



UNIONCOUNTY
north carolina

Strategy & Innovation

July 14th, 2025



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History

- 🍃 June 2021- Strategy & Innovation Director first hired
 - 🍃 Legistar Agenda Management System
 - 🍃 American Rescue Plan Act (ARPA) Funding Plan
 - 🍃 Grants Development and Management System
 - 🍃 Security & Risk Management Department
 - 🍃 Ask Sprout Chatbot
 - 🍃 CDBG Management

Manager's Priorities

- Initially developed in Fy23
 - Employee Pay & Benefits
 - Efficient & Effective Government
 - Leadership & Succession Planning
 - General Fund Operational Capital
 - County-Wide Economic Development

Staffing Operations Comparison

FTE Per 1,000 Residents - General Fund Only

Union County

FY2024

4.98

All County Average

FY2024

9.16

Highest 10 Counties

FY2024

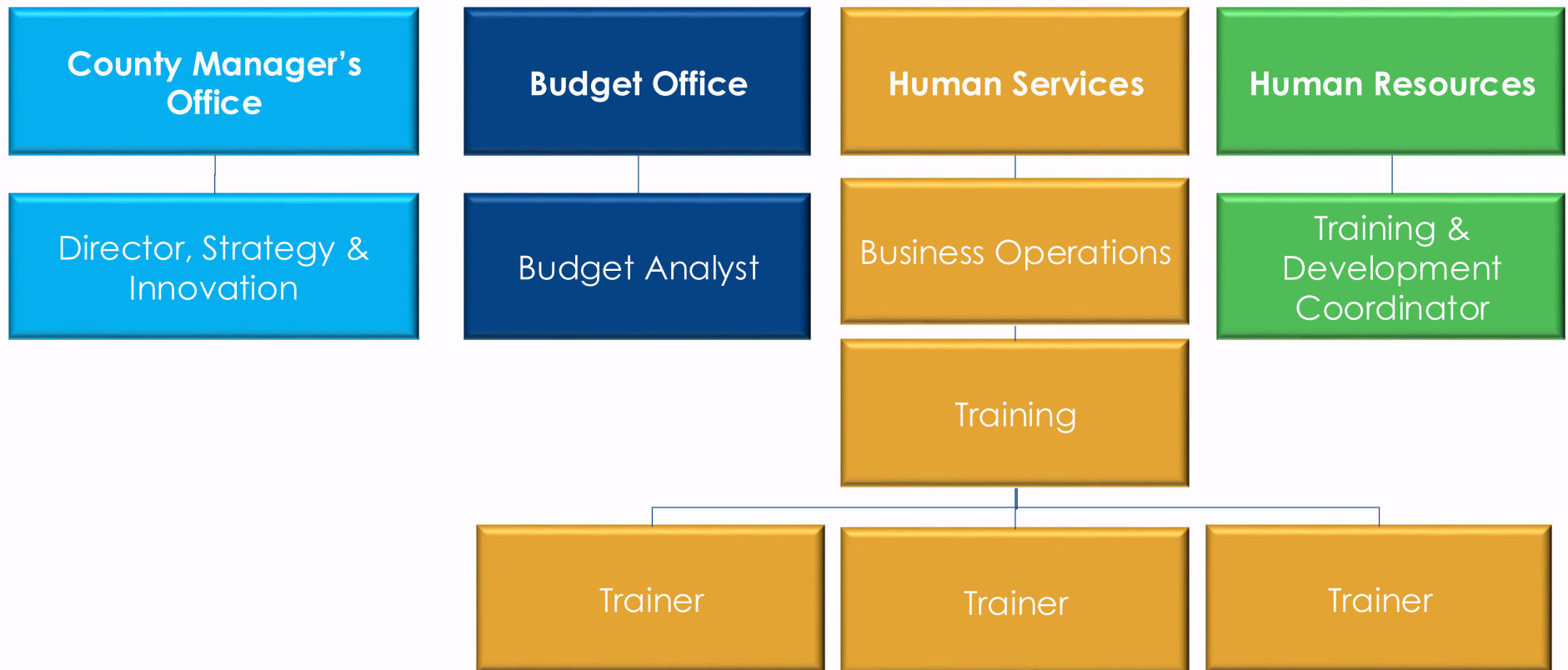
Graham	24.80
Tyrrell	21.84
Martin	19.45
Dare	17.25
Northampton	17.21
Warren	16.76
Swain	15.91
Clay	15.61
Washington	15.17
Bladen	13.82

