

**HENDERSON CITY COUNCIL
ANNUAL STRATEGIC PLANNING RETREAT
FEBRUARY 21-22, 2018**

**Henderson Country Club
February 21, 2018**

PRESENT: Mayor Eddie Ellington, Council Members Marion B. Williams, Sara M. Coffey, William Burnette, D. Michael Rainey, Melissa Elliott, Garry D. Daeke, Fearldine A. Simmons, and George M. Daye

ABSENT: None

STAFF PRESENT: City Manager Frank Frazier, Assistant to the City Manager Paylor Spruill
Finance Director Joey Fuqua and City Clerk Esther J. McCrackin

FACILITATOR: Madeline Henley, Walking Stick Associates

Mayor Ellington opened the meeting at 6:10 p.m. and Council Member Burnette gave the invocation.

OPENING REMARKS:

Mayor Ellington welcomed Council, thanked Mr. Frazier and Ms. McCrackin for organizing this meeting, and then turned the meeting over to Ms. Henley.

GETTING STARTED

Council enjoyed a buffet meal and during that time, Ms. Henley asked the members to think about how and why they govern as a group. She also asked them to focus on what they could do that they are not currently doing to make the governing better and what they saw as a perfect set-up.

Every one gave their thoughts and the consensus seemed to be that this Council works well together, have established friendships, they communicate well between themselves and receive excellent communication from the City Manager and staff, and they have mutual respect for each other. Other comments were diversity, safe environment, compassionate, trust, involved and no personal agendas.

Ms. Henley then asked Council what should be different – what could be done better. Comments were the need for progressive thinking, sell the city better, help citizens better understand what Council does (change perception), and issues sometimes move too slow. This lead to a discussion about whether Council should meet more than once a month. After a short discussion Ms. Henley asked each Council member to give the City Clerk their preference before leaving

this evening. The Manager revisited this issue during the closing minutes and stated that he would bring back a recommendation relative to a possible agenda setting session or other means to help move things along faster.

(Clerk's Note: Mayor Ellington left the meeting at 6:25p.m. and returned at 6:40 p.m. Council Member Williams had stated she would be late arriving and both she and Council Member Daye arrived at approximately 6:50 p.m.)

Council was asked to complete the following sentence to help them grow as servants of the citizens...I will become a better board member by doing.... Most members thought they needed to think about how to complete this sentence but one said they would like to become more engaged within the community.

Ms. Henley then turned Council's thoughts toward the agenda for Thursday. She said this year presentations in the morning will be grouped by common departments and department heads and the afternoon will focus on budget issues. She said these groupings will incorporate the majority of the important things Council submitted prior to the meeting that they wished to discuss. Two issues are not included and she asked if Council would like to discuss them, if time allowed. The two issues were career development and updating the web/IT issues. She also asked if there were any issues that should be added. Public participation was the only issue mentioned and will be discussed as time allows.

With no further discussion, Mayor Ellington recessed the meeting until 8:30 a.m. Thursday, February 22, 2018 at the Farm Bureau Room at the Perry Memorial Library.

**Farm Bureau Room
Perry Memorial Library
February 22, 2018**

PRESENT: Mayor Eddie Ellington, Council Members Marion B. Williams, Sara M. Coffey, William Burnette, Garry D. Daeke, Fearldine A. Simmons, and George M. Daye

ABSENT: Council Member D. Michael Rainey

STAFF PRESENT: City Manager Frank Frazier, City Clerk Esther J. McCrackin, Assistant to the City Manager Paylor Spruill, Police Chief Marcus Barrow, Fire Chief Steve Cordell, Kerr Lake Regional Water Director Christy Lipscomb, Public Services Interim Director Andy Perkinson, Engineering Director Clark Thomas, Finance Director Joey Fuqua, Recreation and Parks Director Kendrick Vann, Recreation and Parks Superintendent, Steve Osborne, Development Services Director Corey Williams and Henderson Water Reclamation Director Lamont Allen.

FACILITATOR: Madeline Henley, Walking Stick Associates

GUEST: Ryan Hedrick, *The Daily Dispatch*

(Clerk's Note: Staff and Council Members were in and out of the meeting as business required.)

During breakfast, Ms. Henley welcomed staff and asked Council to provide the objectives they wanted to establish during the day. The consensus was to clarify Council's duties to the public, improve communication with the public, establish clear pathways (from a-to-z) for accomplishing various projects.

