

CUMBERLAND COUNTY BOARD OF COMMISSIONERS
STRATEGIC PLANNING TRAINING SESSION WITH
CUMBERLAND COUNTY DEPARTMENT HEADS
JANUARY 14, 2011, 1:00 PM
CROWN CENTER BALLROOM, 1960 COLISEUM DRIVE
MINUTES

PRESENT: Commissioner Kenneth Edge, Chairman
Commissioner Marshall Faircloth, Vice-Chairman
Commissioner Jeannette Council
Commissioner Charles Evans
Commissioner Jimmy Keefe
Commissioner Billy King
Commissioner Ed Melvin
James Martin, County Manager
Juanita Pilgrim, Deputy County Manager
Amy Cannon, Assistant County Manager
James Lawson, Assistant County Manager
Rick Moorefield, County Attorney
Sally Shutt, Communications and Strategic Initiatives Manager
Lauren Slepian, Multimedia Specialist
Candice White, Deputy Clerk to the Board
Marie Colgan, Clerk to the Board
Press

DEPARTMENT HEADS

PRESENT: James Silman, Risk Management/Benefits Manager
Julean Self, Assistant Human Resources Director
John Lauby, Animal Services Director
Terri Robertson, Director of Elections
Teddy Williams, Carpentry Supervisor
Austin Keating, Child Support Director
Ron Cooper, Fleet Maintenance Supervisor
Karen Long, Civic Center Chief Executive officer
Thanena Wilson, Community Development Director
Lisa Childers, Cooperative Extension Director
Kenny Currie, Emergency Services Director
Bob Stanger, County Engineer
Buck Wilson, Health Department Director
Betty Clark, Information Services Director
Tammy Gillis, Senior Internal Auditor
Jody Risacher, Library Director
Hank Debnam, MH/DD/SAS Area Director
Al Brunson, Facilities Maintenance Supervisor

Tom Lloyd, Planning and Inspections Director
Angie Cunningham, Printing/Reproduction Supervisor
Howard Lloyd, Sheriff's Office
Brenda R. Jackson, Social Services Director
Kay Bullard, District Conservationist
Aaron Donaldson, Tax Administrator
Sharon Sanders, Veterans Service Officer
Geneva Mixon, Workforce Development Director
Howard Abner, Assistant Finance Director
Susan Johnson, Cooperative Extension

DEPARTMENT HEADS

ABSENT: Callie Gardner, Director CCCJSSU
Danela Johnson, Communications Center Administrator
Lee Warren, Register of Deeds
Bobby Howard, Solid Waste Director

WELCOME AND INTRODUCTIONS

Commissioner Edge provided the invocation and welcomed attendees to Cumberland County's first strategic planning session. Commissioner Edge called on James Martin, County Manager, who provided opening remarks. Mr. Martin stated on January 27, 2011 the Board of Commissioners would meet with the facilitators to review the county's mission and vision statement and develop a set of core values and goals for the county. Mr. Martin further stated department heads would then be given a list of issues and invited to the February 18, 2011 meeting to provide input into the Board's strategic plan for Cumberland County.

Mr. Martin recognized Lisa Childers, Cooperative Extension Director, who introduced and provided a brief bio for facilitators Dr. Stan Dixon and Ed Emory, NC State University Faculty Emeriti.

PERSONALITY PROFILE EXERCISE

Mr. Emory provided opening remarks followed by a brief overview of activities scheduled for the training session. Dr. Dixon led attendees through a personality profile exercise based on the Myers Briggs personality assessment to give participants a better understanding of themselves, and to demonstrate that individuals can draw on each others strengths and capabilities.

Mr. Emory then led attendees through a creative exercise to enable them to get to know each other on a deeper level, discover the values they have within themselves and to show them how their values may influence the way they perform their jobs.

TEAMBUILDING

Mr. Emory led attendees through a teambuilding exercise to demonstrate that people think differently, people approach problems differently, and there is no good or bad way in which to do either. At the end of the exercise, Dr. Dixon stated each team demonstrated cooperation and consensus building which will be important over the next several weeks.

AGENDA AND PLANNING PROCESS OVERVIEW

Dr. Dixon provided an overview on what strategic planning can do for an organization:

- Clearly define purposes of the organization
- Establish realistic goals and objectives
- Communicate goals and objectives to citizens and employees
- Develop a sense of ownership of the plan among citizens and employees
- Promote effective use of the organizations resources
- Act as a base for measuring progress
- Help allocate resources
- Build consensus on the future direction of the organization
- Improve efficiency and effectiveness of the organization

Dr. Dixon explained it is important to look at and update a strategic plan throughout the year. Mr. Emory stated employees should use a strategic plan as a filter to determine whether their actions will move the organization forward and get it where it wants to go.

