

AGENDA
Henderson City Council Strategic Planning Retreat
Aycock Recreation Facility
28 January 2011

7:30	<i>Buffet breakfast</i>
8:00	Call to Order
	Roll Call
	Welcome by Mayor O'Geary
	Invocation
8:05	Getting Started, by Becky Veazey
	Introductions & Ice Breaker
9:00	Review and Agree on Retreat Agenda
	Role of Facilitator
	Ground Rules
9:20	Roles and Responsibilities: Mayor/City Council/City Manager
9:45	<i>Break</i>
10:00	Discussion Items:
	Council Liaison to County Commission
	Economic Development <i>1) effectiveness, aggressiveness of EDC; 2) economic development generally; 3) update land use codes and add conditional use zoning; and 4) high speed rail</i>
12:00	<i>Lunch</i>
12:30	Discussion Items Continued:
	5-Year Capital Improvements <i>1) wastewater treatment plant upgrades; 2) by each department; 3) water plant improvements; and 4) street and sidewalk improvements</i>
	FY12 City Budget/Finances <i>1) brief overview of FY11; and 2) basis for FY12 budgeting</i>
	Performance Excellence Improvements <i>1) Finance Dept policies; 2) update on process improvements; 3) how to make better use of committees; and 4) limitations due to our budget cuts</i>
	City Services <i>1) recycling; and 2) leisure services</i>
3:30	Strategic Plan Review and Update
	Vision Statement
	Confirm Mission and Purpose statements, Core Values, KSC's, KSA's, KSO's
	Deletion of Completed and Other Action Plans
	Identification of New Action Plans
4:30	Items to be Carried Forward to Work Sessions for Continued Discussion & Consensus
4:45	Retreat Critique and Wrap Up
5:00	Adjourn

**HENDERSON CITY COUNCIL
ANNUAL STRATEGIC PLANNING RETREAT
Aycock Recreation Center
28 January 2011**

PRESENT: Mayor James D. O'Geary, City Clerk Esther J. McCrackin, Council Members Lonnie Davis, Jr., Sara M. Coffey, Garry D. Daeke, George M. Daye, Michael C. Inscoe, Brenda G. Peace-Jenkins, and D. Michael Rainey.

STAFF PRESENT: City Manager Ray Griffin, Assistant City Manager Frank Frazier, Executive Assistant Patricia Pearson, Finance Director Sandra Wilkerson, Planning Director Erris Dunston, Public Works Director Linda Leyen, Code Compliance Director Corey Williams, Fire Chief Danny Wilkerson, Police Chief Keith Sidwell, Water Reclamation Director Tom Spain, Kerr Lake Regional Water Plant Manager Christy Lipscomb, Engineering Director Peter Sokalski, Parks & Recreation Director Alan Gill, Human Resource Manager Cathy Brown and Utilities Maintenance Supervisor Andy Perkinson.

FACILITATOR: Becky Veazey of The Maps Group, Cary, NC

CALL TO ORDER:

The Retreat was called to order at 8:00 a.m. by Mayor O'Geary.

ROLL CALL:

Deputy City Clerk Ray Griffin called the Roll and advised the Mayor a quorum was present.

INVOCATION:

Mayor O'Geary requested Council Member Peace-Jenkins to lead everyone in prayer.

OPENING REMARKS:

Mayor O'Geary welcomed everyone and thanked them for attending. He stated how proud he is of the work accomplished with the Strategic Plan from last year as it set forth an excellent plan of action and direction to help the City move forward. He gave special thanks to City Manager Griffin and the Department heads for their hard work and excellent team work. Mayor O'Geary then turned the meeting over to City Manager Griffin.

City Manager Griffin introduced Ms. Becky Veazey as facilitator of the Retreat and asked that she begin the meeting.

GETTING STARTED by Becky Veazey

Ms. Veazey began the meeting with an ice breaker by handing out MBTI scores to each attendee that indicated strengths and weaknesses and discussion ensued regarding these attributes. She asked each person to speak briefly about one strength and one opportunity for improvement. Ms. Veazey continued the meeting by asking if the following ground rules were appropriate. Everyone agreed with the proposed ground rules:

Ground Rules:

1. Share relevant information
2. Test inferences and assumptions
3. Explain reason(s) behind statements and actions
4. Make statements and then invite questions and comments
5. Freedom to discuss un-discussable issues

REVIEW AND AGREE ON RETREAT AGENDA:

Ms. Veazey asked if there were any adjustments to the agenda. Engineering Director Sokalski asked for Council's feelings with direction of growth. Police Chief Sidwell asked what Council has done to bring jobs to the City since the mills closed in 1999. Mayor O'Geary suggested focus on education and consideration into making Vance-Granville Community College into a four-year university. The agenda was unanimously approved with the additional items listed below as *New Action Steps*.

