

**MINUTES OF RETREAT
OF THE NEWPORT NEWS CITY COUNCIL
HELD AT THE MARINERS' MUSEUM
100 MUSEUM DRIVE
NEWPORT NEWS
September 30, 2010
8:00 A.M.**

PRESENT: Tina L. Vick; Joseph C. Whitaker; Dr. Patricia P. Woodbury; Herbert H. Bateman, Jr.; Madeline McMillan; McKinley L. Price, DDS; and Sharon P. Scott-----7

ABSENT: None-----0

OTHERS PRESENT: Neil A. Morgan; Stuart E. Katz; Mabel Washington Jenkins; Alan Archer; Cynthia Rohlf; Cleder Jones; Flave Rogers; Wanda Pierre; Seth Fisher and Joe Lawlor.

Mayor Price called the meeting to order at 8:10 a.m.

City Manager Morgan thanked everyone for their attendance. He reviewed the Agenda for the day – Relationships and who we are as individuals, what that means as a team and the Council/Manager form of government and how we work as a team; discussions about the most recent strategic process, and feedback on what Council thought was going well and what needed work. The second portion would be an environmental scan, with presentations by staff – understanding what is going on around us and the impact on the City of Newport News. Discuss strengths and weaknesses, and connect previous strategic plans and gain an understanding about the continuity about where the organization may be headed. Discussion of a strategic “to do list,” and obtaining Council’s reactions to the list, including other items Council may add or delete. Toward the end of the day, Council/staff could generate a list of items for additional follow-up, and discuss how that follow-up would take place.

Ms. Cleder Jones, Assistant to the City Manager for Communications and Community Relations, would serve as Social Director to interject fun games and activities to lighten up the day.

I. Who We Are – Myers-Briggs

City Manager Neil Morgan advised that the Myers-Briggs Type Indicator (MBTI) was developed by Isabel Briggs Myers and Katherine Cook Briggs. The aim was to create a tool to indicate, validate, and put to practical use C. G. Jung’s work on psychological types. City Manager Morgan indicated the intent in sharing MBTI information was to encourage self-reflection, and to think about how similarities and differences might impact the group dynamic of City Council, the City Manager, and senior staff.

City Manager Morgan recognized that each of the participants had different personality profiles. He stated that MBTI had an element of validity and was very commonly used, dating to World War II.

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Exercise: right vs. left hand individuals. The City Manager explained, with one's dominant hand, one tended to write very quickly, giving little thought; but tended to struggle with one's non-dominant hand. Individuals tended to process information the way one tended to write with their dominant hand. In jobs or life, individuals are forced to function on the non-dominant side.

Mayor Price suggested jotting down each person's personal MBTI results, so to get a generalization about individual Council members and staff and how they generated and processed information. He thought it would be helpful to understand the different personalities and would bring value to the process. The City Manager concurred, indicating that he had a list of MBTI results for each of the Department Directors and found it helpful.

(A copy of participant MBTI results are attached and made a part of these minutes.)

II. Council Staff Relationships – Roles and Expectations

The City Manager drew attention to Attachment 5: Thinking About the Council-Manager/Staff Relationship. The concepts were based on the work of Professor John Nalbandian at the University of Kansas, School of Public Administration. Professor Nalbandian was a leading theorist on the topic, and had served as an elected City Council member, and Mayor in Lawrence, Kansas (A copy is attached and made a part of these minutes).

The City Manager asked that Council keep the following questions in the back of their minds related to Council-Staff relationships: How we function as a team (Council/Staff)? In terms of staff, how are we doing? What are we doing reasonably well to Council's satisfaction? What things could we improve on? What are we doing that you like? This would serve as a positive reinforcement to continue moving in a successful direction.

Vice Mayor McMillan stated that communication had been excellent. She stated there had been many years that she could not trust staff's recommendations. She commended the City Manager for doing a great job with continued communication.

Councilwoman Scott inquired about the City Manager's preference for communicating with Department Directors when Council members had a concern or problem or whether to contact him directly. City Manager Morgan responded that he tried to emphasize communication, sharing his plans to meet with Council member one-on-one every sixty (60) days, which provided an opportunity to go over big projects in progress. It was easier at times to speak more candidly one-on-one.

City Manager Morgan stated, with the reduction in staff, it was hard to keep up with a massive flow of issues. He stated that members of City Council were always welcome to approach the Assistant City Managers if he were not available. There was a collective leadership among the three. If there was a matter with policy implications, he indicated that the matter should be brought to someone in the Manager's office. He emphasized Council members were always welcome to approach him, no matter how large or small the issue. There were some issues that were sensitive or tricky that required his personal attention. There was a moderate amount that was standard business of the City, and he was not bothered if Council went to

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Department directors directly. Due to limitations set forth by the City Charter, he cautioned Council to be careful about creating a perception of giving City staff direction.

