



Agenda

Team Building Retreat Thursday 23 August 2012 Aycock Recreation Center

8:00 a.m. – 8:15 a.m.	Danish, muffins, juice and coffee
8:15 a.m. – 8:30 a.m.	Introductions, Review and Agree on Agenda, Role of Facilitator, and Ground Rules
8:30 a.m. – 9:30 a.m.	Roles, Responsibilities and Expectations Discussion
9:30 a.m. – 9:45 a.m.	Break
9:45 a.m. – 11:45 a.m.	Myers Briggs Type Inventory Team Building Exercise
11:45 a.m. – 12:45 p.m.	Lunch
12:45 p.m. – 1:45 p.m.	Strategic Planning: City Manager
1:45 p.m. – 2:00 p.m.	Break
2:00 p.m. - 3:00 p.m.	Retreat Critique and Wrap Up
3:00 p.m.	Adjourn

**Team Building Retreat
Aycock Recreation Center
23 August 2012**

PRESENT & STAFF PRESENT

Mayor James D. O'Geary, Presiding; and Council Members James C. Kearney, Sr., Sara M. Coffey, Michael C. Inscoe, Brenda G. Peace-Jenkins, Vernon Brown, Garry D. Daeke, George M. Daye.

STAFF PRESENT

City Manager Ray Griffin, Assistant City Manager Frank Frazier, City Clerk Esther McCrackin, Engineering Director Peter Sokalski, Human Resources Director Cathy Brown, Fire Chief Danny Wilkerson, Planning Director Erris Dunston, Police Chief Keith Sidwell, Finance Director Kathy Brafford, Kerr Lake Regional Facility Water Director Christy Lipscomb, Henderson Water Reclamation Facility Director Tom Spain, Code Compliance Director Corey Williams, and Parks & Recreation Director Alan Gill

ABSENT

Council Member D. Michael Rainey.

WELCOME

Mayor O'Geary opened the Retreat at 8:20 a.m. by welcoming everyone and specifically welcomed back Becky Veazey to whom he turned the meeting over to with no further ado.

INTRODUCTIONS, REVIEW AND AGREE ON AGENDA, ROLE OF FACILITATOR, GROUND RULES.

Ms. Veazey said she was glad to be back and began the session by reviewing the ground rules which were: 1) Value (i.e., valid information, internal commitment and free, informed choice) and 2) Rule (i.e., share relevant information, test for inferences & assumptions, provide reasons for statement). She then reviewed her role.

With no questions, she then asked if anyone would like to make any adjustments to the agenda. There were no changes.

ROLES, RESPONSIBILITIES AND EXPECTATIONS

Ms. Veazey reminded Council that the Roles, Responsibilities and Expectations have been in place for five years and said it is important to review them periodically. She then asked Councilmembers to comment on a specific point(s) they felt were most important to them as listed under each section of these expectations. Ms. Veazey then asked for a Councilmember to begin the process by commenting on what he/she found most important under the *Council's Needs and Expectations of Other Council Members*.

Council's Needs and Expectations of Other Council Members

Councilmember Daeke began the process by saying he felt *being a good listener* is important, whether you agreed or not. Councilmember Peace-Jenkins felt being *open minded* is important as it often leads to other avenues, and less stiff-necked, stubborn attitudes. Councilmember Daye felt *not wanting glory* is important as Council works in one accord to be informed and up-to-date. Councilmember Inscoe felt *investigating the facts*, or as he said "the devil is in the details," is important for knowing as much information as possible to make an informed decision and Councilmember Coffey felt *being approachable* is important so citizens feel they are being heard. Councilmember Brown felt *focusing on what is best for the City* is most important and Council needs to consider the long-term issues. Mayor O'Geary said *working together* so citizens know decisions are made by the entire Council is important.

With no further comments on this segment, Ms. Veazey moved the focus to the next section which is...

City Council's Needs and Expectations of Mayor

Councilmember Inscoe said he felt the Mayor is *the best he can be* for both citizens and Council. He said Mayor O'Geary represents all people and he is proud to serve under the Mayor. Councilmember Daye said the Mayor *does what he can for ALL people*. Councilmember Peace-Jenkins sees the Mayor as the *cheerleader* and said the Mayor is a great cheerleader. Councilmember Coffey said the Mayor *shares his thoughts* but is not forceful in what he shares. Councilmember Brown said he appreciates the Mayor's *longevity and the pep in his step*.

Ms. Veazey then directed Council to the third section of the Roles, Responsibilities and Expectations by asking what attributes they see as most important.

