

Gaston County FY24-28 Strategic Plan Update

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CENTRALINA
REGIONAL COUNCIL



GASTON COUNTY
Local Strengths. Global Success.

Process Recap

Board of Commissioners

January workshop
August briefings

County Leadership

Series of four workshops
MET team refinement

County Staff

Focus groups
County-wide employee survey

General Public

Get to Know Gaston event

Strategic Plan Connections

Vision: describes a desired future - what you aspire to in the future

Mission: defines today's work that is aligned to a clear "why"

Values: actions and behaviors that define culture and support the mission

Goals: the strategic framework for action that is mission-aligned and strives toward the vision (long-term, multi-departmental)

Strategies: specific pathways for achieving the goals (short-term)

Implementation Actions: the steps to implement each strategy on an annual or ongoing basis.

Vision

Gaston County Government will be a model of intentional collaboration, innovation, and efficiency to expand local opportunity and attract global investment.

Mission

**Service-Driven. Intentionally-Led.
Resident-Focused.**

Core Values

- **We value collaboration** through engagement, compassion, and respect for all.
- **We support county employees** through a focus on communication, well-being, mutual respect, and development.
- **We value accountability and transparency** through integrity, trust and responsiveness.
- **We value quality and innovation** through creativity, flexibility and continuous improvement.
- **We value our resources** through stewardship and efficiency.

Considerations: Living the MVV

- **Vision: Educate & Tell the Story**

- Clear talking points and messaging that the local and global are connected and mutually supportive – *county services create a great quality of life that attracts investment, investment creates tax revenue to support those services*

- **Mission: Activate & Keep in Front of Staff**

- Build connection to employees' day-to-day work

- **Values: Embed into Culture & Systems**

- Identify early actions to build trust and support culture change
 - Examples: build into appreciation systems, integrate into internal communications, monthly values focus, embed into performance evaluations

Strategic Plan Elements

Goals & Strategies

Goal 1: Workplace Culture

Desired Future: Engage employees and develop connections between their work and the mission

Proposed Goal: Grow a culture where employees feel valued, have a strong sense of belonging, and have pride in their work.

Proposed Strategies:

- Assess and refine the employee appreciation strategy to provide multiple mechanisms for demonstrating appreciation that are consistent and affordable.
- Utilize the culture survey, EAC, and other feedback mechanisms for continuous improvement in priority areas.
- Enhance organization-wide communication to transparently share information on County priorities, progress and policy direction from the Board.

Goal 2: Efficiency & Effectiveness

Desired Future: Make the best use of resources to support each other and improve service delivery

Proposed Goal: Improve community well-being and pursue opportunities through operational excellence and increased efficiency.

Proposed Strategies:

- Improve intentional collaboration and information sharing across departments through consistent communication, technology use and convening/meetings.
- Assess department facilities and services for opportunities to improve efficiency, optimize space utilization and complete internal process improvements.
- Enhance grant development and external fundraising to increase revenue for strategic projects and initiatives.

Goal 3: Civic Infrastructure

Desired Future: Support partnerships with the community and our cities/towns to guide actions and innovations

Proposed Goal: Foster civic infrastructure and innovation in support of a resilient community.

Proposed Strategies:

- Develop and implement a decision-making framework to guide the County's role in supporting non-profits and community partners.
- Strengthen engagement and partnerships with other government partners (local, regional, state, federal) to address local and county-wide needs.
- Support capacity-building efforts in partner non-profits and community organizations to improve their long-term sustainability.

Goal 4: Sustainable Growth & Economic Diversification

Desired Future: Implement plans, enhance transportation and mobility, strengthen educational systems, and diversification of tax base for future resiliency.

Proposed Goal: Build a resilient economy and plan for sustainable growth.

Proposed Strategies:

- Guide growth and development through the implementation of county-wide plans, infrastructure investments and proactive engagement with municipalities.
- Develop effective partnerships to improve transportation and expand mobility choices.
- Enhance services and programs that strengthen cradle-to-career learning.

Goal 5: Talent

Desired Future: Attract, develop and retain employees

Proposed Goal: Attract and retain employees who embrace a shared vision of organizational excellence.

Proposed strategies:

- Develop and implement county-wide systems to support employee development and advancement, including career paths, succession plans and professional development.
- Invest in skills development, mentoring and coaching to support department managers and supervisors.
- Refine the performance evaluation system for consistency and fairness; *move to ongoing process instead of annual.*
- Collaborate with departments to enhance recruiting and onboarding for consistency and effectiveness.

Metrics and Reporting

- Small number of outcome/efficiency measures per goal
- Use peer county benchmarking as target whenever possible
- Currently in process of developing metrics and reporting structure

Department-Level Strategic Plans

- Support implementation of the County-wide plan – mapping of clear roles and responsibilities for management-led, department-led and collaborative action.
- Develop a consistent department business plan/strategic plan template to align county and department actions
- Support Departments in developing their business plan/strategic plan and county-wide strategic plan implementation actions.

THANK YOU



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