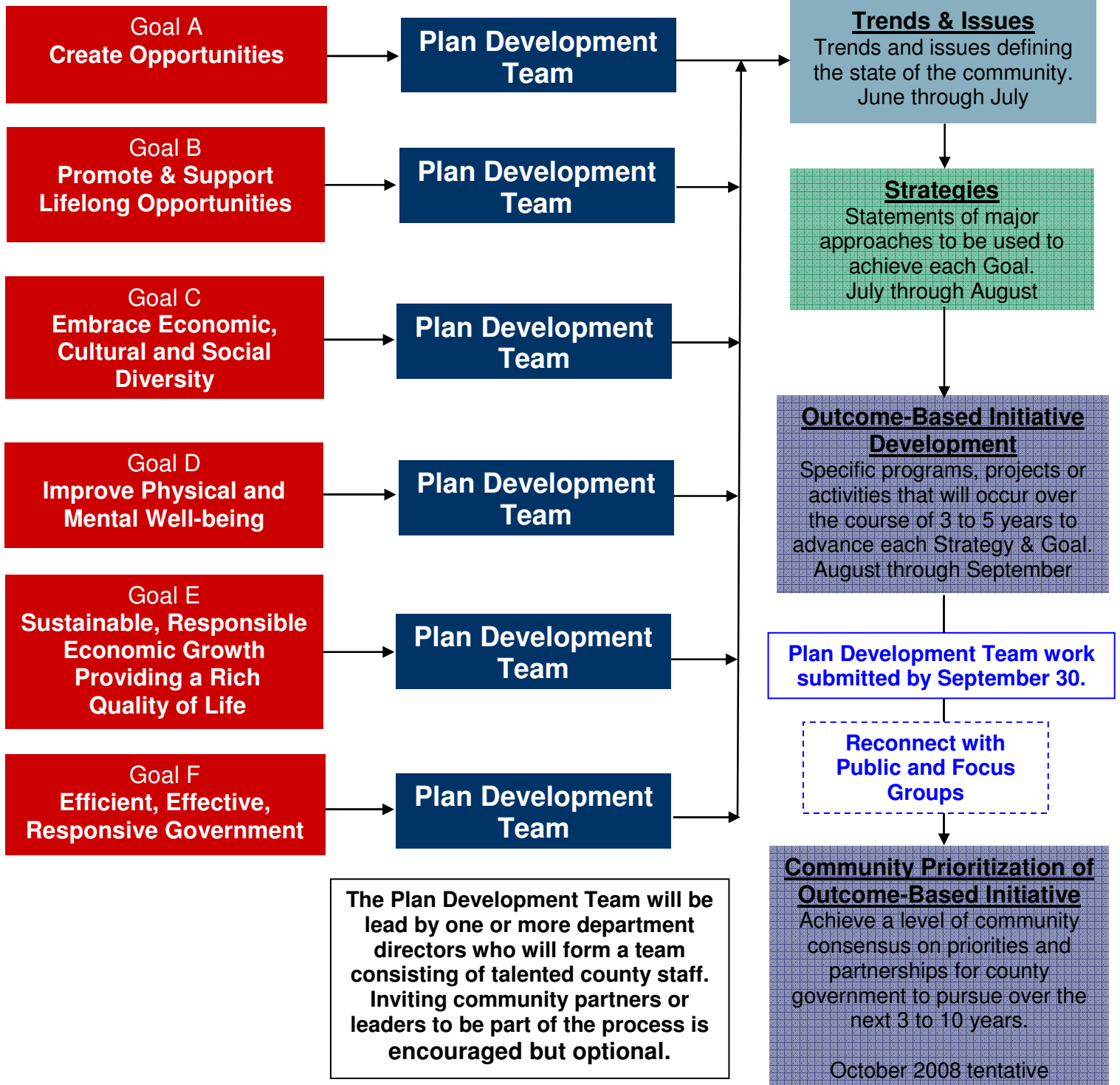
Vision/Mission	Goals	
Creates Prosperity	Create opportunities for all residents through promoting 1) educational opportunity 2) with minimal poverty 3) full of economic, cultural and recreational opportunity.	A
and Educational Opportunity for all its citizens;	Promote and support lifelong opportunities for all residents through 1) formal education 2) workforce preparedness and 3) personal enrichment.	B
Views Diversity as a strength and strives for equality	Foster an environment that embraces economic, cultural and social diversity.	C
Provides freedom through Safe and Healthy communities; and	Continually improve the state of complete physical and mental well-being of Guilford County residents.	D
Values Economic Growth , producing a rich quality of life.	Promote and value a system of infrastructure that supports sustainable, responsible economic growth that provides a rich quality of life.	E
To provide Efficient, Effective Responsive government that meets the public’s needs and improves our community.	Provide efficient, effective responsive government to meet the public’s needs and improve our community.	F