Dr. Dixon stated there is no set model for strategic planning and reviewed the basic steps found in most strategic planning:

- Mission and Vision
- Core Values
- Force Field Analysis
- Future View
- Goal Setting
- Determine Action Steps to Achieve Goals
- Expected Results
- Assign Timeline, Resources Needed and Responsible Parties

Mr. Emory reviewed the Mission and Vision Statements for Cumberland County as follows:

Mission Statement

It is the mission of the Cumberland County Government to assure all our citizens a better quality of life by providing for the public safety, public health, quality education, clean environment and economic development while being fiscally responsible.

Vision Statement

Our vision for Cumberland County is that it be characterized by progressive leadership that provides for a prosperous, affordable, safe, and culturally inviting community.

Mr. Emory stated a good Mission and Vision Statement should be repeated often within an organization, easy to remember and easily understood by every member of the organization. Mr. Emory further stated the Mission Statement should act as a filter for making decisions and allocating resources. Mr. Emory stated the Vision Statement should tell how an organization will operationalize/achieve its mission and should be forward thinking.

Dr. Dixon stated organizational or core values provide the foundation on which individuals perform their work and conduct themselves. Dr. Dixon shared core values adopted by other counties and stated core values should be communicated throughout the entire organization.

Mr. Emory introduced the Force Field Analysis technique involving positive and restraining forces both internal and external to an organization and engaged attendees in providing examples of forces currently affecting how Cumberland County does business. Dr. Dixon pointed out that sometimes forces can be both positive and restraining, and used the Base Realignment and Closing (BRAC) as an example.

Mr. Emory explained future vision is the organization's desired state and goes back to the Vision Statement. Dr. Dixon explained goal setting is what the organization will do to achieve its future state or end result. Mr. Emory stated during the goal setting step, an organization should look at its restraining forces, try to turn them into positive forces and set goals around them.

Dr. Dixon explained the last four steps involved in strategic planning are where the work gets done and should involve all departments with the organization. Mr. Emory stated after the goals are established, a determination will need to be made as to what specific actions will need to be taken, in what order, the expected results, when the action will take place, who will accomplish the action, and what resources will be needed.

Dr. Dixon reviewed products of strategic planning:

- A blueprint for the future
- Increased teamwork
- Organization focused on common goals

Mr. Emory asked attendees to perform a Force Field Analysis and forward to Sally Shutt, Communications and Strategic Initiatives Manager, by January 24, 2011.

BREAK

TEAMBUILDING

Dr. Dixon and Mr. Emory led attendees through a teambuilding exercise designed to get attendees to work together. A brief discussion of the various strengths observed during the exercise followed.

Mr. Emory and Dr. Dixon introduced the Results Based Management (RBM) approach as it relates to strategic planning and explained how it does the following:

- Defines the organization's most important desired results
- Sets annual objectives based on desired results
- Uses feedback from attainment of results to motivate staff

Mr. Emory then explained the input/output model and stated inputs are the resources used to complete jobs. Dr. Dixon explained processes/activities are the jobs or work that takes place within an organization to get the organization where it wants to go. Dr. Dixon stated outcomes are the effect processes have on stakeholders outside of the organization, such as citizens or customers, and can be early, intermediate or late. Dr. Dixon elaborated on early, intermediate and late outcomes. Mr. Emory involved attendees in a brief discussion about thinking strategically about what they do, the services they offer and how it contributes to the larger goal of the mission of Cumberland County government.

Dr. Dixon and Mr. Emory explained the five steps of RBM:

- Define core mission
- Internal and external scan (Force Field Analysis)
- Set clear goals
- Use backward mapping
- Connect the RBM system to other organizational functions

Dr. Dixon stated organizational benefits associated with the RBM approach include:

- Focus on most important desired results
- More proactive and agile (in reaching goals)
- Frontline staff are empowered and accountable

Mr. Emory stated a criticism that government has over business and industry is that it is not quick enough to make needed changes to move it in the direction in which it needs to move. Mr. Emory further stated leaders, management and department heads need to know how they can be more proactive, how to look at internal/external forces, how to move the organization to readjust, and how to put action steps in place to get government where it wants to go.

WRAP UP AND MESSAGE OF THE DAY

Dr. Dixon briefly reviewed the agenda for the January 27, 2011 meeting and asked attendees to also send core values they would like to see Cumberland County embrace to Ms. Shutt by January 24, 2011. Mr. Emory stated Cumberland County will probably develop four to five

goals that will overarch all departments. Mr. Emory briefly reviewed the agenda for the February 18, 2011 meeting.

Mr. Emory led attendees through a final teambuilding exercise designed to demonstrate that when a group is brought together, they have to trust that the members of the group will support each other.

Commissioner Edge thanked Dr. Dixon and Mr. Emory and provided closing remarks.

The meeting adjourned at 4:30 p.m.

Approved with/without revision:

Respectfully submitted,

Candice H. White
Deputy Clerk to the Board