PERSON COUNTY BOARD OF COMMISSIONERS **October 24, 2023**

MEMBERS PRESENT	**OTHERS PRESENT**
Gordon Powell	Katherine M. Cathey, County Manager
C. Derrick Sims	Michele Solomon, Clerk to the Board
Kyle W. Puryear	
Charlie Palmer	
Jason Thomas	

The Board of Commissioners for the County of Person, North Carolina, met in regular session on Tuesday, October 24, 2023 at 9:00 a.m. This meeting was set as the Board's Strategic Planning Retreat. The Retreat location was in the County Office Building Auditorium located at 304 S. Morgan Street, Roxboro, NC.

Chairman Powell called the meeting to order.

DISCUSSION/ADJUSTMENT/APPROVAL OF AGENDA:

A **motion** was made by Commissioner Palmer and **carried 5-0** to approve the agenda.

STRATEGIC PLANNING:

County Manager Katherine Cathey presented the following slideshow with retreat notes inserted to help develop and implement a Strategic Plan for Person County.

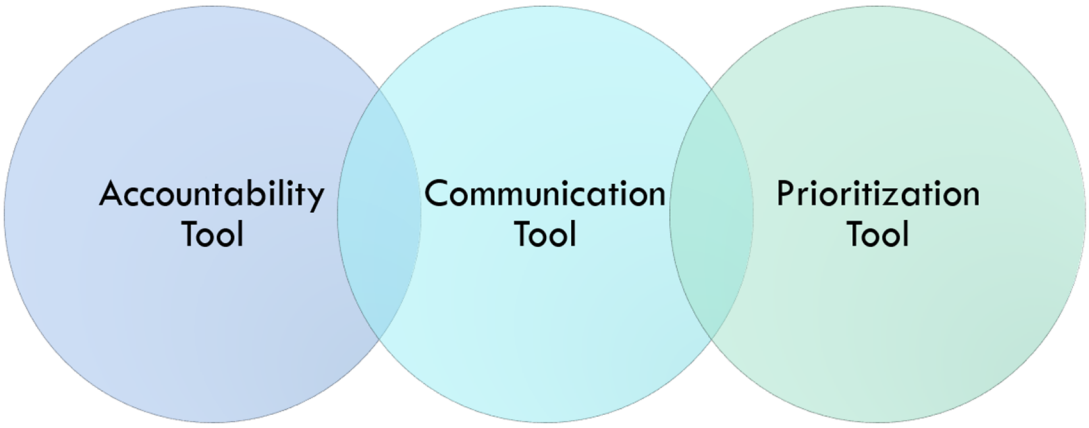
AGENDA

- Overview (9:05-9:15)
- Values (9:15-9:35)
- Strengths, Weaknesses, Opportunities, and Challenges (SWOC) (9:35-10:20)
- Break (10:20-10:30)
- Mission (10:30-11:00)
- Vision (11:00-11:30)
- Next Steps (11:30-11:50)