Vice Mayor McMillan cited Reverend Fred Carter's problem with signage and ticketing in the Richneck Road area, as the perfect example. He came to City Council, she had sent the matter to the precinct captain, and it came back that she gave direction to the police to give out tickets, which was far from the truth. She, too, wondered where to draw the line in terms of comfort between going to the Department heads and having it backfire publicly.

City Manager Morgan replied that Council members could come to him or go to the Department Directors directly, and copy the City Manager. He agreed that it was difficult to get a coherent type of response, particularly when the matter touched three or four departments. Department directors understood it was their obligation to make him aware of the matter.

Councilwoman Scott had received positive reinforcement from Department directors who liked being copied on matters that went directly to the City Manager, even though it dealt with their particular department.

Councilman Whitaker shared that often times citizens put Council member against Council member. He suggested better communication within each district to avoid giving contradictory responses.

Councilwoman Vick complimented the City Clerk's office, who made her job so much easier; indicating the staff was very accommodating and very helpful. She further complimented Lisa Cipriano, Director, Department of Budget, for her knowledge and presentation skills; particularly for her ability to break things down to make the budget more understandable.

Mayor Price asked for Council's preference in disseminating and receiving information among one another on Council, i.e. phone calls, approach the City Manager, the City Clerk's Office, or the Mayor's Office. He indicated that e-mail was his preference. Councilwoman Vick concurred. She also used e-mail and her blackberry. Councilman Whitaker stated his preference was not via e-mail. Councilwoman Scott indicated she preferred phone calls, particularly if there was an urgent matter to discuss or an immediate response was required. Vice Mayor McMillan also indicated her preference for e-mail, but preferred staff not use the blackberry to the City address. Councilman Bateman suggested using all e-mail addresses when communicating with him. Councilwoman Woodbury expressed her preference for phone calls, which was faster. Mayor Price indicated he would continue disseminating information through staff.

Mayor Price asked for feedback pertaining to the process for requesting proclamations. He asked the City Attorney for assistance. There had been some instances where individuals were requesting for Council members to do individual proclamations. He inquired whether the norm was for proclamations to filter through the Mayor's Office, and whether City Council, as a group, would continue to do that, as opposed to individual requests. He stated the Clerk needed direction and there should be a consensus on how it was handled.

Councilwoman Scott felt it should be individual because some citizens had not

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interacted with the Mayor, and they requested a proclamation from her, through her district. If legal, she felt individual Council members should be allowed to issue proclamations.

Vice Mayor McMillan asked, for clarification, whether this discussion dealt with the signing of or presentation of proclamations. Vice Mayor McMillan replied that she always tried to determine what would be of greater importance to the person receiving the proclamation. She stated some may care less, but some would be more impressed receiving a proclamation signed by the Mayor. She hoped the Mayor would trust her judgment.

City Attorney Katz responded the real issue dealt with whether the proclamation was coming from the City government, which is the collective body of City Council, or an individual. He stated that the Clerk and he consulted frequently, and if an individual wanted recognition for someone in their district, something could be crafted from the Council member to the individual. He cited an example when former Council member BaCote wanted to recognize a citizen that sponsored an annual Easter Egg Hunt in the community. He stated that was not in the macrocosm of City business. If the City seal was used, and representative of the City body, it should be done by the Mayor. There were various types of proclamations, some of which were presented during Council meetings. He stated it was a policy decision the Council as a whole needed to make. The opinion of the Attorney General of Virginia, regarding the ability of one City Council member to make a representation on behalf of the entirety, was that it should not be done. City Attorney Katz stated the opinion also included sending letters on City stationery.

Councilwoman Woodbury inquired about what to do if someone asked for a letter of recommendation for a job, and you wrote it as yourself, but it was important that it be on City stationery with the seal. She stated there was a fine line there. Vice Mayor McMillan stated that was her reason for retaining her home address on her City stationery. Councilwoman Scott stated, if someone did something for her personally, she responded on her personal stationery; but if it were done for her as a Council member, she would use her City stationery.

Councilman Whitaker stated that he wrote funeral letters on his City stationery, and actually attended the funeral and read the letter during the service for people he knew and it was meaningful.

Mayor Price expressed concern in situations where Council members could get in trouble when they attempted to represent the City personally, which may have consequences for all members collectively, specifically fundraising, where funds were committed on behalf of an organization that organization that was not part of the City government.

City Attorney Katz stated a letter of reference on City stationery gave the appearance that the City government was behind the reference or recommendation; however, it remained the Council member's personal endorsement. In the context of a letter of reference, he was not sure of what the ramifications against the City could be. He suggested that City Council come up with a list of uses. Mayor Price suggested that this matter be continued as an item for discussion and suggested the City Attorney have a few examples.