Lowest 10 Counties

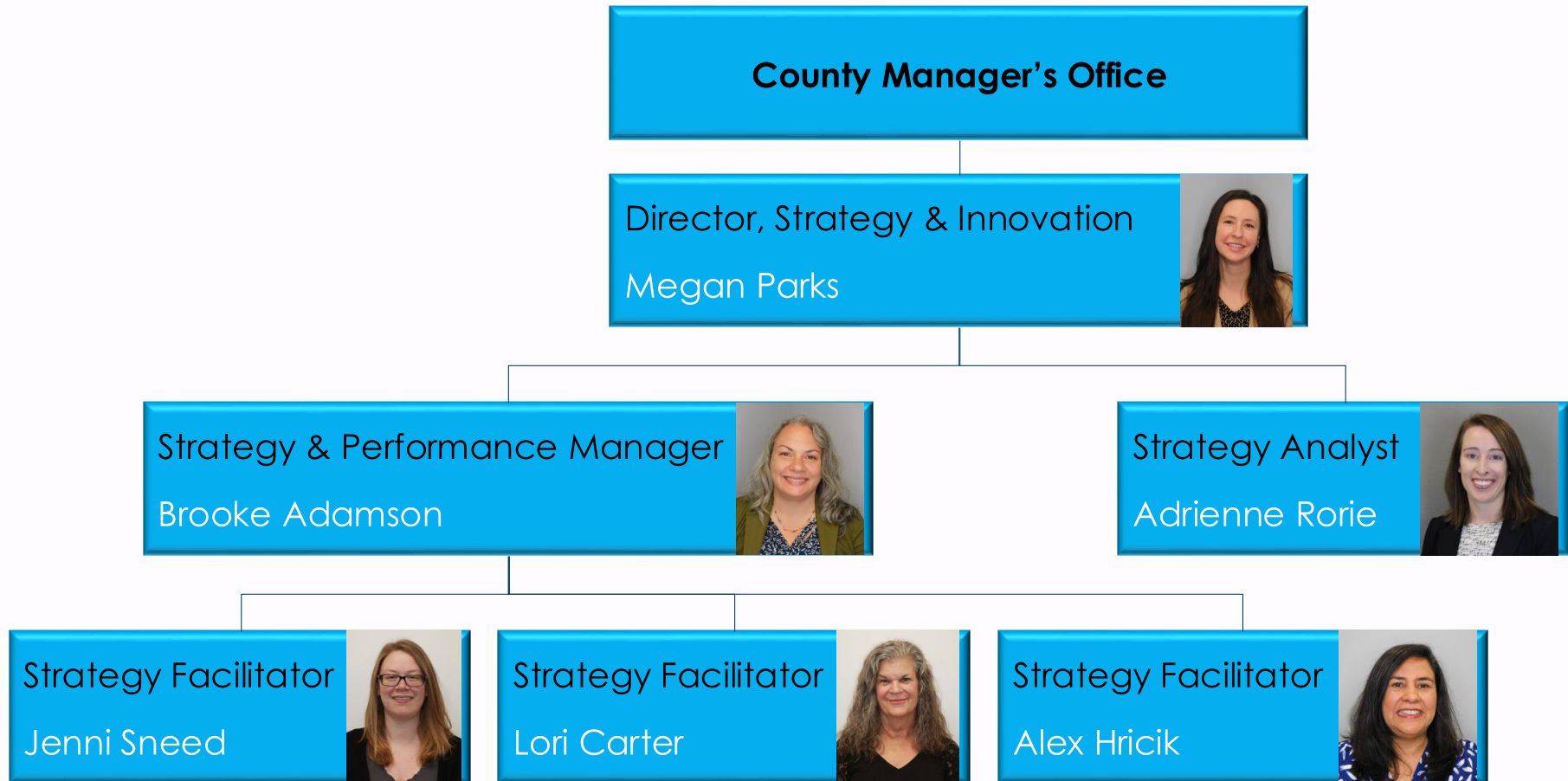
FY2024

Iredell	5.67
Moore	5.40
Davidson	5.31
Guilford	5.28
Mecklenburg	5.06
Cleveland	5.00
Union	4.98
Watauga	4.84
Johnston	4.73
Wake	3.92