NEW ACTION STEPS:

Council Member Daeke suggested City Branding --- what Henderson is known for ---as a new topic of discussion. Mr. Daeke felt a half day session might be sufficient for this discussion. Council Member Coffey suggested Department Heads and staff might have input.

Mayor O'Geary suggested focus on education and consideration into making Vance-Granville Community College into a four-year university.

ROLES AND RESPONSIBILITIES:

Ms. Veazey continued the meeting by reviewing the roles and responsibilities of the Mayor, City Council and City Manager. This is the fourth year Council has reviewed and confirmed its agreement on Roles and Responsibilities. It was the unanimous consensus that each section was appropriate as written and no changes were suggested. Mr. Griffin suggested Item I(c) be transitioned to new Section V "*Agreement*", and read as follows: "*We as Mayor, Council Members and City Manager agree to live by these tenants.*" The consensus of Council was to approve this change.

DISCUSSION ITEMS Requested by Mayor and Council Members:

Ms. Veazey opened this segment of the Retreat with the topic of Council Liaison to County Commission.

Council Liaison to County

City Manager Griffin provided background and stated the County has assigned Mr. Tommy Hester as their liaison to the City and asked Council its pleasure regarding appointing someone from the City to liaise to the County. Council Member Rainey believes a liaison will help improve working relationships. Council Member Coffey stated her understanding that the Inter-governmental Committee would be disbanded and replaced by a liaison and is in agreement with the change. Council Member Peace-Jenkins stated her understanding coincided with Ms. Coffey's and that this discussion was previously postponed by Council until all Council Members were available to discuss. Ms. Peace-Jenkins went on to say she felt one person was a good idea and Council just needs to select the appropriate person. It was the unanimous consensus of Council this was a good step as long as the right person was appointed. Council Member Daeke agreed with the concept and stated concern about the process and Council Member Coffey stated whoever was chosen should reflect Members' input, as well as Mr. Hester should reflect County Commissioners' input. The liaison's duty would be only to relay information and they should understand they have no authority other than that approved by the City Council/County Commissioners. Mr. Daeke suggested the Mayor appoint the City liaison. Ms. Coffey stated a liaison should be selected promptly. Council Member Davis stated he thought this would work well as prior efforts were without meaningful discussion and control. Chief Sidwell stated a strong business-minded person should be selected as liaison and Mayor O'Geary agreed. Council Member Inscoe felt there were several positives: 1) expedient decisions; 2) efficient way to relay thoughts of Council; 3) liaison can/will seek compromise and/or alternatives and 4) expedient decision making. Ms. Veazey asked for consensus and noted the Council was in full agreement. Mr. Griffin will draft a Resolution incorporating Council's wishes to be presented at the 14 February 2011 Regular Board Meeting.

5 Year Capital Improvement Planning.

Council Member Inscoe asked that each CIP issue be discussed separately.

Henderson Water Reclamation Facility: Henderson Water Reclamation Facility Director Spain handed out a document showing the Sewer Fund Capital Improvements Financing alternatives for the Wastewater Treatment Plant Improvements. Mr. Spain reviewed each option and stated the City needs to apply for funding no later than 1 March 2011. If funding is approved, final agreements for accepting funding based on City Match would then be brought before Council. It was the consensus of Council for this to be brought before Council at the 14 February Regular Meeting.

General Fund CIP: Council Member Inscoe stated he would like to see the City develop a five (5) year General Fund CIP plan. Finance Director Wilkerson stated the City has a plan in process and it is in the back of the yearly budget. She indicated staffing issues have kept it from

being comprehensive and consistent and felt it should become a ten (10) year plan. City Manager Griffin stated the first approach is to utilities, KLRWS and HWRF. The Utilities Plan will be finished in Spring 2011. Mr. Griffin stated capital funding is difficult due to lack of resources. The IT system is outdated and needs improvement as well. Council Member Daeke suggested joint programs as a way to fund the general fund CIP. Council Member Coffey agreed a plan needs to be put in place. Mr. Griffin stated a GF CIP will be included in the FY12 budget.

Economic Development: City Manager Griffin explained the Enhanced Economic Development issues are part of the City's KSO 3. Council Member Coffey asked about the status of hiring an EDC Executive Director. Mr. Griffin reported that the first priority is to hire a new Economic Development Commission director and that five firms have been interviewed to date. He anticipates a contact to be issued very soon. Mr. Bill Edwards and Mr. Sam Watkins have volunteered in the director position since 2009. Neither of these gentlemen receives pay for their services to the EDC.