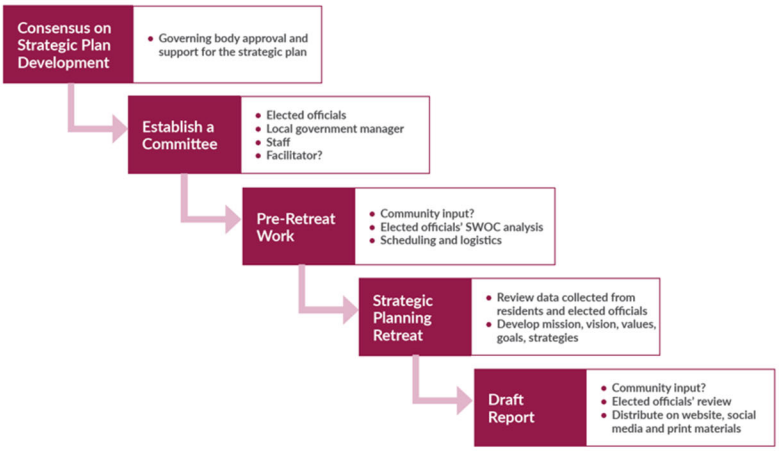
OVERVIEW

9:05-9:15

STRATEGIC PLAN BENEFITS



STRATEGIC PLANNING PROCESS



STRATEGIC PLAN COMPONENTS

Strategic Plan Component	Answer the Question	Description
Mission	What do we do today?	The mission states what the local government does now; it communicates to residents, businesses, nonprofits, and other key interest groups what you do on a day-to-day basis.
Vision	What do we want our community to look like in 10-15 years?	The vision states what you want your community to look like in 10-15 years; it communicates to the external environment what you want to achieve and how the governing body sees itself in the future.
Values	What values are important to the governing body when we make a decision?	The values (typically four-five values) communicate guiding principles that the governing body uses to make decisions for the community (ethics, efficiency, equity, etc.).
Goals	What are the goals to make progress toward our vision?	The goals are broad statements or affirmations the governing body agrees on to achieve the vision of the community.
Strategies	What do we need to do now to achieve those goals?	Strategies are action items that establish how you will achieve those goals in the next one-two years.

EXAMPLE – VISION, MISSION, VALUES
DAVIE COUNTY, NC

Values

Consistent with our fundamental beliefs that guide our behavior and actions, Davie County is committed to these shared CORE VALUES.
Pledge /plej/: A solemn promise or undertaking.
"I PLEDGE"

INNOVATION – **WE** will apply **progressive thinking, technology, creativity and adaptability** to continually improve all areas of operations, resulting in a more agile and efficient organization.

PROFESSIONALISM – **WE** will conduct ourselves **responsively and proactively** in our delivery of service to the public, characterized by the quality and diligence with which it is carried out.

LEADERSHIP – **WE** will **lead by example,** learn from the past, provide direction for the present and plan for the future.

EMPOWERMENT – **WE** will cultivate a work environment which offers employees the authority to act through **supportive leadership,** mutual respect, trust, personal responsibility and open communication.

DUTY & SERVICE – **WE** value **effective and efficient service** at the individual and team level. We support each other in being capable, knowledgeable, skilled, responsible, and accountable. We foster success and improvement.

GRATITUDE – **WE** embrace our role as **stewards of the community's fiscal and natural resources.** We are committed to rigorous policies and procedures to assure that the public is well served with the expenditure of funds.

EXCELLENCE – **WE** will **achieve measurable success** and continuous improvement through investment of resources, accountability and high expectations for quality.

DAVIE COUNTY NORTH CAROLINA

Vision

Davie County is a vibrant, prosperous and dynamic county committed to building a sustainable future for generations to come, while celebrating its rural heritage and enhancing its quality of life.

Mission

Our mission is to provide superior public service offering all citizens the opportunity to improve their quality of life while enjoying the benefits of a safe, healthy and vibrant county.

DAVIE COUNTY MOVING WITH PURPOSE

Current Goals

Improving the Economic Development Process	Supporting the Airport	Improving Broadband Connectivity	Keeping the Tax Rate Flat	Improving School Facilities

BOARD OF COMMISSIONERS GOALS

FY22
FY23
FY24

Priorities (2010-2015)

Protect Our Land	Foster a Sense of Community	Encourage Learning for Life and Lifelong Learning	Re-Imagine Our County for a Better Future	Prosper by Developing the New Economy Locally

PERSON COUNTY FUTURES PROJECT

Strategic Plan includes a Vision Statement, Mission Statement, Goals, and Objectives for five priorities.

EXISTING PLANS

VALUES | 9:15-9:35

CORE VALUES

- Foundations underpinning policy decisions and actions taken by the governing body.
- A tool to build organizational culture and communicate to the public what is important to the elected officials when they are making decisions.
- Express the behavioral expectations in the day-to-day operations of the local government, whereas the mission and vision communicate the aspirations of the local government.
- Key Questions
  - What do the values say about what is important to the governing body?
  - What do the values say about what is important to the community?
  - Are the values reflected in decision making?

VALUES

Transparency - We act with honesty, integrity, and respect to develop trust. We are accountable to the public and communicate openly.

Community - Person County is welcoming, inclusive, accessible, and family-oriented. We celebrate our traditions and small-town values. We prioritize public safety and welfare.

