

**Town of Davidson
Board/Staff Retreat Notes
December 15, 2015**

Purpose of Retreat

- To provide an opportunity for the board, new manager, and management team to become better acquainted and clarify expectations of one another
- To plan for the January 2016 Annual Retreat

How We Want to Work Together

See Expectations 12.15.15 document

What We Want to Accomplish

- Needs for the strategic planning process
 - Lay out game plan for next two years in a way that is more actionable. Set up strategic plan in a way that we can work with it and check on progress regularly. Strategic plan does not replace the comprehensive plan.
 - Comp plan should guide the strategic plan (Stacey)
 - Position ourselves to be well prepared for the growth and development that is coming. (Brian)
 - Balance planning for future with taking care of neighborhoods and needs of our current citizens (Beth)
 - Need to review the comp plan as a group. Staff will provide an analysis of where we are. Board members will review the 2010 plan before retreat.
 - Comp plan is 10-year plan; strategic plan is shorter term (2 years) and more actionable.
- Board members: What top three town or community needs are you passionate about addressing in the next two years?
 - West side concerns and needs
 - Staffing – provide for everyone to be comfortable in their work
 - Focus on development and on maintaining what we have
 - Have initiative to have Davidson jobs for people who live in Davidson
 - When we think about possible future needs, what are we not doing that we should be paying attention to?
 - Develop multi-modal transportation plan – circulation plan
 - Downtown plan – including mill site, other areas that are developing
 - Are there funding sources from development or other sources to support some of the things we want to do (e. g. bonds)?
 - Focus on MI-Connection and internet spots for citizen use around town
 - Hire new town attorney
 - Expansion of cultural offerings
 - Provide active space for residents – athletic fields, courts
 - Strategy for the rural area
 - Consider how we can make incremental changes and protect our values, small town character
 - Affordable housing
 - What is our preferred pace of development?
 - Talk about race/racial diversity in Davidson

- See more focus on the future and less on reporting on what we have done. Use time together to brainstorm for every department what the future holds. How can we continue to be ahead of the curve?
 - Consider playing “budgetopolis” game as board/staff
 - Consider geographical representation in general
- Management team members: What town or community needs are you passionate about serving?
 - Develop a plan for the west side that is actionable
 - Identify someone to hire from the west side as a police officer
 - Expand public safety to match where we are as a town in growth and development. Also plan to be able to expand to meet future needs. Fill the gap in meeting needs of current population, then plan for future needs.
 - Education – tell our story and convey to citizens reasons we do what we do; public hearings are not the best places for those; share with smaller groups, individuals for constructive information exchange.
 - Mobility – hard to get from one side of town to another no matter mode using;
 - Address golf carts as mobility option/ mini-mass transit in town; address 880 concept of mobility (mobility for the eight-year-old and the eighty-year-old will work for all).
 - Public engagement – seek other ways to reach out to people
 - Sustainable growth as relates to fiscal impact
 - Adding more active athletic space
 - Have a policy /partnership about sharing athletic space with the College
 - Address agreements/opportunities with Davidson College. On what can we partner with the college? Have a plan.
 - Develop a strategic plan for all town facilities
 - Government Finance Officers Association recommends municipalities develop a long-term financial plan. Perhaps start with a 5-year plan and look at sources of funding for all the needs we have identified. Don’t necessarily assume any plan has to be accomplished without changing the tax rate.
 - Related to MI-Connection, on what do staff members need to be experts? How involved do staff need to be with MI-Connection?
- Priorities/themes that emerged from this discussion
 - **Create actionable steps to achieve what want to do in two years.**
 - **Planning process focus is for the next two years**
 - **Growth is a theme. (Need direction around growth – what is preferred pace? Get an introductory presentation, at some point, about tools to limit growth if we want to).**
 - **Take care of the citizens that we have.**
 - **Issue of caring for neighborhoods in distress and affordable housing.**
 - **Infrastructure/facilities needs**
 - **Use the structure of the comp plan to guide the planning conversation.**

January Retreat Planning

Topics for Future Discussion from September Mini-Retreat

- At January retreat work through the comprehensive plan.
- At January retreat provide opportunity for board members to put forth their interests, passions, vision for Davidson.

- Discuss what else we can do to reach the whole community in our communications.
- Define rural development and work on rural development plan.

What we prefer to do/not do at January retreat

- Don't discuss communications again
- Don't revisit visions again
- Focus on big picture, define long term goals and goals for two years; agree to actions. Let staff work on details.
- Address need for cross-functional teams to work on goals that are named at retreat
- Staff presence – Jamie will decide who needs to be present when.
- Try to keep time away to 2 days rather than spread across 3 days; preference to start 9:00 a.m. on Wednesday and work through Thursday, travel home Thursday pm. Plan B is to start Thursday AM and work through Friday.

Next Steps

- Dawn researches meeting time options for January retreat
- Anne distributes notes from December 15 meeting
- Board & staff review comprehensive plan & west side plan before retreat
- Staff comes to retreat with overview of ways to delay growth if want to;
- Staff present executive summary at retreat about funding options (bond process, etc.)
- Jamie and staff will develop draft retreat agenda and share with Anne and board members in time for them to suggest additions or changes

Critique of the Day

Did Well	Do Differently
<ul style="list-style-type: none"> • Conversation flowed well (Jim) • James Brown was a hoot (Jim) • Got to issues faster than previously (Kim) • Agenda helped – round robin so everyone got to speak (Stacey) 	<ul style="list-style-type: none"> • Consider more shorter breaks before everyone gets “brain dead”(Jim) • More snacks without nuts (Stacey) • More comfortable furniture and arrange room so can see screen (Brian) • Still confusion about prep needed for January retreat; had to double-check for decisions, what was needed (Dawn)