Code Compliance Director Williams asked if the EDC stays in touch with existing businesses to assess their needs. Council Member Inscoe stated the Chamber of Commerce has ambassadors for this purpose and they also support businesses in any way possible. Council Member Coffey stated she felt the system for establishing new businesses with the City could and should be streamlined. Mr. Inscoe stated business support also falls under the jurisdiction of the Economic Development. It was agreed an action plan be developed for this concept.

Comprehensive Land Use Codes (Zoning, Subdivisions, Signs): Planning Director Dunston stated the current land use codes are approximately 23 years old and need updating, and that conditional zoning needs to be considered as an interim step. Following a brief discussion regarding conditional zoning, it was the consensus to move forward with updating this plan via an action plan to provide for conditional use zoning.

High Speed Rail: Local decisions and resources need to be considered, along with citizen concerns. Council Member Peace-Jenkins reminded everyone of the concern voiced regarding division of the City with the current plan. Overall, it was felt that working with legislatures on federal policy regarding the high speed rail, passenger service and funding was of utmost importance. Discussion included the need for an action plan. There was also discussion regarding the location of a train station which the City will be responsible for rather than the State. The EDC is seen as the key that binds many segments of the City and the need to hire an EDC Director is also of great importance.

(Clerk's Note: Esther McCrackin joined the Retreat at approximately 11:30 a.m.)

LUNCH:

Lunch was served at approximately 12:00 p.m. and the group recessed for approximately thirty (30) minutes.

DISCUSSION ITEMS (Con't):

Sidewalks and Walking Trails: Council Member Davis suggested a study by the City regarding installation of sidewalks where possible to keep children (and adults) from having to walk and/or ride bicycles in the street. Assistant City Manager Frazier advised he is in the process of compiling a priority list for resurfacing/closing streets. Also, Mr. Gill advised the City is building trails at Fox Pond and is working on the trail that will parallel the High Speed Rail corridor.

FY11 Budget Update and FY12 Budget Position: Finance Director Wilkerson distributed a newly formatted Monthly Financial Dashboard for review. Ms. Wilkerson asked for input regarding the format both pro and con. She then pointed over several sections of the Dashboard and summarized the state of the budget as being flat and although optimistic, does not see any indication of improvement for the coming fiscal year.

Police Department: Chief Sidwell distributed the HPD Community Revitalization Grant Six Month Report for review. Overall, Chief Sidwell is pleased with the direction the City is heading. The Chief mentioned cited several cases as examples. Council Member Coffey mentioned a theft she recently witnessed which coincided with Chief Sidwell's examples

Recycling: Public Works Director Leyen reported the City has picked up 267 tons of recycling this year and that these materials are taken to Waste Industries for disposal. Unfortunately, the City receives no remuneration for recycling. Currently the City does accumulate sufficient amounts of recycling to make it worthwhile to drive to the other side of Raleigh to receive the small amount paid for recycling. Ms. Leyen stated citizens have requested more recycling bins which are on order. Mayor O'Geary asked how elderly citizens could obtain smaller trash bins to which Ms. Leyen stated they need to call her office. It was the consensus that an Action Plan be developed that would seek other markets should be investigated for disposing of recyclable materials.

H. Leisure Services: Parks and Recreation Director Gill stated the Recreation Commission is currently working with resource groups to develop trails at the Aycock Center / Fox Pond Park. Mr. Gill also stated there is a proposed Rail to Trails trail to run parallel to the High Speed Rail tracks. Council Member Peace-Jenkins asked what avenues are available to youth and how to involve the youth.

Council Member Davis asked if an ice skating rink on City property might be considered and Mr. Gill was charged with looking into the possibility. Council Member Daeke asked about the possibilities of hosting regional and/or state tournaments which ultimately turned discussion to developing sports/tourism. It was the consensus to have Mr. Gill look into these two issues with an action plan for sports tourism approved.

STRATEGIC PLAN REVIEW AND UPDATE:

The following changes were suggested to the existing Strategic Plan:

Add:

KSO 1 AP 1-3	City Branding
KSO 1 AP 1-4	Recycling Revenue – make mandatory and find revenue sources for sale of recyclables
KSO 3 AP 3-3-2A	Land Use Codes Comprehensive Update
KSO 3 AP 3-3-2B	Implement Conditional Zoning
KSO 3 -4	One-Step Process for Business License/Permits
KSO 5 AP 5-1B	Develop General Fund – CIP
KSO 7 AP 7-3	Regional Sports Tourism

With these additions, the Strategic Plan was approved.