Opportunity - We work to create economic growth, financial security, and personal and professional enrichment for families and businesses to prosper and compete in a global economy.

Stewardship - We take responsibility for our natural, historical, economic and human resources, act resourcefully, promote equity and sustainability, and seek efficiency and innovation.

Service - We provide high-quality customer service. We are public servants who share a vision for and commitment to our community. We build relationships and achieve excellence through teamwork.

Professionalism - We adhere to ethical standards and take ownership of our responsibilities. As knowledgeable leaders in our community, we exercise kindness, respect, empathy, courage, creativity, humility, and flexibility. We are reliable and seek to empower others.

STRENGTHS, WEAKNESSES, OPPORTUNITIES, AND CHALLENGES

9:35-10:20

The following slide captures the Board's SWOC analysis.

SWOC ANALYSIS

The purpose of the strengths, weaknesses, opportunities, and challenges analysis is to assess the internal and external factors that impact the local government's ability to achieve the elected officials' vision.

STRENGTHS	WEAKNESSES
What are our major internal or present strengths?	*What are our major internal or present weaknesses?*
✓ Great employees ✓ Community – rural setting ✓ Strong tax/county revenues ✓ Great visions for prospective growth in population ✓ Leadership ✓ Communication ✓ Teamwork ✓ United board of county commissioners	✓ Confidentiality ✓ Infrastructure for growth ✓ Community involvement ✓ Need for retail business ✓ Staffing and retention ✓ Lack of available product (land) for economic development ✓ Quick response, following up on complaints/personnel issues ✓ Departmental processes – customer service/self-evaluation (Permitting process example)
OPPORTUNITIES	**CHALLENGES**
What major external or future opportunities do we have?	*What major external or future challenges do we face?*
✓ Duke Energy partnership, Dominion Energy partnership ✓ Improve PCC facilities ✓ Manufacturing (attract and expand) ✓ Revitalization within the city ✓ More regional work, partnerships (Triangle, S. VA) ✓ Growth (western sewer project, development in southern PC) ✓ Economic development projects	✓ Watershed restrictions ✓ Trade school/apprenticeship programs, workforce development and training in trades ✓ Economic development in relation to maintaining rural character, merging ag and industrial development so we don't over- or under-develop, policies should support ✓ Schools facilities (growing, may need new school) ✓ Funding new county facilities (growth, EMS example) ✓ Lack of available product (land, modern buildings) for economic development ✓ Infrastructure (roads, major highway)

The following slide captures the earlier SWOC analysis completed by Department Heads.

SWOC ANALYSIS

The purpose of the strengths, weaknesses, opportunities, and challenges analysis is to assess the internal and external factors that impact the local government's ability to achieve the elected officials' vision.

STRENGTHS	WEAKNESSES
What are our major internal or present strengths?	*What are our major internal or present weaknesses?*
✓ Dedicated, tenured staff ✓ Service oriented, supportive, empathetic organizational culture ✓ Stewardship ✓ Diverse workforce ✓ Teamwork ✓ Transparent public communication (open meetings, website, etc.) ✓ Experienced department leadership and institutional knowledge	✓ Communication ✓ Lack of unified vision ✓ Funding constraints, particularly when there are associated expectations or mandates that are unable to be met ✓ Employee retention ✓ Workload demands and time constraints
OPPORTUNITIES	**CHALLENGES**
What major external or future opportunities do we have?	*What major external or future challenges do we face?*
✓ Increasing collaboration among departments ✓ Developing a shared vision ✓ Public education through activities such as a citizens academy or monthly community reports ✓ Continuous employee development and training ✓ Supportive, collaborative business community ✓ New technologies ✓ Population growth and changes ✓ Growing the economy through public/private partnerships and education/training	✓ Social media and misinformation ✓ Inadequate manpower ✓ Economic challenges ✓ Balancing resources and competing interests ✓ Changes in state rules and regulations ✓ Employee recruitment and retention ✓ Lack of engagement about community matters ✓ Potential loss of industry and people ✓ Economic development challenges; tight labor market ✓ Lack of infrastructure (sewer, broadband, EV, etc.) ✓ Aging population

BREAK | 10:20-10:30

MISSION STATEMENT | 10:30-11:00

MISSION STATEMENT

- Typically defined as the reason the local government exists.
- Communicates the purpose of the local government to residents, staff, and other key stakeholders.
- Clearly states what your local government does, why you provide those services, and for whom.
- Does not need to be updated regularly.
- Key Questions
  - What do you do?
  - Why do you do it?
  - Who do you serve?
  - Why is it important?
  - Is it clear, concise, and understandable?