City Council's and Mayor's Needs and Expectations of City Manager

Mayor O'Geary said *communication* is most important and stated the City Manager does this well. Councilmember Daeke said *confidence in staff* is important and said the City Manager hires, trains and supports the staff. Councilmember Peace-Jenkins said *taking time to listen* is important and finds the City Manager makes everyone feel important. Councilmember Daye

said *having an open door; being a good listener* is important. Councilmember Coffey said *being a good listener and handling difficult situations calmly* is important. She said the City Manager helps Council understand the unknown. Councilmember Inscoe felt *a positive approach and long-term vision* is important. He sees the Manager's job as guiding Council with seeing long-term needs and helping Council make the right decisions. He gave the example of the City Manager guiding Council in seeing the right decisions with expanding the regional water system which meant biting the bullet to not continue to put band aids on a decades old wastewater plant. Mr. Inscoe said as Council plans for the future there will be negative publicity but if this Council does not build today for the future, there will not be a successful future. Councilmember Brown felt *a long-term vision* is important. Mr. Brown likes people who make tough positive decisions and gave the City Manager permission to be open with Council Members if they are not living up to expectations. He asked who put this statement in the agreement and City Manager Griffin said it was a Council decision. Mr. Brown felt this was a strong, important part. Mayor O'Geary felt *confidence in staff* is important along with *being active in the community*. The Mayor said he has not seen anyone that has such full confidence in the staff

At this point, Councilmember Inscoe recognized the Department Heads for their part with the pre-planning and the expectations for the City's future. Specifically he thanked the Police Chief for his efforts in having new legislation passed regarding criminals; he highlighted the Fire Chief's creativity in obtaining resources for the department; Christy Lipscomb for her work at Regional Water; Tom Spain at the wastewater plant; he said Kathy Brafford should be wearing green for her improvements in the Finance department with the computer-based system to bring the department into the 21st Century and said others like Erris Dunston and Frank Frazier do a magnificent job. Mr. Inscoe did not want to take credit away from the manager but said all the staff is important.

City Manager Griffin thanked Mr. Inscoe for his comments and wholeheartedly echoed his comments. Mr. Griffin said before moving on he wanted to say that anything that has been done has been done as a result of the men and women around this table. He said the staff is the one in the trenches and then thanked Mr. Inscoe for recognizing them and said everyone working together makes a great support team. Councilmember Daye agreed and Mayor O'Geary said the current staff is the "best of the best."

With no other comments, Ms. Veazey moved the discussion to the next section of the Responsibilities.

City Manager's Needs and Expectations of Mayor and City Council

City Manager Griffin mentioned *sharing concerns and working together* was most important and stressed discussing concerns prior to meetings led to understanding and less division during meetings. He also said sharing bad news was just as important as sharing the good news. Councilmember Coffey felt *approachable* (open-minded/open door policy) is important. Councilmember Brown said it is important not to forget the *vows* taken and the commitment to the community.

Ms. Veazey asked if Council wanted to add, remove or reword any portion of the roles. All the Councilmembers present were in agreement that no changes were needed and affirmed the Roles, Responsibilities and Expectations Agreement as approved at the January 2012 Strategic Planning Retreat.

City Manager Griffin thanked Ms. Veazey for introducing the Roles, Responsibilities and Expectations concept to the group as it has added value and cohesiveness to the group.

A short break was taken at this time.

TEAM BUILDING USING MBTI (MEYERS BRIGGS TYPE INDICATOR)

Following the break Ms. Veazey gave a short Meyers Briggs overview and asked Council and Department Heads to participate in several group exercises meant to help understand the differences in personality types. The first exercise was to divide the introverts into one group and the extroverts into another group ---both groups were to work together in describing where and how they would like to complete an important project. After a brief time the groups presented their preferences. As different groupings completed different exercises, it was evident different personality types work/respond differently. The exercises were successful and enjoyed by all. Ms. Veazey used these exercises to emphasize we need each other to function efficiently and effectively. A suggestion was made to use real job problems for this exercise at the next retreat.

At this time Ms. Veazey turned the meeting over to City Manager Griffin.

STRATEGIC PLANNING UPDATE

Mr. Griffin reminded everyone that this mid-year retreat was established during the January Strategic Retreat in anticipation of the possibility of several new Councilmembers. He reviewed the purpose of the Key Strategic Objectives (KSO's) and Action Plans (APs), and said no specific individual departmental presentations were planned; however, staff was present to respond to any questions Councilmembers might ask. He then summarized the status of each KSO/AP from 2009 to present explaining why/how a specific project was completed, on-going, stalled, or removed. Mr. Griffin then opened the floor to discuss any item on the Plan.

Councilmember Inscoe felt AP1-1, *Implementing Process Improvement* needed to be refined to establish a process for evaluation. Mr. Griffin said processes are reviewed periodically with changes being made as necessary.

Developing Annexation Plan (AP3-7) under KSO 3 (Economic Development) was briefly discussed and Mr. Griffin said it would be reviewed carefully as the State recently imposed new laws regarding this issue.

A brief discussion was held regarding the redundancy between items within KSO 3 and KSO 4. Several of these items will be combined.

At this point lunch arrived and the group broke for lunch.