Before- Fragmented Efforts (6 FTEs)



After- Centralized Team (6 FTEs)

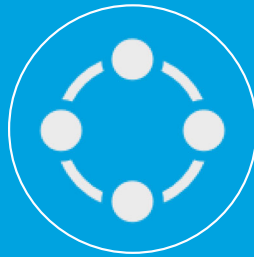


Focus Areas



People

Cultivate and enhance the talents of our exceptional employees



Process

Optimize business processes within and across county departments



Performance

Ensure our organization achieves and maintains exceptional performance

People

\$47,000 in annual
cost savings

- Redesigned Learning & Development programming to:
 - Add essential training for newly hired and promoted supervisors
 - Provide Emerging Leaders annually
 - Open the speaker series to all employees
 - Increase opportunities made available to all employees
 - Reduce overall program costs while expanding engagement footprint
- Succession Planning
 - Developed framework
 - Completed plan in Pilot department (Finance)
 - Targeting 50% of Union County departments by FY26 end
- Evaluated and eliminated redundant learning library

Process

\$36,500 in annual
cost & time savings

- Optimize existing applications, systems, and policies
 - Surveys moved to Microsoft Forms
 - Automated approval process for Certification Bonuses
 - OneDrive training deployed to 100% of departments
 - Developed Take Home Vehicle policy
 - Developed Certification Bonus Policy
 - Overtime utilization analysis
 - Hiring & Onboarding Process Improvement Event

Process- Case Study

- Hiring & Onboarding Process Improvement Event
 - Six departments convened in January to evaluate and enhance the hiring process aiming to reduce the overall time to hire.
 - Strong cross-department collaboration facilitating the exchange of best practices and process improvements.
 - Six formal solution projects identified. Additional solutions implemented at the department level.
 - Reduced HR staff time spent per new hire
 - Results: Average time to fill ↓ from **74.8** business days (FY23) **to 46.8** (Feb-Jun 25)

Performance

- Evaluate department measures & overall performance
 - Developing electronic dashboards for improved visualization and monitoring
- VOC- Updated methodology & centralized management
 - Redesigned surveys in 100% of departments
- Deploying Strategy Execution framework
 - Piloting large scale improvement project in Planning Department
 - Driving results at team level with lead measure focus in 100% of departments
 - Example: Soil & Water Conservation
 - Before: Measuring \$ spent on conservation practices in Union County
 - After: ALSO measuring Total Acreage in Conservation Easements (lag), Distribution of Conservation Easement program materials (lead), Conservation Easement information sessions held (lead)

Recap

- Consolidated team to more effectively execute Manager's Priorities
- Total annual savings of \$83,500 so far

Completed, existing, and future projects:

- | | | |
|--|---|-----------------------------|
| • Legistar Agenda Management System | • Hiring & Onboarding Process Improvement Event | • Employee Climate Survey |
| • American Rescue Plan Act (ARPA) Funding Plan | • Department Performance Measures | • Funding Choice Matrix |
| • Grants Development and Management System | • Electronic Dashboards | • Excel |
| • Security & Risk Management Department | • Voice of the Customer | • Performance Evaluations |
| • Ask Sprout Chatbot | • Minor Subdivision Process Improvement | • Career Progression Policy |
| • CDBG Management | • Employee Health and Wellness Center | • Pay for Performance |
| • Learning & Development | • Lead/Lag Measures | • Developer Services |
| • Succession Planning | • NeoGov Learn | • Core Values |
| • Propositions | • SharePoint | |
| • Microsoft Forms | • Remote work policy | |
| • Certification Bonus Policy | • Amazon membership | |
| • OneDrive | • Legal Team processes | |
| • Take Home Vehicle policy | • GIS services | |
| • Overtime utilization analysis | • Public Health OIG Attestation process | |



Thank you



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