MISSION STATEMENT EXAMPLES

The Village of Lindenhurst, in partnership with our community, continuously strives to provide a safe, healthy, and vibrant environment through quality customer service, public safety, progressive leadership, and financial responsibility.

The Town of Vinton provides valuable services to residents, visitors, and businesses through transparent, efficient, and responsible governance while protecting its unique character and values.

We improve the quality of life in Mariposa County through active community engagement and the efficient delivery of outstanding public services.

To provide quality services to residents, businesses, and visitors in an efficient, effective, and equitable manner.

To encourage and facilitate economic growth, to provide a safe environment for a diverse community, and to provide high quality and efficient services to the public while emphasizing the Town's unique character, planning for the future, and leading by example through the implementation of best practices.

- To create opportunities for families and businesses to prosper and compete in a global economy. (FY20-FY24)
- Instill in Person County citizens that life-long learning is crucial to our quality of life, ensuring that learning opportunities inspire citizens to learn, grow and serve. (2010-2015)
- Foster a sense of community by encouraging and supporting civic participation and volunteerism, places and programs that bring people together, the recognition and appreciation of diversity, a shared sense of local history, and improved safety and the perception of safety in the county. (2010-2015)
- Develop jobs in and near Person County while retaining and growing existing business and industry; develop, promote and support an educated, trained workforce that is competitive in a constantly changing work environment; and inform and educate the community to ensure community support for a strategic plan that will stimulate economic growth. (2010-2015)
- To conserve, protect and enhance the land, air and water resources important to our health, quality of life, and economic wellbeing. (2010-2015)
- Person County will strive to be a progressive, culturally diverse, welcoming, family oriented community steeped in a small town feel, where our citizens are given a safe environment, progressive education systems, job opportunities, and lower crime rates than similar counties. Our outdoor lifestyle is important to us. We will protect the headwaters of the three major rivers, two separate lakes, and quality recreational opportunities that grace our county. Our future continues to evolve around our agricultural heritage. Person County is committed to the exploration, growth, and marketing of diverse types of agriculture and agribusiness. (2010-2015)

PERSON COUNTY MISSION STATEMENTS

2010-2024

MISSION

What do you do?	Why do you do it?	Who do you serve?	Why is it important?
• Lead and serve • Improve life for Person County • Collaboratively work towards improvement throughout county agencies, departments and citizens • Look for opportunities to improve quality of life, listen to citizens • Entire county • Make best possible decisions for residents of the county	• Sustainability and future citizens' welfare • Serve the citizens of Person County • Make Person County a better place to live and raise a family • So our children have a future here • Promote greater good of county and its citizens	• Entire county • Everybody	• Growth and prosperity • Critical thinking for future critical circumstances
To provide effective government that meets the public's needs while preserving Person County's history and resources, improving quality of life, along with supporting economic growth and prosperity.			

The above slide captures the Mission Statement drafted by the commissioners during the retreat.

VISION STATEMENT

11:00-11:30

VISION STATEMENT

- Reflects the governing body's view of the ideal community in 10-15 years.
- Communicates the governing body's picture of success and serves as the "goal post" to be achieved.
- Should provide a clear picture of the organization's future and does not need to be updated every year.
- Key Questions
  - Is it inspiring for the residents and staff?
  - Is it believable?
  - Does it answer the question: Where do we want to be in 15 years?
  - Is it clear, concise, and understandable?