(Clerk's Note: Councilmember Kearney arrived at approximately 11:45 a.m.)

At 12:35 p.m. the group reconvened and the first issue discussed was KSO 5 *Reliable Infrastructure*. Councilmember Inscoe felt a 5-year CIP for the General Fund will be important going forward. Mr. Griffin expressed concern that by requesting such a plan, staff will have certain expectations that their needs/requests will be met. Mr. Inscoe said he understood that but felt the plan would help Council during the budget process and saw it as a rolling plan for coming years. Mr. Griffin said McGill & Associates continue to update the existing utility CIP Plan and stated although the General Fund has no funds set aside for this, a plan would be compiled by department for review at the Strategic Planning meeting in January 2013. Councilmember Daeke agreed that a 5-year plan would be helpful.

Councilmember Inscoe said he was disappointed no media were in attendance as he felt the Mid-Year Report shows the excellent progress the City has made. He asked the City Manager to issue a press release so citizens would know what progress has been made, where the City is headed ---a general overview. Mr. Inscoe also suggested a flyer to let citizens know the costs of running the City and/or a State of the City meeting to educate the public. A discussion about the best media methods ensued. Councilmember Daeke asked about the proper time for a State of the City meeting and it was suggested late September/October.

Planning Director Erris Dunston felt media options needed to be reviewed as the traditional paper/radio are no longer seen as the main areas to receive news with the "young" generation. City Manager Griffin asked Ms. Dunston to form a committee and report back on their findings.

Fire Chief Wilkerson reminded Council that Ward meetings could be useful in "getting the word out" and also suggested Community Watch groups.

Councilmember Peace-Jenkins said citizens need to be bombarded for a long time before changes are recognized and accepted.

Discussion then turned to one-stop permits. Councilmember Inscoe said the current process is viewed as a stumbling block to many professionals wishing to relocate to the area and many find the process tedious. It was agreed the process needs improvement and the City Manager will follow up on possible solutions. Planning Director Dunston was asked to share the current permit packet with Councilmembers. Councilmember Inscoe summarized the discussion by saying economic development is the lifeblood of the community and this is one area of frustration which turns away businesses.

Before moving on, Facilitator Veazey asked for the consensus of Council on the State of the City report. Councilmember Peace-Jenkins felt this was a low priority at this time and Councilmember Kearney thought it was a good idea but should be put on the back burner. It was the consensus of Council to put this issue on the back burner for a time.

Councilmember Brown moved the discussion to the issue of sports tourism by asking why this has not been developed. Parks and Recreation Director Alan Gill explained the focus has been on completing the trail at Fox Pond Park and also time and funding constraints. Mr. Brown asked about the possibility of fishing tournaments/tennis tournaments/swim meets, etc. to bring in funding. Mr. Gill responded although it is not creating funds, the Rec Center has partnered with the YMCA to teach water safety to all 2nd graders in the school system.

Councilmember Coffey inquired about the possibility of teaching lifeguard training. She felt a lot of individuals would like to have this training and asked why a certification class would not bring in funding. Mr. Gill explained the Red Cross teaches this class for a flat fee and if the Center charged more, people would normally take the Red Cross class --- also because they are a nationally certifying organization but Mr. Gill said he would look into the possibility.

Councilmember Brown asked if the Parks and Recreation Center could partner with the YMCA for other events saying it is important to utilize the existing facilities at the Center.

Councilmember Peace-Jenkins asked about why AP1-3a *Develop Mandatory Recycling Plan/Revenues* was removed from the plan. City Manager Griffin said the City did not have the funds to implement mandatory recycling. He said the cost for recycling bins exceeded \$100,000 and said the issue would be revisited for FY14.

RETREAT CRITIQUE

No other issues were of concern at this time so Ms. Veazey asked if Council was ready to critique the Retreat.

Things that went well:

- Mid-year Retreat was concise and the format went well
- Enjoyed the exercises
- Most enjoyable of all the meetings
- Understanding Meyers Briggs helpful
- Staff thanked Council for working together

Things that can be improved:

- Participation/Involvement by Department Heads
- Mid-Year retreat in future for mid-course correction (on target budget wise)
- Would like to use Meyers Briggs for real on the job challenges
- Would like to hear about Department Head jobs
- Dress Code theme

A short discussion was held regarding the status of the budget. Mr. Griffin said the Finance Department is now working with real time revenue/expenditures which should reduce amendments to the budget. The goal of the Finance Department is to produce a quarterly report.

Speaking for several departments, Planning Director Dunston said they appreciate Council's openness and willingness to contribute to a solution regarding permits. Everyone looks forward to a resolution.

AJOURNMENT

Ms. Veazey thanked Council for allowing her to once again meet and facilitate the meeting and adjourned the meeting at approximately 2:30 p.m.

James D. O'Geary
Mayor

ATTEST:

Esther J. McCrackin, City Clerk