

**THE BOARD OF COUNTY COMMISSIONERS
DURHAM, NORTH CAROLINA**

Thursday, January 19, 2017

8:30 A.M. Strategic Plan Retreat

MINUTES

Place: Museum of Life and Science, Woodland Room
433 W Murray Avenue, Durham, NC

Present: Chair Wendy Jacobs, Vice Chair James Hill and Commissioners Heidi Carter,
Brenda Howerton, and Ellen Reckhow

Presider: Martha Marshall

Welcome and Overview

Manager Davis welcomed and introduced attendees to the president and CEO of The Museum of Life and Science, Barry Van Deman. Mr. Deman briefly discussed the Museum's strategic plan. He mentioned his wish to create a STEM ecosystem in Durham for the youth. Commissioner Reckhow wondered whether there were any opportunities for low income preschoolers to visit the museum for free. Mr. Deman stated that this topic was still being worked on, but it was difficult due to the Museum depending on the fee based entry for their operation support. Commissioner Reckhow encouraged him to continue thinking about it, she suggested a pilot based partnership with Headstart.

Martha Marshall described the retreat agenda and the meeting's activities.

MFR Infrastructure and Budget Process Update

General Manager Claudia Hager and Keith Lane, Director of Budget and Management, updated the Board on the Managing For Results (MFR) infrastructure and implementation, the department budget review process, as well as the MFR steps used to align program budgets and refine performance measures.

Chair Jacobs noted that this style of budget display would allow the public to see how much the state was giving the County in funds and how the County was using the funds.

Manager Davis and Mr. Lane discussed how performance measures would be used to gauge the effectiveness of programs and services. Programs that failed to meet their goals would be investigated and have processes adjusted as needed. This method would enable quick response in order to prevent wasteful spending.

Directive: Staff to provide the Board with a timeline of the process for the nonprofits funding requests.

Customer Service

Peter Anlyan, Anlyan Consulting, LLC, presented on exceptional service, integrating it into workplace culture through employee behavior shifts, and focusing on customer service that emphasized the employee as the most important part with goals for the customer.

Discussion was had on how the County would change the culture within the workplace.

General Manager Gayle Harris spoke on the Department of Public Health's vision for customer care.

Tammy Baggett, Director of Library Services, reviewed the building blocks of exceptional service.

Strategic Plan: Overview

Michael Davis, Strategic Initiative Manager, went over the Strategic Plan.

General Manager Deborah Craig-Ray discussed community engagement and the new ways that staff was attempting to engage millennials as they currently outnumbered the baby boomers population. Vice Chair Hill suggested that staff look into Durham for All, Activate Durham, bus stations, and other nonconventional locations to increase engagement. Commissioner Reckhow added American Underground to the suggestion.

Commissioner Reckhow felt that it was important to engage the business community as well and recommended reaching out to business partners about economic equity.

Directives:

- ***Staff to look into Durham for All, Activate Durham, bus stations, American Underground, and other nonconventional locations to increase community engagement.***
- ***Staff to engage the business community by reaching out to business partners about economic equity.***

Strategic Goal Areas

The Chief of Staff and General Managers shared the key strategic areas, challenges, objectives, and strategies for Goals 1-5.

Vice Chair Hill and Commissioner Howerton discussed the possible changes to the Goals due to the political climate and current administration.

Commissioner Reckhow felt that it was important to include equity in the economic opportunities and growth. She also suggested including community partners in the objectives.

Directives:

- ***Staff to include equity in the economic opportunities and growth.***
- ***Staff to include community partners in the Strategic Goal objectives.***

One-on-One with Goals – Rotation Activity

The Board participated in an activity in which they rotated tables and individually shared their thoughts on the Strategic Plan and on the Goals. Each table was headed by a Goal Lead.

The first question was whether staff was headed in the right direction with the Strategic Plan. The Board's responses were favorable.

Goal Leads summarized the Board comments on each Goal. Comments included refining Goals to better guide staff, increasing inclusiveness (e.g. age friendly community), categorizing programs/services that were interconnected between more than one Goal, improving wording, and allowing for joint Goal team initiatives as needed.

Debrief and Next Steps

Mr. Davis spoke on the next key steps for the MFR measures.

Commissioner Reckhow suggested that staff collect performance measures baseline data as soon as possible in order to compare the levels of service in the future and track changes.

Ms. Hager announced that the Budget Retreat was scheduled on February 20, 2017.

Directives:

- ***Staff to collect performance measures baseline data as soon as possible in order to compare the levels of service in the future and track changes***
- ***Staff to provide the Board with information on how they would make the Strategic Plan accessible to the public.***

Adjournment

Ms. Marshall ended the Strategic Plan Retreat.

Respectfully submitted,



Tania De Los Santos
Administrative Assistant