



**MINUTES OF THE
PINEVILLE TOWN COUNCIL OFF-SITE
STRATEGIC PLANNING RETREAT OF
OCTOBER 25, 2018 · 8:00A.M. – 5:00 P.M.
15720 Brixham Hill Ave., Charlotte, NC**

The Town Council of the Town of Pineville met for an off-site, all-day Strategic Planning Retreat to discuss and develop long-range goals for the town.

ATTENDANCE

Mayor: Jack Edwards

Mayor Pro-Tem: David Phillips

Council Members: Joe Maxim, Melissa Davis and Debbie Fowler.

Town Manager: Ryan Spitzer

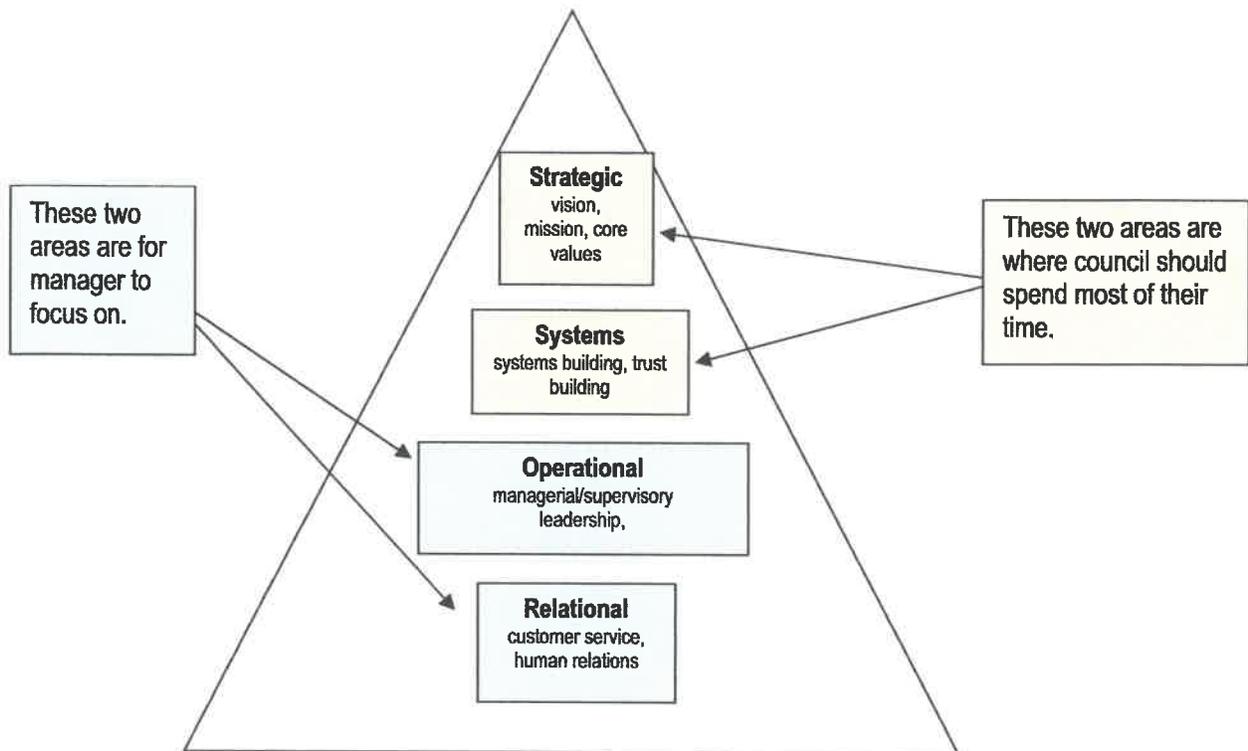
Town Clerk: Barbara Monticello

The meeting got underway around 8:20 a.m. once everyone arrived and got settled in. Mr. Mike Mowry of Strategic Government Resources, was hired to facilitate the meeting. He has always had an interest in how things get done and has had years of experience working with governments, public officials and management to concentrate on practicing better habits to produce better leadership. If the top layer of an organization is not functioning correctly, that trickles down to the rest of the organization which can cause it to become dysfunctional and when an organization is dysfunctional the anxiety level goes up and good judgement goes down. His role was to help Councils' focus on creating long-term goals by looking at the big picture and not just the here and now.

