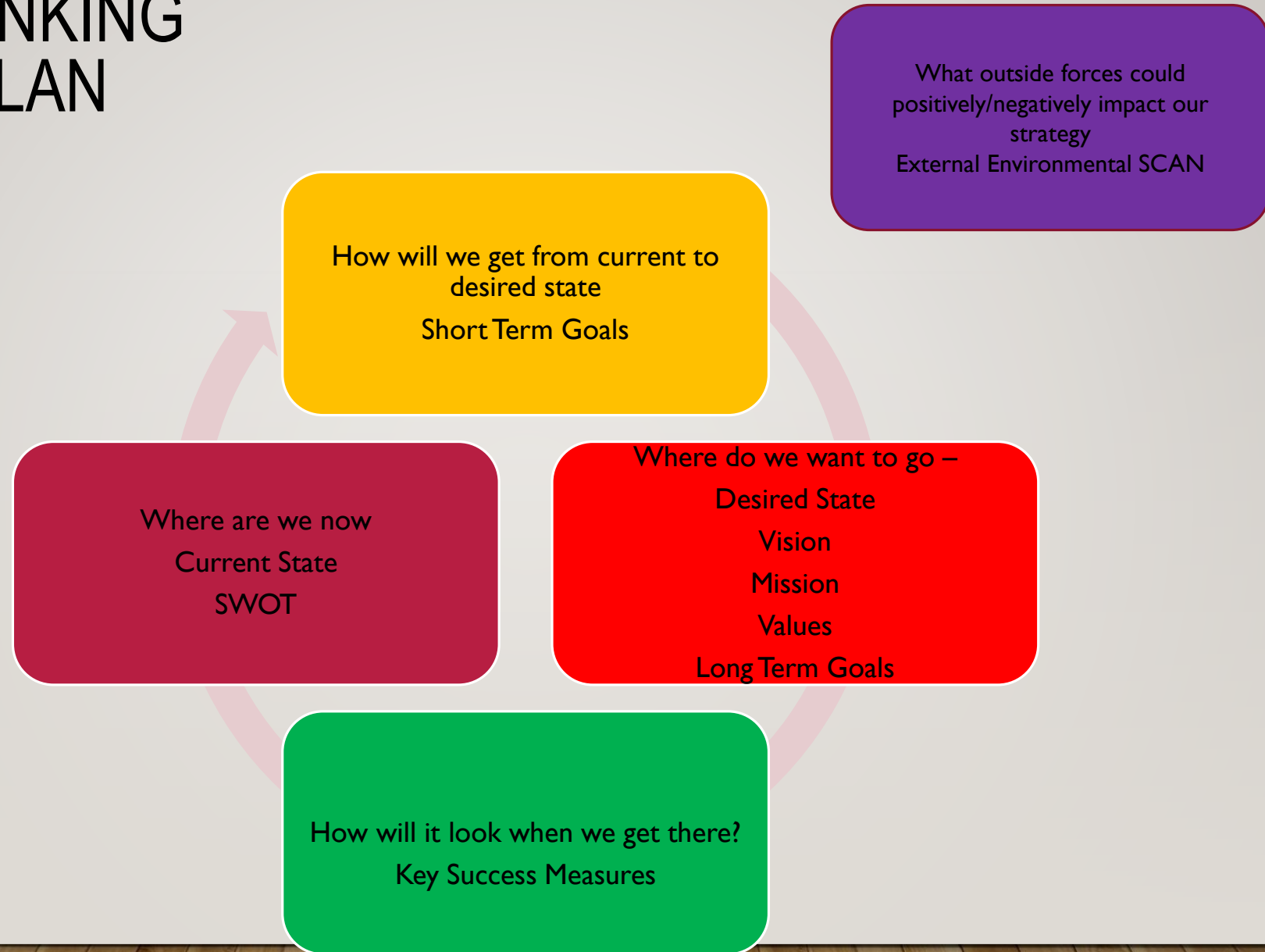


# CITY OF GREENSBORO STRATEGIC PLANNING SESSION

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FEBRUARY 18<sup>TH</sup> AND 24<sup>TH</sup>