City Manager Morgan reviewed the Model Relationship Between Council and Staff, based on concepts by Professor John Nalbandian (a copy is attached a made a part of these minutes). He indicated that many were common sense, but were worth stating. Questions and

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categories included: What the governing body expected from the staff; Obligations of the governing body to the staff; What will the governing body contribute to the staff; What the staff expected from the government body; Obligations of the staff to the governing body; and What will the staff contribute to the governing body?

City Manager Morgan shared a personal story from one of his first interviews for a position in City government, where the interviewer shared that his background in the field of education as a teacher provided the perfect background for the position of City Manager. He indicated the job of a City Manager was to educate the City Council and the citizens.

City Manager Morgan reviewed information from a webinar hosted by the ICMA. The graph, Where to Draw the "Line:" a Council's Sphere, brought about the sentimental questions, What is Council's job? What is the Manager's and staffs job? There was no clean, simple, one-size-fits-all answer. Clearly the staff's role was larger at the management end of the graph; and the Council's role was larger at the mission and policy end of the graph (a copy is attached and made a part of these minutes).

City Manager Morgan described the Roles for Elected Officials and Roles for Public Managers. He stated some of the roles were much more contemporary and some dated back in history. Some functioned in some categories more than others. He stated it was important to have senior staff that added balance to the team. The list included but was not limited to Ombudsman, Financiers, Communicators, Overseers, etc. The elected officials played all of the roles at different times. He stated that he was not competent in all areas but was better in some areas, than others. He reiterated the importance of having a senior staff that added balance. He indicated that outside observers, in a contemporary way, viewed elected officials in this broad manner, when looking at roles of government.

Vice Mayor McMillan complimented staff on the environment and process; stating this retreat had been more comfortable and enjoyable than previous retreats. Councilwoman Vick added that she was privileged to be a part of what was happening in the Southeast community. What she saw as a citizen was that many of the people she served were absent from the communication part of local government, i.e. attendance at public meetings. She felt as people felt empowered, they were more involved and accountable, and more willing to help and pitch in to make the City better.

Councilwoman Scott concurred. She found the more information that was shared regarding what was going on in the community, the more questions citizens asked and the better the communication between the officials and the citizens.

Councilman Whitaker stated there was too much duplication, i.e. town meetings between different groups and forums that were stating the same thing. He felt the groups needed to come together. There had been so much anger in the community, particularly in the young people, related to gangs and violence. Councilman Whitaker stated much work was needed in the community, and City Council needed to do it together.

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III. Mega Trends

City Manager Morgan moved to what was going on in the world and how it affected Newport News. He introduced Mr. Alan Archer, Assistant City Manager.

Assistant City Manager Archer stated that the presentation was created by Mr. Neal J. Barber, President of Community Futures, in the late summer of 2010. Mr. Barber had worked in local government for many years, and was the former Director, Virginia Department of Housing and Community Development. Mr. Barber had a very wide knowledge base of both State and local government issues.

What are the mega trends? Five (5) Mega-Trends That Will Impact Housing Policy and Our Whole Business Paradigm (a copy of the presentation is attached and made a part of these minutes).

1. Disruptive Demographics. Demographics would be rapidly changing in a number of areas over the next several years. There were three areas where major trends had developed (Population Segmentation; Diversity; and Income/Economy). We will continue to see development in the coming years. Understanding our aging population and what service demands that population would have on the City and our ability to meet those demands. In terms of diversity, there was a tremendous amount of Hispanic growth, and included a more multi-diverse racial society. There was an increase in non-traditional families; and finally the gender gap, which statistics show was closing.

Councilwoman Woodbury suggested the homeless population was also a growing disruptive demographic category. Assistant City Manager Archer suggested broadening the category to include poverty. The poverty gap was widening between the rich and the poor; and creating many other problems to deal with and manage. City Manager Morgan stated these issues were happening everywhere. He shared the statistic that showed, in the year 2030 in Newport News, out of a population of 200,000, 80,000 would be over 65 years of age.

There was an indepth discussion on the generation categories between Builders, Boomers, Generation X and Generation Y; as well as the growing aging and diverse populations, with each having its own values and personalities.

2. Technology. Plays an increasing role in citizen's lives. As new kinds of applications are found to improve our lifestyles, these technology trends and applications would have a dramatic impact on how we work, live, and play in the future.

Home clinics had been introduced to meet the growing gap for services in the aging population. A copy of a Daily Press article showing the dramatic types of advances in the medical field was distributed (a copy is attached and made a part of these minutes).