To emphasize good leadership skills, he hung poster boards around the room of the "Athenian Code" or rules to live by; a code of ethical conduct for leaders to strive for, to practice in their everyday routines and to follow throughout their lives. If public officials or heads of companies concentrate on and practice these good habits, their leadership skills will improve which will also enhance the quality of the decisions they make and the impact they have on the future.

One of the biggest roadblocks to good governance is when board members focus more on management instead of governance and to have good governance, there must be a clear mission/vision. Having a clear mission and vision is essential to having good leadership. It is more advantageous for Council to concentrate on results and not necessarily the way something is being done. It is important for Council to understand that their role is to set policies, establish a vision and instill a positive culture by establishing an environment that does not judge motives prematurely, does not set traps for their staff but one that promotes encouragement and self-worth.

Seven elements to good leadership include being external communicators, internal communicators, fiduciary overseers, policy developers, information systems overseers, priority enforcers and strategic visionaries but the foundation of all leadership is relationships. This is the basis for a type of leadership known as 4th Dimension Leadership where culture is instilled from the top down but leadership is built from the bottom up as illustrated below.



Mr. Mowry continued stating that strategic leadership was leadership of the future. He asked council to concentrate on moving from an Operational mentality to a more Strategic one. To help get them on this path, he gave council an exercise to break out into groups and indicate on a timeline events that have had either a positive or negative effect on the town in the last 15 years. Once the group re-convened, they noticed an upward trend, that there were more positives than negatives, that the town had been changing for a while and that a change in leadership disrupts the flow of growth. The exercise made it easier to look at the big picture to plan for the future by picking goals, making decisions and sticking to them. It will allow council to move forward with a clearer direction.

For the next exercise, Mr. Mowry had council break out into groups again and to think about what they wanted to be known or remembered for, because the things we want to be remembered for, are the drivers of our reputations. When done, the groups compared their lists to find they both had similar and positive things they agreed were important to be remembered for. Thinking about their reputations and what they wanted to be remembered for, helped them to focus on positive things and listing the positives made it easier to focus not only on what is important to them but what is important to the community as a whole. Comparing the lists and seeing the common themes in both, gave clarity to both groups on the items that were most important to focus on as goals.

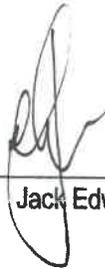
The remainder of the retreat was conducted in a similar fashion with council breaking out into groups, performing exercises given to them by the facilitator and reconvening to review and compare answers. The exercises were designed to be interactive, thought-provoking, non-judgmental and most of all, productive. Participants of the groups were changed up for each exercise to give all council members an opportunity to interact with other members of council. Exercises included identifying strengths, weaknesses, opportunities and threats to the town as well as developing a story of how Pineville would look in the year 2040. Drawing upon the responses and results of these exercises, council was ultimately able to "drill down" to and agree on, seven of the most important areas for them to concentrate on in the next 3-5 years:

1. Land and retain Lending Tree as a new business in town
2. Improve the infrastructure in town
3. Support Light Rail
4. Improve amenities offered
5. Promote economic development
6. Maximize volunteerism
7. Transition to a paid fire department

From this list, council members were asked to provide three (3) milestones or mile markers under each of the seven (7) goals identified on what to do to reach those goals. All of this will give Town Manager, Ryan Spitzer, an idea of what council's visions are for the future. It will provide him with direction on how to proceed with staff and future planning. Mr. Mowry recommended that council adopt these goals or visions at one of its regular meetings and he also recommended having this kind of meeting again next year to update the goals. He asked council members to keep the following questions in mind: "what good, for what group, at what cost?"

He then went around the room asking each council member what they took away from this retreat. Most were surprised to find that everyone seemed to be on the same page. All agreed that they were able to work together cohesively with open minds, respectful of each other's ideas to come up with goals that everyone agreed upon as the most important areas to concentrate on for the future.

The retreat concluded at approximately 4:20 p.m.



Jack Edwards, Mayor

ATTEST:



Barbara Monticello, Town Clerk