# SYSTEMS THINKING STRATEGIC PLAN



# GROUND RULES

INVOLVED

*OPEN MINDED*

LISTEN

*SILENCE IS AGREEMENT*

BE HONEST

*SOLUTION ORIENTED*

ENCOURAGE

*FUN*

# SURVEY RESULTS

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## SWOT

- 2020
- Council
- Staff

## FEES

- 2020
- Council
- Staff



## COUNCIL 2020

### STRENGTHS

Stable Budget  
Great Parks  
Credit Rating  
Good Investments in City  
Location  
Facilities  
Parks  
Cutting-edge programs i.e.  
mental health, crisis response  
Staff  
Access to Universities  
Philanthropic Community  
Affordable living  
Arts Community  
Medical Community  
Good financial position  
Easy to navigate/get around

### WEAKNESSES

Struggle to change  
Infrastructure  
Not focused  
Perception - City hard to  
work with  
Affordable housing  
Long-term planning  
Violence  
Image of police department  
Homelessness  
Lack of  
cooperation/collaboration  
Communication to citizens

### OPPORTUNITIES

Build on diversity  
Workforce Development  
Technology  
Surrounding cities getting  
high-priced and over-crowded  
Leverage universities  
A focused plan  
Partnerships – public/private  
Continued investment in  
downtown  
Promotion/Market what we  
have  
Attract younger, active,  
residents  
Continue to diversify the jobs  
available

### THREATS

Competition  
Economy  
Don't deal with issues i.e  
homelessness, affordable housing,  
mental health  
Lack of cooperation with County,  
Schools etc..  
Increased violence  
Don't change our image



## STAFF 2020

### STRENGTHS

Parks  
Library  
Colleges/Universities  
Major Industries  
Airport  
Downtown Greenway  
Breweries  
Quality of Life  
Dedicated staff  
Four Seasons/Climate  
Good place to work  
History

### WEAKNESSES

Lack of high paying jobs  
Perception of crime rate  
Infrastructure  
Low property taxes  
Lack of affordable housing  
Little to no succession with department heads  
Policies and procedures make us hard to work with  
No unified vision  
Limited public transportation  
Cumbersome procedures can hinder creativity  
Employee engagement levels

### OPPORTUNITIES

Technology  
Diverse business recruitment  
Higher use/partnership college  
High speed internet  
A clear vision, and strategy for Greensboro  
Partnership – public/private  
Social media use to promote and tell our story  
Focus on the long-term

### THREATS

Loss of companies  
Increase in crime  
Economy  
Loss of institutional knowledge  
Inability to define and work towards a vision  
Continuing to let others define our story



## **COUNCIL 2020**

### **SOCIETY**

Changing population- entrepreneurial younger folks and active retirees; lack of trust of authority; entitlement issues; want walkable and vibrant cities

### **COMPETITION**

Increased need to collaborate with other cities, increased competition for funding, the growth of surrounding cities, harder to get seen and hard

### **ECONOMICS**

Strong economy, job growth, election impact at both state and federal level, uncertainty with trade/China etc, need to capitalize while economy strong, low unemployment levels, need more skilled workforce to fuel growth, tax base needs to grow

### **POLITICAL**

Party lines, impact of state budget, national election impact on business – positive or negative, competing priorities

### **TECHNOLOGY**

Constant change, requiring investment, will become how we service and communicate with citizens, important for economic development, cyber security, artificial intelligence, and communicating virtually .