Plan Development and Managing for Results

Strategies - Action Items - Performance Measures - Benchmarks

County Wide Goal

Plan Development Process



Desired Outcome and Process Questions For Plan Development Team

County-wide Goal: Continually improve the state of complete physical and mental well-being of Guilford County residents.

Trends & Issues (June and July)

Develop a list of trends and issues that are directly related to the Goal, defining where we are as a community and what the future may hold.

- What factors influence *an individual's or community's physical and mental well-being*?
- What are the trends and events that are happening, or may happen in the future, that may impact the county's ability to *provide and improve the physical and mental well-being of our residents and community*?
- Taking the Community Assessment results along with trends and issues the Plan Development Team developed into consideration, what are the specific Strengths, Weaknesses, Opportunities, and Threats that county government enjoys or faces in *providing and improving the physical and mental well-being of our residents and community*?
- What key indicators should county government use to measure the *physical and mental well-being of our residents and community and how are we doing on those measures now*?
- Using your indicators, where is county government now as it relates to *providing and improving the physical and mental well-being of our residents and community*?

Strategies (July and August)

Develop a list of statement of major approaches or Strategies that are designed to achieve the Goal and are supported by the Trends and Issues determined above.

- Given your current assessment of where county government is now as it relates to *providing and improving the physical and mental well-being of our residents and community*, where should we be in three to five years? Where should we be in ten years?
- Given the assessment and your recommendation for where the count should be in the future, develop several key Strategies for *providing or improving the physical and mental well-being our residents and community over the next three and ten year period*.

- How will county government measure progress in meeting these Strategies? What performance measures (both short- and long-term) need to be developed to assess our performance?

Outcome-Based Initiatives Development (August and September)

Identify specific programs, projects or activities that will occur over the course of 3 to 5 years to advance each Strategy and Goal.

- Given your Strategies, how do we get there? Develop several primary Outcome-Based Initiatives or action items county government should pursue to meet your strategies. These should be based on the Balanced Scorecard method.
- Given your Strategies, what can county government currently *control or influence* in the pursuit of your key goals (e.g., local funding for immunization clinics)? What can county government currently *influence* in the pursuit of your goals (e.g., state legislation changing eligibility requirements for certain programs)? Finally, what things are beyond county governments control or influence?

Plan Development Team work to be completed and submitted to the Strategic Alliance Committee by September 30, 2008.

Community Prioritization on Outcome - Based Initiatives (Public Forum - October)

Achieve a level of community consensus on priorities and partnerships for county government to pursue over the next 3 to 10 years.

- What recommendations do you have regarding the future mixture of Outcome-Based Initiatives county government can control and can influence? In other words, are there things county government doesn't control now that it should? Or, are there areas that county government doesn't influence now that it should?
- Given limited resources, which Outcome-Based Initiatives should we pursue first?
- For those Strategies that county government can only influence or are beyond our control or influence, identify community partners that can work with the county to *improve the state of complete physical and mental well-being of Guilford County residents*.

Vision into Action – the Balanced Scorecard

Each goal has four essential components that must be addressed to ensure success. These components align business function measures with organizational strategies through the integration of four related perspectives. Vital to an organization’s goals is a solid foundation and commitment to excellence in the following areas:

- Customer service - How services are delivered.
- Internal business processes - How tasks are accomplished.
- Learning and growth - Ensures a staff that is trained and motivated.
- Financial - Fiscal responsibility and effectiveness.