VISION STATEMENT EXAMPLES

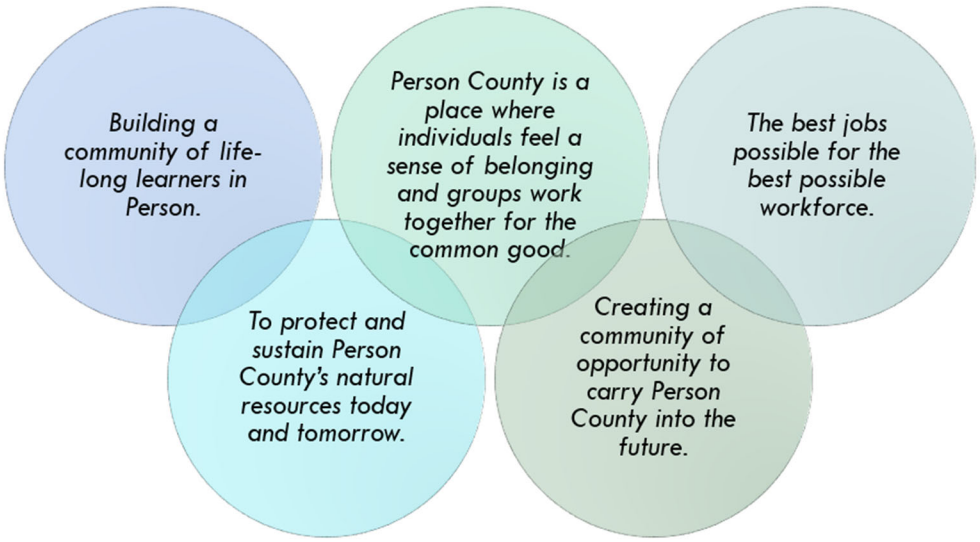
One Williamsburg that is courageously leading, innovating a modern city, prioritizing safety and wellness, engaging our partners while connecting the world.

The Village of Lindenhurst endeavors to be the friendliest and most appealing community in Lake County, Illinois; enriched by small-town values and traditions, fostering an atmosphere where residents and businesses can thrive.

York is an historic city with charming neighborhoods, caring residents, abundant opportunities, and an innovative and inclusive economy.

Genuine community thrives in Rolesville as we seek to build a place that is focused on walkability, with connections to parks, greenways, and gathering spaces.

PERSON COUNTY FUTURES VISION STATEMENTS



VISION

Describe our ideal community in 10-15 years.	What is the "goal post" to be achieved (success)?
• Development in all areas as county population expands • Expansion through economic development in a competitive market • Thriving community where citizens are safe and cared for • Person County is a diverse community, working together to make Person County a better place to live and have a family	• County prosperity and growth for generations to follow • Hub of new technology, business and industry, to include educational improvement and growth
A thriving and diverse community, working together to make Person County a great place to live, work, learn, grow and embrace innovation for generations to come.	

The above slide captures the vision statement drafted by the commissioners during the retreat.

NEXT STEPS

Engagement
Goals
Strategies
Adoption
Progress Reports

GOALS

- Developed and adopted by the governing body and communicate broad initiatives or activities.
- Should be a 2-4 year view of priorities that the local government establishes to achieve the vision of the community.
- Focus on creating 3-5 goals that describe guardrails rather than specific actions.
- Key Questions
  - Do the goals support the mission and vision?
  - Are the goals realistic?
  - Are they easy to read and understand?
  - Are they measurable?

EXAMPLE – GOALS/KEY FOCUS AREAS

ROLESVILLE, NC

Community Connection

FOSTER OPPORTUNITIES TO BUILD CONNECTIONS AND CREATE CIVIC LIFE

GOALS

Provide a broad mix of arts, culture, and recreation opportunities with cross-generational appeal 1	Consider opportunities for shared services and best practices with neighboring communities 2	Build coalitions with state, county, and community partners to address regional issues 3	Create opportunities to recognize the Town's history and diversity 4

Mindful Growth

PROMOTE DEVELOPMENT WHILE MAINTAINING A SMALL TOWN CHARACTER

GOALS

Implement the Main Street Vision Plan 9	Create a diverse mix of commercial, industrial, and residential development 10	Foster a business community that supports entrepreneurship, innovation, and small business development 11	Develop a unified and coordinated vision for land use that emphasizes diverse housing options and beautification 12