### **INDUSTRY**

More collaboration and cooperation, outsourcing of labor, expanding economic development, more competitive

### **CUSTOMERS**

Better educated, better informed, need for instant gratification,





# **STAFF 2020**

## **SOCIETY**

Aging population; more health conscious – less healthy; more distrust of government, rising issues – mental health, drugs; fast-paced,

## **COMPETITION**

Competitive for funding, labor, increasing competition, neighboring cities getting overcrowded and expensive, more competitors from the private sector

## **ECONOMICS**

Good economy right now, uncertainty, issues with trade, job growth, increasing property values, impact of NC State Budget, impact of low-income residents

## **POLITICAL**

Who knows, election year, regulation, lack of communication/cooperation, political correctness, elections impact strategic plan

## **TECHNOLOGY**

More apps, more mobile friendly, needs to increase fiber, cyber security, rise of artificial intelligence

## **INDUSTRY**

More partnerships, green solutions, contract/temp labor, more remote workforce

## **CUSTOMERS**

Rising expectations, want more services with fewer taxes, increase use of technology, desire information and transparency



*"My mindset is always to play and compete to the very end."*

**Patrick Mahomes  
Kansas City Chiefs**



# FUTURE STATE

1. VISION
2. MISSION
3. VALUES
4. LONG TERM GOALS

## **VISION STATEMENT**

The City of Greensboro organization will live its core purpose and core values. We will work in trust with the community we serve and in trust within ourselves. We will partner with others, respect all opinions and concerns, reflect the community we serve and strive to maintain a shared sense of goals. We will have pride in employment with the City organization and will enjoy a high sense of commitment to public service. We will focus on collaborative efforts and strategic planning with elected officials and the community to ensure a desirable future.





## MISSION

We believe in the Achievement of Excellence in the Quality of our Work and in Service to Citizens

We are committed to:

- Provide citizens with prompt, informative responses and timely delivery of quality services in a courteous manner, and to be receptive to their ideas and suggestions;
- Open employee communications and participation in decision making;
- Maintain a fair and safe work environment which ensures equal opportunity, is team oriented and enjoyable, and in which excellence in performance is rewarded;
- Provide opportunities which improve productivity and encourage each employee in his or her efforts to achieve career goals;
- Provide City Council and boards and commissions with honest, thorough and timely responses and support services to accomplish their goals; and
- Ensure ethical standards and accountability in the use of financial and human resources



## VALUES

Honesty

Integrity

Respect

Stewardship



***“Purpose Driven, People Centered, Data Informed”***

## LONG TERM GOALS

- 1.Create an Environment to Promote Economic Development Opportunities & Job Creation*
- 2.Maintain Infrastructure and Provide Sustainable Growth Opportunities*
- 3.Promote Public Safety & Reduce Crime, "Safe Community"*
- 4.Exceptional Customer Service and a Diverse City Government Workforce*
- 5.Ensure Fiscal Stewardship, Transparency, & Accountability*





# GROUP WORK

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- Review the Long Term Goals
- Choose Your Top Three
- Be Prepared To Explain



# KEY SUCCESS MEASURES

WHAT WILL IT LOOK  
LIKE WHEN WE GET  
THERE



# SHORT TERM GOALS

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1. Measurable Goals
2. One-Year Complete
3. Action Items



# GROUP WORK

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- Top Three Long Term Goals
- Create a Short Term Goal
- Make It Measurable



# ACTION PLANS

STRATEGY



## ACTION PLAN EXAMPLE:

Goal: To Lose 20 Pounds By July 30, 2020

Time Frame: Start March 1, 2020 to July 30, 2020

Steps:

1. Meet With Physician
2. Monthly Weigh Ins
3. See A Nutritionist and Get A Meal Plan
4. Exercise Three Times Per Week
5. Determine Starting Weight

Accountability:

1. Exercise Calendar
2. Doctor's Report
3. Meal Plan

Measurement:

1. Lose Two Pounds Per Week
2. Blood Pressure Decreases



# GROUP WORK

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- Create Action Plans
- From Your Short Term Goal

# SYSTEMS THINKING STRATEGIC PLAN

