

The Board of Commissioners for the County of Cabarrus met for a Board Retreat at the Cabarrus Arena and Events Center located at 4751 State Highway 49 in Concord, North Carolina at 4:00 p.m. on Friday, February 24, 2023.

Present - Chairman:	Stephen M. Morris
Vice Chairman:	Lynn W. Shue
Commissioners:	Christopher A. Measmer
	Barbara C. Strang
	Kenneth M. Wortman

Staff present were: Mike Downs, County Manager; Rodney Harris, Deputy County Manager; Kyle Bilafer, Assistant County Manager; Kelly Sifford, Assistant County Manager; Lauren Linker, Clerk to the Board; Evan Lee, Cabarrus County General Counsel; Todd Shanley, Information and Technology Director; Jimmy Lentz, Emergency Medical Services Director; Jon Bradley, Risk and Safety Director; Melanie Hollis, Library Director; Yesenia Pineda, Management Analyst; David Thrift, Tax Administrator; Wayne Nixon, Register of Deeds; Rosh Khatri, Budget Director; Justin Brines, Emergency Medical Services Deputy Chief of Administration; Byron Haigler, Active Living and Parks Assistant Director; Richard Stancil, Infrastructure and Asset Management Director; Jason Burnett, Emergency Management Interim Director; Tracy LeCompte, Cooperative Extension Director; Tony Miller, Veterans Services Director; Londa Strong, Active Living and Parks Director; Michael Miller, Design and Construction Director; Jim Howden, Finance Director; Kevin Grant, Environmental Management Director; Paige Castrodale, Economic Development Corporation Director; Kasia Thompson, Strategy Manager; Elizabeth Landrum, Management Analyst; Jonathan Mauldin, Emergency Medical Services Deputy Chief of Operations; Kenny Robinson, Cabarrus Arena and Events Center General Manager; Susie Morris, Community Development Director; Jonathan Weaver, Communications and Outreach Director; Karen Calhoun, Human Services Director; Letecia Loadholt, Human Services Deputy Director; Carol Soles, Board of Elections Director; Matt Love, Construction Standards Director; Jason Reece, Information and Technology Services Deputy Chief; Lundee Covington, Human Resources Director; and Tom Nunn, Chief Procurement Officer.

Also present: Geraldine Gardner, Centralina Regional Council, Executive Director and Kelly Weston, Centralina Regional Council, GAME Coordinator.

The meeting was called to order at 4:00 p.m.

Welcome, Introductions and Overview

Mike Downs, County Manager, welcomed staff and participants to the meeting and provided an overview of the agenda.

Strategic Planning - Kickoff

Geraldine Gardner, Centralina Regional Council, Executive Director, and Kelly Weston, Centralina Regional Council, had attendees introduce themselves. They then provided a PowerPoint presentation explaining objectives for the day's session and conducted work activities toward developing a new strategic plan. Items included were as follows:

- Meeting Methods
- Ground Rules
- Your Impressions
- Strategic Plan Overview
 - Foundation
 - Goals
 - Strategies
 - Core Services
- Monitoring Progress
- Evaluating Impact (Metrics)
- Implementation Tools
 - Department Annual Work Plans/Business Plans
 - Performance Management
 - Long Range Plans and Policy Documents
 - Capital Improvement Plan
 - Annual Budget
- Implementation Framework
- Who is Your Audience
- Benefits
- Successful Plan
 - Employee Buy-In
 - Teamwork

- o Clear Communication Across All Levels
- o Realistic Expectations
- o Open-Mindfulness, Creative Problem Solving
- o Thinking About Implementation from the Beginning
- o Stick to the Plan
- Keys to Success
 - o Foundation (February - March)
 - Vision
 - Mission
 - Values
 - o Main Elements (March - April)
 - Goal Setting
 - Strategy Development
 - Core Services Alignment
 - o Implementation Framework (April - May)
 - Monitoring Plan
 - Evaluation Plan
 - Approach to Department Business Planning
- Planning Process
 - o Initial Brainstorm
 - o Board Feedback
 - o Refine Ideas
 - o Finalize - Present to Board

Break

The Board and staff took a short break at 4:44 p.m. The meeting resumed at 4:58 p.m.

Strategic Planning Kickoff - Continued

Ms. Gardner and Ms. Weston continued the presentation and work activities covering the following topics:

- Focus on Vision
 - o Strategic Plan Foundation
 - o Purpose of a Vision Statement
 - o Why it is Important
 - o Impressions
 - Vision Brainstorm
 - Vision Engagement

Dinner Break

The Board and staff took a dinner break at 6:14 p.m. The meeting resumed at 6:37 p.m.

Strategic Planning Kickoff - Continued

Ms. Gardner resumed the presentation and work activities covering the following:

- Mission
 - o What
 - o Why
 - o How

Break

The Board and staff took a short break at 7:05 p.m. The meeting resumed at 7:15 p.m.

Strategic Planning Kickoff - Continued

Ms. Weston and Ms. Gardner continued the presentation and work activities.

Chairman Morris provided closing comments from this session.

Mike Downs, County Manager, provided a brief review of the agenda for Day 2 of the Budget Retreat scheduled for the next day.

Recess

The meeting was recessed at 8:00 p.m. until 8:00 a.m. Saturday, February 25, 2023, at the Cabarrus Arena and Events Center located at 4751 State Highway 49 in Concord, North Carolina in Concord.



Lauren Linker

Lauren Linker, Clerk to the Board