



**MINUTES OF THE
PINEVILLE TOWN COUNCIL
STRATEGIC PLANNING RETREAT OF
SEPTEMBER 11, 2020 from 8:30 a.m. - 3:30 p.m.
and NOVEMBER 12, 2020 from 2:00 p.m. until 5:00 p.m.
Pineville Hut Meeting Facility – 413 Johnston Dr., Pineville, NC**

PART I, SEPTEMBER 11, 2020

The Town Council of the Town of Pineville met for an all-day Priorities and Planning Retreat on September 11, 2020 at the HUT Meeting Facility in Pineville, NC. Mr. Rick Rocchetti of the North Carolina League of Municipalities facilitated the meeting. He introduced, William Brooks, representing the Business and Member Services Division of the League and who also served as the liaison for the NC Mayor's Association.

All Council Members were present: Mayor Jack Edwards, Mayor Pro Tem Melissa Davis, Council Members Joe Maxim, Les Gladden and Amelia Stinson-Wesley. Also in attendance was Town Manager, Ryan Spitzer, and Town Clerk, Barbara Monticello.

Mr. Rocchetti reviewed the agenda for the day and asked everyone to introduce themselves, after which participants broke out into two groups to review and discuss accomplishments over the last two years. The second exercise was to do an environmental scan to take a broad look out into the county, state and country and assess what we saw "out there" politically, economically, socially, technologically, legally and environmentally. Each group then discussed their findings with each other and compared similarities and common threads amongst the two groups.

The third exercise of the day was a **SWOT** Analysis, meaning **STRENGTHS, WEAKNESSES, OPPORTUNITIES** and **THREATS**. These are things that were not to be solved but managed. The group was asked to identify what they saw as Pineville's SWOT. The group saw Pineville's location just outside of the City of Charlotte and close to major highways as a strength, along with having a town manager with strong organizational skills. One of the town's weaknesses was its loss of funding/revenue caused by no longer being able to collect a business license tax which was roughly equal to \$600,000. Of its opportunities, the town still had space to grow to increase its tax base and yet, was able to control development with the ordinances and regulations it had in place. All agreed that the biggest threat or obstacle to the town was state government, which was not favoring towns at the moment. The key to managing all this was to balance the strengths and the weaknesses along with future opportunities and threats.

PILLARS from the previous Retreat held two years prior, were discussed. The strategic vision of the town was made up of six pillars that Council had developed:

- Support Light Rail
- Promote Economic Development
- Improve Infrastructure
- Improve amenities
- Maximize volunteerism
- Transition to a paid Fire Department

These pillars were being determined by "reputational drivers" such as all wanting the town to maintain its small town charm, wanting to offer a variety of housing options, wanting excellent connectivity and mobility, along with it having great amenities to offer its residents, in a safe and arts-friendly community.

The six pillars become the current goals for the town while new pillars are identified:

- Arts & Cultural Resources
- Economic Development & Innovation
- Growth & Natural Resources
- Organization Excellence
- Safe, Vibrant & Healthy Community
- Transportation & Transit

Mr. Rocchetti recommended a follow-up on these new pillars in about three month's time to then identify and prioritize the top three items on this list that council sees as the most important.

The next discussion was on competencies or the knowledge, skills, abilities and value the individual displays in performing their job. One comment brought up by council was that Council had to micro-manage the Department Heads as they were not doing their jobs properly. Mr. Rocchetti explained that unless the Departments Heads clearly and concisely communicate the expectations of Council to their employees, this would lead to training issues or misunderstandings of what the expectations of the job were. Once expectations were clearly set, the department head must ensure that the employee actually has the skills to carry out Council's expectations.

Town Manager, Ryan Spitzer, noted that there was a lack of operating procedures in most departments which lead to discussion on disciplinary actions. Mr. Rocchetti added that if we didn't have a disciplinary policy, that we had better get one soon. The lack of process and procedures also added to the competency issues. Additionally, there also had to be enough support for a process or person in order to be successful and cited an example of a new Town Manager that was brought in to run a municipality but there not being enough support from the staff caused that individual to leave the organization.

This was a good time to break for Part I of the retreat which ended about 4:30 p.m. Mr. Rocchetti stated that in another few months, they would have Part II of the retreat to complete the entire retreat process.

Jack Edwards, Mayor

ATTEST:

Barbara Monticello, Town Clerk

**MINUTES OF THE
PINEVILLE TOWN COUNCIL
STRATEGIC PLANNING RETREAT OF
NOVEMBER 12, 2020 FROM 2:00 P.M. UNTIL 5:00 P.M.**

PART II, NOVEMBER 12, 2020

Part II of the Council Retreat was held on November 12, 2020 at 2:00 p.m. at the HUT Meeting Facility, again with Mr. Rick Rocchetti facilitating. All Council Members were present: Mayor Jack Edwards, Mayor Pro Tem Melissa Davis, Council Members Les Gladden, Joe Maxim and Amelia Stinson-Wesley. Town Manager, Ryan Spitzer, Human Resources Manager, Susan Allen and Town Clerk, Barbara Monticello were also present. As a refresher, Mr. Rocchetti, asked each person to introduce themselves.

Part II of the Council Retreat picked up where it left off in September – with expectations and competencies of Department Heads. Mr. Rocchetti asked Council Members what pain was causing them to think that their expectations weren't being met. Three expectations from Council were that Department Heads should:

1. Take ownership of their responsibilities
2. Continuously improve in their job
3. Hold their employees accountable for their actions

Mr. Rocchetti had the group break out into two groups to drill down on the three items above and determine why the expectations are not being met while developing a list of competencies. He stated that if the list was long, they would need to narrow it down to the 5 or 6 most important competencies. Many competencies were identified but the final list was reduced to the following:

1. Administrative/organizational ability
2. Demonstrates vision for the organization
3. Plans & sets goals
4. Uses sound judgement
5. Has a strategic perspective
6. Takes action/makes decisions
7. Innovative/takes risks

Once the competencies were narrowed down, Ryan, Susan (Adams) and Rick will formulate them into a process to be included on a general performance appraisal. Discussion took place regarding Council's role and interaction with employees. Mr. Rocchetti suggested that Council not be so involved with the day-to-day operations of the town and allow the Town Manager to do his job. They needed to trust him that his Department Heads will perform as expected and if not, he would need to address the deficiencies. Mr. Rocchetti stated that the retreat had concluded and left council with the statement that "empowerment would allow them to let go".

He thanked the Council for allowing him the opportunity to be the facilitator of their Retreat.

Jack Edwards, Mayor

ATTEST:

Barbara Monticello, Town Clerk