

# Mid-Carolina Council of Governments

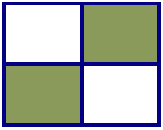
## Transition to New Leadership

### -Action Plan-



“Coming together is a beginning. Keeping together is progress.  
Working together is success.” - Henry Ford

Justin B. Hembree, Executive Director Candidate  
Mid-Carolina Council of Governments



# FOCUS AREAS

## to Support Mid-Carolina's Transition to New Leadership

Change in leadership is an exciting time that affords countless opportunities. Change can refocus organizational priorities, energize staff, reengage stakeholders, and refresh the environment. At the same time, a leadership transition will undoubtedly create apprehension among some. Stakeholders can take time to adjust to a new personality, employees will have to adjust to a new leadership style, and partners may have more questions than answers. Mid-Carolina's new Executive Director must be committed to a smooth transition that lays the foundation for his or her future success and, most importantly, the success of the organization. During the transition period, the new Director must focus on six key areas – Building Relationships, Board Relations, Supporting Staff, Community Outreach, Strategic Planning, and Financial Stewardship.



### Build Relationships

Develop relationships with local government officials, economic development organizations, human services agencies, the non-profit sector, private employers, educational institutions, military leaders, and other key regional partners.

### Board Relations

Create a sense of camaraderie, teamwork, and fellowship with individual Board members and the Board as a whole. Aspire to clearly understand the Board's performance expectations and preferred communication methods.

### Staff Support

Engage staff immediately. Work to create a sense of enthusiasm. Begin building a shared vision for the future of the Council.

### Community Outreach

Foster a sense of goodwill and trust among local governments and key regional partners through targeted outreach.

### Strategic Planning

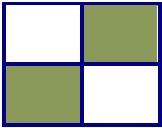
Lay the foundation for the development of a strategic plan through discussions with Board members and regional leaders.

### Financial Stewardship

Examine the Council's revenues and expenses to gain an understanding of the organization's overall financial condition.

**100  
DAY GOAL**

To achieve a successful transition to new leadership of Mid-Carolina Council of Governments.



# 100 DAY ACTION Plan

## a Measurable Path Forward

### Day 1 Through Day 14

- Engage individual Board members to develop clear performance expectations, preferred communication methods, and short-term priorities.
- Solidify staff commitment through individual and team meetings.
- Energize and motivate staff by developing short-term goals.

### Day 15 Through Day 49

- Initiate outreach to local government officials and regional leaders.
- Formally engage full Board to establish performance expectations and short-term goals.
- Begin personal visits with local government officials, economic development organizations, human service agencies, the non-profit sector, private employers, educational institutions, military leaders, and other key partners.
- Consult with Finance Director and program directors to develop an understanding of the Council's financial operations, processes, and overall condition.
- Begin internal analysis of coming year's revenue outlook and budget priorities.

### Day 50 Through Day 74

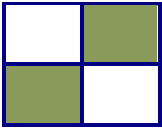
- Conduct internal gap analysis to identify strengths and challenges.
- Schedule work session with Council Board to discuss parameters for strategic planning process.
- Continue outreach to local governments, community leaders, and regional partners.
- Reengage federal, state, and private funding partners.

### Day 75 and Beyond

- Analyze marketing and communication techniques related to branding and messaging, including use of social media.
- Examine possible partnerships with key community and economic development organizations.
- Initiate formal strategic planning process.
- Prepare post-transition assessment for Board review and feedback.



“Never confuse motion with action.”  
- Benjamin Franklin



## FAQs

### Messaging, Competency, Stability and Strategic Planning

#### If selected, what is your **IMMEDIATE MESSAGE** to the Mid-Carolina Region?

It is important to impart a positive message within the first few days of transition. Through proactive outreach, I will assure partners that Mid-Carolina is charting a path forward and will be seizing upon new opportunities that will allow the organization to better serve local governments, community organizations, and the region as a whole. I have dedicated my life to leading teams in strengthening communities in North Carolina. To be entrusted with serving the governments and communities in Cumberland, Harnett, and Sampson Counties is an honor and very humbling.

#### On which **CORE COMPETENCY** will you focus the most attention during the first 100 days?

The primary focus of my first 100 days will be to use my interpersonal communication skills to be a strong advocate for regionalism, North Carolina's regional council system, and, most importantly, Mid-Carolina Council of Governments. My experience building solid relationships with local, regional, state, federal, and private funding leaders will help in my immediate outreach. Collaborating with Board members and staff to assist in outreach efforts will foster a positive environment during the first 100 days and beyond.

#### How will you create a sense of **STABILITY** among staff?

Any future success of Mid-Carolina Council of Governments will depend upon the hard work of high-performing professionals. I believe it is imperative to engage staff from day one to create a sense of well-being, establish trust, and develop shared goals. I will devote a great deal of time during the first several months to building a positive rapport with staff to create an open, fun, and enthusiastic work environment.

#### What experience do you bring to guide the development of a **STRATEGIC PLAN**?

During the past year, I led the first strategic planning process for Land of Sky Regional Council. Despite being a national leader in strategic, community, and economic development planning and implementation, Land of Sky had never developed an internal strategic plan. The organization's first strategic plan was adopted in early 2019 and is currently being successfully implemented. Land of Sky is a designated Economic Development District through the United States Economic Development Administration. As such, Land of Sky is responsible for the development and implementation of a Comprehensive Economic Development Strategy (CEDS) that identifies regional priorities for economic and community development. During my time with Land of Sky, I have led the development of two CEDS. Land of Sky's CEDS process and documents have been recognized across the nation as best practices. Furthermore, while serving as Tryon, North Carolina's Town Manager, I led the development of the Town's first strategic plan. I feel very comfortable leading strategic planning processes and enjoy working with Boards to help establish impactful strategic priorities.

The best time to plant a tree was 20 years ago.  
The second best time is now. – Chinese Proverb