ITEMS TO BE CARRIED FORWARD TO WORK SESSIONS FOR CONTINUED DISCUSSION AND CONSENSUS:

There were not un-discussed items to be carried forward to future work session.

RETREAT CRITIQUE AND WRAP UP:

The overall consensus was this was a productive meeting. Some of the comments include:

Continue:

- ▶ Facility great
- ▶ Food great / healthy treats
- ▶ Spirit of cooperation
- ▶ All participants contributed
- ▶ Facilitator excellent
- ▶ Process comfortable
- ▶ Material Review beforehand beneficial
- ▶ Like having Council / Staff intermingled at tables

Improve:

- ▶ Need informal meetings quarterly
- ▶ Closer bathrooms
- ▶ Need outside the box approaches

City Manager Griffin asked if it would be appropriate to have a day and a half strategic planning retreat in 2012 as their will be the potential of new Council Members. It was the unanimous

consensus that the Retreat for 2012 be planned for the evening of Thursday, 26 January 2012 and all day Friday 27 January 2012.

Council Member Inscoe asked if now would be an appropriate time for Council to meet regarding the process and procedure for filling the term of Ms. Mary Emma Evans. It was consensus of Council to discuss this matter. The City Staff, except for Mr. Griffin, Ms. McCrackin and Ms. Veazey, were excused and Council took a ten (10) minute break at approximately 4:15 p.m.

At approximately 4:25 p.m. Council members regrouped to outline the process and protocol to be used in selecting and appointing an individual to fill the unexpired term of Mrs. Mary Emma Evans, Ward 1 Ward Seat Council Member.

After a short discussion Council set forth the following steps:

1. Special Meeting to be held Friday, 4 February 2011 at Noon in City Council Chambers at 134 Rose Avenue, Henderson to consider and approve a policy statement on how to proceed to select and fill the unexpired term of Mrs. Evans.
2. The City will advertise in the local media and on the City web page that the Ward Seat for Ward 1 is vacant and any interested individual meeting the minimum qualifications may submit his/her completed Letter of Interest to the City Clerk no later than 5:00 p.m. Tuesday, 22 February 2011. Only original letters of interest with original signatures will be considered (i.e., no fax, e-mails, etc. will be considered).
3. Minimum qualifications are:
 - i. Must be a resident of Ward 1; *and*
 - ii. Must be at least 18 years of age; *and*
 - iii. Must be a United States Citizen; *and*
 - iv. Must not be a convicted felon; *and*
 - v. Must have full voting rights.
4. Letters of Interest will be forwarded to all Council Members as they are received by the City Clerk.
5. A Special Meeting will be held Tuesday, 1 March 2011 at 7:00 p.m. to interview all applicants seeking appointment and Council will follow the guidelines below:
 - i. Meeting will be held in City Council Chambers, 134 Rose Avenue; *and*
 - ii. Meeting will be open to the public; *and*
 - iii. Interviews of each applicant will be held in public session; *and*
 - iv. Applicants will be interviewed in alphabetical order; *and*
 - v. Interviews will last no more than 15 minutes; *and*
 - vi. Only the Mayor, City Council will interview applicants. There will be no public forum.
6. City Council will vote on and appoint an individual to fill Mrs. Evan's unexpired term at its 14 March 2011 Regular Meeting. The following guidelines will be followed:

- i. Mayor will open the business item and ask for a report on the names of those seeking appointment and were interviewed on 1 March 2011; *and*
 - ii. Mayor will ask for nominations; *and*
 - iii. If there is more than one nominee, Council Members will be given a paper ballot listing the names of each individual nominated. Council Members will sign their individual ballot and after voting will give the ballot to the City Clerk for tabulation. Once tabulated, the City Clerk will read the results of the voting by Council Member and by the individual; *and*
 - iv. If one specific nominee does not receive a simple majority of the votes cast, the process will be repeated until one nominee achieves a simple majority. A simple majority for a seven (7) member Council is four (4) votes.
7. The newly appointed City Council Member will be sworn in and seated at the 28 March 2011 Short Regular Meeting.

The above was agreed upon as a unanimous consensus of Council.

ADJOURNMENT:

Motion was made by Council Member Rainey to adjourn. Motion was seconded by Council Member Coffey and the meeting adjourned at 5:00 p.m.

James D. O'Geary
Mayor

ATTEST:

Esther J. McCrackin
City Clerk