

**Scotland County Board of Commissioners reconvened meeting
September 22, 2016, SBIC, Laurinburg, NC**

Commissioners in attendance: Chair Carol McCall, Vice Chair Whit Gibson and Commissioners Bob Davis, Betty Blue Gholston and Guy McCook. Commissioners not in attendance: Commissioners John Alford and Clarence McPhatter. Staff in attendance: County Manager Kevin Patterson, County Attorney Ed Johnston and Clerk to the Board Ann Kurtzman.

At 1 p.m. Chair McCall reconvened the meeting for the purpose of a strategic planning orientation session facilitated by Ms. Margaret Henderson from the School of Government.

Ms. Henderson via PowerPoint discussed the benefits and various methods organizations use to conduct strategic plans.

Ms. Henderson said some strategic plans include community input. If you invite public input design the plan carefully so the community knows what to expect. A facilitator can be useful for civic engagement.

Ms. Henderson said there are methods for citizen engagement depending on whether an organization wants to sell a plan to a community or co-create with the community, the latter of which is more expensive and time consuming. It's important to customize options to fit your needs and incorporate flexibility in to the plan. Ms. Henderson said keep in mind there are other internal and external plans in place. Make sure they are coordinated through relationship building and more conversation. You might want to reach out to professional stakeholders to get feedback.

The Commissioners and Ms. Henderson discussed available resources in order to conduct a strategic plan. Ms. Henderson described a \$5,000 investment as a bare bones process that would take more massaging on the part of staff.

Ms. Henderson said the goal is framed in the outcome you desire. Realistically think about how much control you would have over a goal. Ms. Henderson provided some thoughts on goals that might be attainable. Commissioner Davis said he is concerned that the Board sets goals and is slow to follow up on them. Ms. Henderson said she would be able to share strategic plans from other communities as points of reference.

Ms. Henderson said the Board could put together a plan within two days, which would be facilitated, but would not include community interaction or response, which would be an additional expense. Ms. Henderson discussed the pros and cons of using staff versus an outside facilitator to conduct community interaction. Chair McCall suggested a values exercise would be a benefit among Commissioners.

The facilitator makes sure the Board stays at the policy level and pushes the Board on what it is willing to do to make things happen, which means making hard decisions. You might do a timeline for big events happening in the next 10 years but because things change rapidly the next three years should be considered.

Commissioner Gholston said her concern is budgeting for strategic planning at the expense of departments. Ms. Henderson said staff indirectly benefit from a strategic plan because it brings more clarity on what the Board wants. Spending the money requires resolve. Commissioner McCook said it would be important to prioritize what the County is doing, where to spend resources and give staff direction, and that would be worth the investment. Commissioner Davis said setting a goal and completing it is success. Commissioner McCook said having a written document where we could track projects is key.

(A break was called. The meeting resumed at 2:50 p.m.)

The Commissioners by consensus agreed that a two-day retreat would be the next step.

Commissioner McCook said the commitment from staff would be important so there can be an implementation plan and timeline. County Manager Patterson said that it would impact department budgets and his budget recommendations to Commissioners.

The Commissioners will consider Wednesday, November 30, continuing on Thursday, December 1 as strategic planning dates with the EOC as the preferred location.

Motion was made by Commissioner Gholston and duly seconded by Commissioner Davis to adjourn. Vote: Motion unanimously approved. Meeting adjourned at 3:10 p.m.

Ann W. Kurtzman
Clerk to the Board

Carol McCall
Chair