Following breakfast, Ms. Henley explained the staff presentations would include a brief summary of accomplishments, challenges and opportunities.

She then began the ***Housing, Neighborhoods and Redevelopment*** segment by asking Recreation and Parks Director Kendrick Vann to make his presentation. He was followed by Development Services Director Corey Williams and Assistant to the City Manager Paylor Spruill.

At this time Council took a brief ten minute break.

Following the break, Council heard presentations from the ***Infrastructure*** group: Engineering Director Clark Thomas, Kerr Lake Regional Water (KLRW) Director Christy, Henderson Water Reclamation Director Lamont Allen and Public Works Director Andy Perkinson.

The next grouping, ***Public Safety***, was presented by Police Chief Marcus Barrow and Fire Chief Steve Cordell.

(Clerk's Note: Council Member Williams left the meeting due to a family medical situation and returned in the afternoon.)

There was a break for lunch that was provided by the Local Government Credit Union (LGCU). Jazmine Kilpatrick, from the LGCU, said this is the credit union's way of thanking Council for what they do for municipalities. During lunch, she met and answered questions from Council and staff.

The afternoon session began with a finance presentation from the Finance Director Joey Fuqua and Assistant to the City Manager Paylor Spruill spoke to CIP issues.

This concluded the staff presentations and there was a short break.

After the mid-afternoon break, Ms. Henley asked for comments from Council.

Council Member Simmons asked for more information about the water tower on Andrews Avenue. It was stated the tower is currently used by two wireless providers and a good revenue source for the City. There was also mention that the tank would need to be painted in the near future.

Council Member Burnette thanked staff for a better understanding of what they do, what they need and what can be done. He also commented that the perception of Henderson needs to change and that working with citizens is important.

Council Member Daeke expressed concern about the blight and trash within the City. He specifically noted the entrances and main corridors that need to be improved to present a better perception of this community. Signs were also mentioned. There was a discussion about the lack of citizen pride and how to improve the overall condition of the City.

Council Member Daye paraphrased a quote from President John Kennedy by saying citizens need to think about what I can do for the community.

Council Member Coffey expressed concern about trash also. She felt fast food establishments should do a better job of providing containers for trash. Currently, she is working with realtors within the community to establish a clean-up day.

Council Member Elliott agreed with the comments of others and Council Member Williams had just rejoined the group so was unable to add her comments at this time

Ms. Henley then asked Council for Board Responsibilities and the discussion focused on Litter. Ideas to help curb this problem included declaring a day/week specifically for clean-up, and involving community watch groups as well as others. It was noted that Virginia has a litter tax but the Manager will have to look into this as North Carolina may require legislative approval for such a tax.

Mayor Ellington expressed concerns about the opioid epidemic and distributed information from Orange County regarding a push to make drugmakers pay for the opioid crisis.

Other topics that were mentioned were approving the budget, become advocates for projects and helping citizens understand the need, being more visible within the community and finding ways to better communicate with citizens, i.e., radio, newspaper, web, phone, Facebook, Twitter and even face to face. Everyone agreed the web page needs to be updated and there was discussion about what social media platforms are utilized most by the citizens. There was a lengthy discussion about whether Facebook or Twitter was the primary platform used by citizens which ultimately concluded that younger and older citizens may use totally different platforms.

At this point, Ms. Henley asked City Manager Frazier if he was receiving the information he needed to help formulate the FY18-19 budget. Mr. Frazier said he was hoping to hear more about budget concerns as there was information in the handouts relative to budget highlights. The Manager said he would like the Council to review these concerns and submit to him.

In an effort to obtain more information regarding budget concerns, Ms. Henley suggested going through the Key Strategic Objectives. The new/revised objectives are attached.

Parting Words

- **Promote Engagement:** From both the Council side to citizens and citizen involvement.
- **Set Goals:** Establish steps to accomplish goals
- **Be Proactive**
- **Visibility**
- **Take Pride in this community and in all you do**

With no further discussion, Ms. Henley thanked Council for allowing her to facilitate this Retreat and Mayor Ellington thanked Council, staff, and the City Manager for all their efforts in making this a successful retreat.

ADJOURNMENT:

It was the consensus of Council to adjourn at 4:00 p.m.

Eddie Ellington
Mayor

ATTEST:

Esther J. McCrackin
City Clerk