

Town of Wendell Strategic Planning Retreat
Saturday, January 21, 2017
Wake County Commons, 4011 Carya Drive, Raleigh, NC 27610

Setting Vision & Priorities for Action

PARTICIPANT AGENDA

Attendees (15):

- Mayor and Town Commission Members (6)
- Administration: Town Manager (1), Special Assistant/Clerk (1)
- Department directors (6): parks & rec, planning, finance, public works, police, IT

Retreat Objectives:

- To recognize our successes over the last two years.
- To revisit and update upcoming changes in our community.
- To develop long term goal areas to guide the town's development for 5-10 years.
- To adopt goal focus areas and set specific priorities for the upcoming 12-18 months.
- To develop an understanding of how the board wants to work together.

Agenda & Support materials:

- January 21, 2017 Agenda
- Bio of Lydian Altman
- Eight Behaviors for Smarter Teams by Roger Schwarz [*to be read in advance of the retreat*]
- Strategic Public Leadership – [link to video](#) [*to be watched in advance of the retreat*]
- January 31, 2015, Retreat Minutes [*to be read in advance of the retreat*]
- February 20, 2016, Retreat Minutes [*to be read in advance of the retreat*]
- February 20, 2016 Facilitator Notes [*to be read in advance of the retreat*]

8:30 Coffee & Gather

9:00 Welcome

Mayor Virginia Gray

Overview of the retreat

Lydian Altman, SOG Facilitator

Introductions:

- Name, length of residency here, tenure on the Board or with the Town
- ***What one thing has happened in the last year or so that has made you extremely proud?***

1. *What is strategic planning and why should we bother?*

2. What changes will you be facing in the future?

Review and update to Anticipated changes (January 2015) handout

These could be related to:

- ⇒ Economy; Town’s financial picture
- ⇒ Demographic changes
- ⇒ Local, state, federal policy
- ⇒ Organizational changes and resource allocations
- ⇒ Growth pressures and infrastructure needs
- ⇒ Environmental implications
- ⇒ Working relationships, key partnerships

3. What else belongs in the vision of your town’s future?

Vision (from 2015 retreat)	
Active downtown <ul style="list-style-type: none"> • Vibrancy: traffic, night life, music, extended hours • Connecting Wendell Falls and downtown • Infill downtown; residential downtown 	Population <ul style="list-style-type: none"> • Younger • More professional • More diverse
Curb appeal <ul style="list-style-type: none"> • tree-lined streets • sidewalks 	Town Staff <ul style="list-style-type: none"> • Empowered, validated, valued • Prepared for the future

10:30 Break

4. For the town to achieve this vision, what decisions or actions are needed now?

- These could be related to any of the following areas.

People, relationships, partnerships	Policies, practices, and philosophies	Physical resources and infrastructure
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5. What priorities will the town focus on in the next 2 years? (priorities for action planning)

- Preliminary sort with dots

12:15-1:00 Lunch on-site

Anticipated Changes – Summary from January 2015

1:00 Retreat Resumes

- Sequencing of activities
- High, medium, low priority ranges
- Definitions developed & applied

6. What will help us know and demonstrate progress towards this vision?

2:30-2:45 Break

7. How would you like to have others describe the way we work together?

- a. Review operating principles developed in January 2015
- b. Are there any changes to suggest? Particular principles to highlight as especially relevant or compelling?
- c. What might this board need to do differently as a result of these principles? (see Getting the Work Done handout)

As a Board of Commissioners, we:

- **Strive for efficiency** in the way we handle business. We are hard-working, and attend all meetings.
- Keep the **best interests of the Town** uppermost in our minds.
- Consider all aspects of a situation and make **thorough, deliberate, and well-reasoned decisions**.
- **Explore all viewpoints**. We are open to hearing from others, learning from them and compromising, when needed.
- **Stay cohesive, collaborative, collegial, and connected** to the manager and to each other.
- **Demonstrate respect for all opinions**, especially in public. And we support the decisions of the board. Once decisions are made by the majority, we support that decision.
- Tackle **new and novel ideas** and processes.

3:30 Next Steps: What else needs to happen to make sure our priorities are actionable?

Evaluation of the Day

- What did I/others do well today?
- What might I/others do differently next time?

4:00 Adjourn

Short-term	Medium-term	Long-term
<p>Plan to install fiber in town facilities</p> <p>Large increase in permit processing workload.</p> <p>Business operations will need to change to accommodate more building</p> <p>Continue to pursue hospital/medical park in Wendell Falls commercial district</p> <p>Changes to Town Hall complete. Safety and efficiency improved. This experience will inform design and plans for possible new Town Hall</p> <p>Opportunities to strengthen relationship with developers</p> <p>Area traffic hot spots could get worse, especially with increased development</p> <p>Funding for PARTF/ Park improvements in hand: ADA walking trails, paved parking, game courts, multipurpose fields</p>	<p>Housing starts in Wendell 'proper' spurred by Wendell Falls development</p> <p>Service expectations and increased residential population will drive the need to provide additional town staff in all departments and possibly add an economic development position</p> <ul style="list-style-type: none"> • Add money for staff training and skill development? • Develop new processes to meet increased demand? • Expectation to add neighborhood parks? <p>Demands on transportation network(s) and options</p> <p>Focus on identifying funding options, such as bonds, loans, pay-as-you-go, to meet demands</p> <p>Unknowns:</p> <ul style="list-style-type: none"> • Will the legislature continue to erode municipal authority? • Will federal regulations increase in relation to storm water regulations? • What will be the CAMPO (transportation) funding priorities? Can Wendell benefit? 	<p>Select site for New Town Hall</p> <p>Consider adding new regional park with facilities that meet citizen expectations</p> <p>Demographic Change with addition of residents to Wendell Falls: Higher income</p> <ul style="list-style-type: none"> • How might this impact desired representation on town council? E.g., move to districts • Impact on lifestyle expectations? Service expectations? • Consider ways to integrate new residents, keep focus town wide and one community • Balance keeping current businesses and attracting new ones to support new residents; balance residential and commercial needs <p>Demands on staffing, equipment, financing of public works, police, planning, transportation</p> <p>Adequate water and sewer infrastructure to attract developers?</p> <p>Focus on key relationships, e. g., Wake County, school system</p> <ul style="list-style-type: none"> • Infrastructure needs • Support of school system to enhance quality. What can town do?

Getting the Work Done	
Behavior	Suggested Change
Preparation for meetings	
Time spent during the meetings	
Communication between meetings	
Making and upholding decisions	
Stewardship of resources	
Considering new or different types of information	
Interpersonal relationships	
Relationships with people from other organizations or jurisdictions	
Holding each other accountable	