

Crewe Town Council Retreat

January 23/24, 2021

Crewe Community Center

Agenda

Saturday, January 23rd

9:00 a.m.

Call to Order

Introductions and Introductory Remarks

- Facilitator's background and perspective
- Suggested goals for the retreat:
 - Work as a team and develop consensus
 - Encourage input from all Council members
 - Understand and agree on Council, Mayor, and Manager roles and responsibilities
 - Gain an understanding of the basic building blocks for effective local government
 - Develop a simple and concise mission and vision statements
 - Identify major goals and priorities
 - Identify objectives, with assigned responsibility and timelines, to advance the goals
 - Craft a work plan for the next 18 to 24 months
 - Understand constraints to progress and identify means to overcome them
- Themes that may run through the day:
 - Council dynamics and processes
 - Council/manager/mayor roles, responsibilities, and relationship
 - Public engagement
 - Limitations – staff, finances, time, statutes, Dillon Rule
- Ground rules
 - Everyone participates; no one dominates
 - Engage
 - Be honest

- Listen to each other
- Respect different opinions
- No idea is too outlandish
- Seek to understand
- Ask questions
- Seek consensus (formal action at a future Council meeting)
- Use the parking lot for issues that may evade consensus or require more background
- Have fun
- We will take breaks when it seems appropriate

Questions for Council:

- *Tell us about yourself: How do you spend your days? Why do you serve on Council? What would you like to be remembered for? Tell the group something about yourself that they probably don't know.*
- *What do you hope Council accomplishes by the end of the retreat?*
- *Describe the Town of Crewe in the future (5,10, 20 years). What would be different/better as a result of this Council's initiatives?*

Discuss Town Operations

- *What is the Town doing well?*
- *What is the Town doing not so well?*
- *What is it that the Town is not doing that it should?*
- *What is it that the Town is doing that it should, or could, stop doing?*
- *What is important in how the Town operates, in citizen, Council, and staff interactions and relationships?*
- *What approaches will not change regardless of the goals being pursued?*

12:00 p.m. Break for Lunch

12:30 p.m. Reconvene

Discussion on the Foundations of Government in the Town of Crewe

- Alignment of Town Charter, Code and Policies
- Council/Mayor/Manager Relations, Roles & Responsibilities
- The Town Manager's Performance Expectations and Evaluation
- Appropriate Policies and Procedures, Best Practices, Staffing
- Consider the DRAFT Crewe Town Council Handbook

3:30 p.m. Review the Day's Work

- *Any immediate feedback?*
- *Confirm tomorrow's agenda*
- *Is there anything else that we should talk about tomorrow?*

4:00 p.m. Adjourn

Sunday, January 24th

9:00 a.m. Call to Order

Review the Previous Day's Work

- *Do you have any thoughts to share from your reflection on yesterday's work?*
- *Is there anything from yesterday that should be re-addressed and possibly amended?*
- *What are the most important things that we should talk about today?*

Develop Mission and Vision Statements

- Mission: the why of the organization
- Vision: a description of a desired future state
- Review examples from other communities
- Draft a Mission Statement
- Draft a Vision Statement

Review Past Strategic Goals and Affirm or Identify New Goals to Achieve the Strategic Vision for Crewe (e.g., Economic/Community Development, Tourism, Events, Housing, Infrastructure, Facilities, Council Governance, Staff Development)

Identify Major Objectives under each strategic goal

Discuss Immediate Needs

- *What issues need immediate (within FY 2021) action?*
- *What three things would you like the Council and staff to accomplish over the next 18-24 months?*

Longer Term Planning – Prioritization of Objectives to Fulfill the Strategic Goals

➤ *What longer term projects would be beneficial and worth initiating?*

- *It might require a multi-year commitment of resources.*
- *The payoff might be further out.*
- *The impact might be greater and longer lasting.*

Identify Priorities, Assign Responsibilities and Timelines for the Actions Identified Previously

12:00 p.m. Break for Lunch

12:30 p.m. Reconvene

Organizing for Success

➤ *What is needed to achieve your vision?*

- *What assets have you got presently that can be utilized?*
- *What limitations are you facing, if any? (staff, finances, time, consensus, commitment, statute, policy, practice, etc.)*
- *What can you do to overcome the limitations?*
- *Are there any implications for the FY 22 Budget?*

➤ *What is Council's role in achieving the vision? What does Council need from staff?*

➤ *What information would be useful to Council to provide accountability: periodic reports, financial reports, project progress reports?*

➤ *How will your plan and progress with implementation be communicated to the public?*

➤ *How and how often will the plan be reviewed and modified?*

1:30 p.m. Wrap-Up

- *Is there any unfinished work?*
- *Is there anything else that should be addressed?*
- *What next steps do you want to take?*

Facilitators' responsibilities and comments

➤ *Retreat feedback.*

**Final comments from the Mayor, Council members, and the Town
Manager**

2:00 p.m. Adjourn