Planned Investment

BUILD COMMUNITY ASSETS TO MEET GROWING NEEDS

GOALS

Increase efforts to improve the Town's appearance 5	Expand open space and recreational facilities 6	Grow public safety to address future needs 7	Develop a plan to build and maintain community infrastructure (stormwater, streets, sidewalks, transit, and greenways) 8

Organizational Excellence

ENSURE RESOURCES ARE USED FOR THE GREATEST BENEFIT

GOALS

Maintain and increase the Town's financial strength 13	Address organizational staffing needs 14	Prioritize proactive communication with the community 15	Recruit and retain outstanding personnel by creating an innovative culture that values professional development 16

STRATEGIES

- The action steps needed to be taken to achieve the broad goals of the community.
- Describe specific tasks, outputs and/or outcomes, typically within a 1-2 year completion period.
- The number of strategies assigned to each goal will vary and are typically between 3 and 7.
- Key Questions
  - Are the strategies realistic in terms of budget?
  - Do the strategies identify a timeframe for completion?
  - Have key personnel responsible for those strategies been identified?
  - Can you, as the manager, report progress to the elected officials?

EXAMPLE – CONNECT TO OUTCOMES

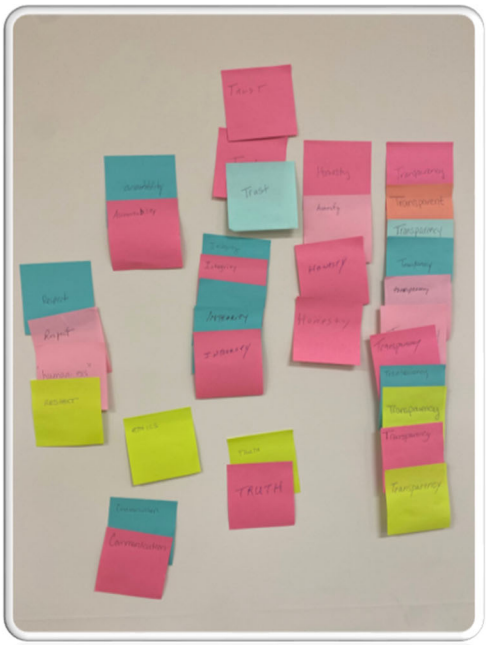
BRUNSWICK COUNTY, NC

PROGRESS REPORTS

- Following adoption of Strategic Plan, determine frequency (quarterly, monthly, once a year) and format for reporting on progress.
- Example – Strategic Plan Progress Report (Rolesville, NC)

ENGAGEMENT

- Inform method
  - Social media, print materials, fact sheets, and website are key methods to showcase the proposed plan
- Consult method
  - Community survey, town hall meetings and focus groups
- Obtain input from:
  - Community
  - Employees



GOALS
PRELIMINARY LIST

Airport

Broadband

School and PCC facilities

Economic development

Tax rate

County facilities

QUESTIONS?

Closing Remarks and Adjournment

CLOSING REMARKS:

Chairman Powell expressed thanks to staff and Board for all they do. Powell stated the importance of having goals and objectives for the future of the County. Powell stated the need to provide service to citizens of Person County and to make progress towards education for our children, and economic growth.

Vice Chairman Sims expressed thanks to the audience. Sims stated that the Board has worked really well over the past few years, is supportive of each other, and he enjoys being on the Board. Sims expressed thanks to the IT Department for the remodel of the County Auditorium and stated it was nice.

Commissioner Palmer expressed thanks to the audience in attendance and advised that he is looking forward to the final draft of the Strategic Plan and feels we are moving in the right direction.

Commissioner Puryear expressed thanks to staff and those in attendance and hopes something good comes from this.

Commissioner Thomas stated goals and implementation of goals are important for a thriving community. Thomas thanked everyone in attendance for being at the meeting.

The Board did not adopt a Strategic Plan during this session. It was the consensus of the Board to schedule an additional Strategic Planning Retreat for December 7 at 9 a.m. to allow the Board time to review the SPC II, which Commissioner Puryear recommended.

ADJOURNMENT:

A **motion** was made by Commissioner Sims and **carried 5-0** to adjourn the meeting at 11:54 a.m.

Michele Solomon	Gordon Powell
Clerk to the Board	Chairman