

CARRBORO TOWN COUNCIL RETREAT

Defining Strategic Priorities

Saturday, January 21, 2023, 8:00 am- 5:00 pm at the Rizzo Center
150 Dubose Home Ln, Chapel Hill, NC 27517

PARTICIPANT AGENDA

Attendees: Carrboro Mayor, Town Council Members, Town Manager and Town Clerk

Retreat Objectives:

- To provide an opportunity for the Board to collaborate as a team on strategic priorities
- To gain a deeper understanding of local government strategic planning and superior performance structures
- To develop a *comprehensive* list of **Key Strategic Actions (KSA)** which will include the 35 Comprehensive Plan projects and other critical projects and efforts that will require significant resources and/or Council policy decisions over the next 12-18 months
- To develop a unique **strategy screen** to prioritize Key Strategic Actions, that is specific to Carrboro and reflects the Council's commitment to the two pillars of the Comprehensive Plan: *Race and Equity and Climate Action and Environment* which also considers the concepts of intersectionality and strategic thinking
- To utilize Carrboro's Strategy Screen to create a short-term plan (12-18 months): Prioritizing the Key Strategic Actions and coming to consensus on key deliverables and implementation targets
- To decide on next steps in the process.

	Agenda Item	Process Design
8:00	Breakfast served	
8:30	Welcome and warm-up activity	30 M • Welcome in • Review agenda and guidelines • Time travel machine activity (past or present).
9:00	What are the types and uses of planning for local government? Why is strategic planning important for a high performing organization?	45 M • Types and uses of planning for local government including systems thinking • The 5 pillars of superior performance • Where is Carrboro?
9:45	What are the top Vision themes for Carrboro? (Carrboro in 10 years)	30 M • A postcard from the future • Share individual postcards and identify main themes.
10:15	BREAK	15 M
10:30	How do we move the needle in the next 12-18 months? Identify the Key Strategic Actions (KSA)	1 H • What are the Key Strategic Actions (KSA) over the next 12-18 months for each goal area? ○ 35 Comp Plan projects ○ Other ongoing or upcoming critical projects • What are Council's expectations for critical deliverables over the next 12-18 months?
11:30	How can we see the big picture, plan ahead, and put thought into action so we can leverage cross- sectional efforts and gain a competitive advantage?	30 M • Strategic thinking • Intersectionality exercise

12:00	LUNCH	
1:00	What criteria will we use to prioritize our Key Strategic Actions?	1 H • Develop Carrboro's <i>Strategy Screen</i>. • Reflects the Council's commitment to the two pillars of the Comprehensive Plan: <i>Race and Equity and Climate Action and Environment</i> which also considers the concepts of intersectionality and strategic thinking.
2:00	What is Carrboro's TOP PRIORITY Key Strategic Actions (Short-Term plan)?	1 H • Put the Key Strategic Actions (KSA) through Carrboro's strategic filter • Prioritize KSA based on the results of the strategic filter exercise • Come to consensus on which KSA will move forward, and which will be "on the horizon" (starting after the 18-month window) • Group the TOP PRIORITY KSA by "goal areas"
3:00	BREAK	
3:15	What process needs to be developed to successfully execute the strategic plan? How do we hold ourselves accountable for results?	45 M • What is Board expectation for reporting results? • How will we keep ourselves accountable? • How will this plan be kept alive? • What are the expectations for reporting results? • How will we use the plan in other ways?
4:00	What is next?	45 M Options to consider: • Management Team Retreat next week and subsequent work: ○ Develop a formal 12–18-month action plan for TOP PRIORITY KSA with milestones (Short -term plan) ○ Develop draft organizational vision, mission, core values and goal areas with objectives and key performance indicators considering Council input ○ (Long-range strategic plan) • Council meets to consider DRAFT strategic plan (Long Range and short-term) • Council adopts the strategic plan • Town Manager ○ Aligns the budget process with Carrboro's Strategic Plan to resource priorities ○ Aligns department business plans with Carrboro's Strategic Plan ○ Executes the strategic plan ○ Reports results.
4:45	Retreat Evaluation and Adjourn	

ADVANCE WORK

To make the most of our valuable time together on Sat., January 21 please:

1. Review Carrboro's foundational planning documents:

- Comprehensive Plan and December 6, 2022, staff update on progress
- One Orange Countywide Racial Equity Framework Catalyst for Moving Forward and February 1, 2022, staff update
- Community Climate Action Plan, updated October 2020.

2. There are so many great examples of local government strategic plans in NC. Here are a few links for context

- <https://www.townofchapelhill.org/government/mayor-and-council/town-strategic-goals-objectives>
- <https://cityofraleigh0drupal.blob.core.usgovcloudapi.net/drupal-prod/COR11/FY21-25StrategicPlan.pdf>
- <https://www.durhamnc.gov/183/Envision---City-of-Durham-Strategic-Plan>
- https://www.knightdalenc.gov/sites/default/files/uploads/Administration/knightdale_strategic_plan_final_112019.pdf
- <https://www.fayettevillenc.gov/city-services/city-manager-s-office/strategic-performance-analytics/strategic-planning>
- <https://www.cityofws.org/216/Strategic-Planning>

3. Review the ***Carrboro Meeting Guidelines*** that were developed during the December 10 Council Workshop. These are the guidelines for how councilmembers should interact with each other during our time together January 21.

1. Share all relevant information – be open, honest, and factual.

- Agreed that relevant = relevant to the decision
- Share your relevant information or share your assumptions
- Willing to question and be questioned without judgment
- Important beyond how we engage as a Council amongst Council.

2. Be humble – reserve the right to change your mind.

- General agreement
- Be open to learning
- Synergy
- Creative solutions
- Flexibility and resilience
- Be willing to change your point of view
- Be open to taking in new information.

3. Be a respectful, active listener, and show openness to the perspectives of others. Make space for others in the conversation.

- Be kind to everyone in the room
- Mutuality

- This is how we relate to each other
- Begin with the mindset that you are “other”
- Do not promote, advance “otherness”
- Work to discover, create, and explore space with others
- Openness
- No cheap shots or gotchas.

4. Be authentically engaging, and avoid comments that are polarizing.

- Speak to each other in a way that does not push us farther apart
- Respectfully identify areas of agreement and disagreement
- Acknowledge other councilmembers directly—look each other in the eye when speaking
- Polarizing opinions and issues are fine to discuss
- We don’t want this to mean “don’t be passionate” – we are a diverse board with differences in opinion, and that’s important to dedicate time to
- We set an example for the community and need to respect our staff
- Respect each other’s differences both in how we listen to those differences but also in how we might be able to meet in how we express to some degree possible toward the listener.
- Simple framework: use eye to eye contact
- Polarizing—find language that is accommodating and collaborative
- Come to each conversation or topic with questions. Begin with inquiry and seeking to understand better
- Balancing advocacy, inquiry, and exploration.

5. Work to find common ground; avoid getting stuck in inflexible positions or personal conflicts.

- Accept that not achieving common ground is okay
- Sometimes it is important to stand your ground and be the dissenter
- Politics is the art of compromise
- The vote is the will of the team
- Inflexible positions are needed at times- Standing your ground
- Politics is the art of compromise
- Work for whole community.