3. Environmental Ethic. There was a tremendous social burden among some and a responsibility that said more needed to be done about developing more cohesive environmental ethics. There was a growing trend to study what could be done about energy conservation, and research how products could be made more efficiently without dwindling natural resources.

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An increasing area of research and development continued to gain momentum, revolving around energy alternatives and conservation. City Manager Morgan pointed out that this trend tied in with one project on the Strategic To-Do List about sustainability and environmental initiatives. Everything that local government overlapped with this trend.

4. Community. As Baby Boomers and Generations X and Y aged and matured, each demographic setting brought its own set of values and characteristics. It was important to understand how these values and characteristics would impact the community. What we can do to anticipate what some of those values might mean?

Assistant City Manager Archer stated that Community Design was an area important to understand in terms of consumer preferences. Improved design could create healthier environments and healthier inhabitants. As traditional neighborhoods declined, we needed to think about those seeking a different type of lifestyle unfound in the traditional neighborhood design. Communities would transition from the typical type subdivision to communities of interest, offering amenities to capture other lifestyles of interest.

5. Finance. We see much happening in the local, state, and national levels of government, in terms of economic impact and the current recession. Financial trends would have a major impact on how we, on each level of government, were able to accomplish our mission and did our jobs in the future.

The financial market would become policy driven versus market driven. State and local governments would continue to experience fiscal constraints and retrenchment, characterized as the "new normal." As trends continued, local elected officials were warned not to expect any help through the current decade.

Councilwoman Vick questioned whether administrators and local leaders would brainstorm about new ways to generate revenue because of the crunch, e.g., the Stoney Run Recreation Center and the possibility of citizens paying to have a room named in their honor as a way to help the City buildings and facilities generate income.

Assistant City Manager Archer responded that local government leaders could look for more opportunities in an effort to become more entrepreneurial. What relationships currently existed to promote policies to encourage entities to work together? What was the level of political will to do this? These ideas were coming as a result of the fiscal constraints being felt at the local and state levels.

City Manager Morgan concurred, adding that Newport News was very much fiscally constrained and could only do things a certain way unless specifically granted to do so. The more services provided, the more consideration should be given to making the services available to those who could not afford to pay for them.

IV. Newport News Big Picture Threats and Opportunities

City Manager Morgan made a list of Assets and Liabilities that impact the City.

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Assets (Strengths): (1) Diverse Employment Base; (2) Diverse Economy/Tax Base; (3) Waterfront; and (4) Honest and Efficient Government

Liabilities (Weaknesses): (1) Aging Housing Stock; (2) Aging Population; (3) Aging Infrastructure; (4) Low per Capita Income; (5) Shape of the City; (6) Relative Wealth; and (7) Crime Perception

V. Review of Most Recent Strategic Process and Product with Commentary

Assistant City Manager Cindy Rohlf, suggested a review of the existing strategic plan prior to development of a Strategic "To Do" list.

Part I. History. The existing strategic plan was started in the fall of 2006 during a facilitated retreat. From the discussions, a Vision Statement was established: Newport News is a city where people choose to live and visit. It is a dynamic community in which to work, play, obtain an education, do business, and most importantly, raise a family. Newport News has a sense of place and unity. The City offers hope, promise, and vast opportunities for its citizens and businesses to progress and achieve in all endeavors. Progressive growth and innovative economic development make Newport News "the city of choice." This was adopted in December 2006. Vision Principles were established to support the Vision Statement. They included: Leisure Activities; Educational Opportunities; Great Neighborhoods; Good for Business; Enriching the Arts; Great Environment; Balanced Transportation System; and Responsive Government. A list of Operating Guidelines to support the principles followed. The goals were passed to staff to come up with an action plan for achieving the vision. Staff brought the action plan back to Council. City Council took the information, reviewed it, and signed off on the Strategic Action Plan. This was reviewed again in 2008 at a City Council Retreat. A copy of the Strategic Action Plan, adopted by Council in January 2009 is attached and made a part of these minutes. A list of goals was added shortly thereafter to coincide with the Vision Principles. Ms. Rohlf advised that several of the goals in the plan had been accomplished.

VI. Nominations for Other Strategic Priorities

Assistant City Manager Rohlf observed that the existing plan was focused on "process." The management staff felt the focus should be more "results oriented," including benchmarks and timelines to see how priorities were taking shape.

Ms. Rohlf asked, "Where do we go from here" as far as the strategic planning process? Vice Mayor McMillan commented on the vision principles, specifically Good for Business, particularly regarding the number of complaints dealing with the difficulty obtaining permits from the Department of Codes Compliance. She felt this was not good for business. There seemed to be a disconnect in customer service, and how we were being business friendly, particularly when dealing with small businesses. City Manager Morgan commented that he was aware of some of the concerns and was developing something to be somewhat responsive. More employees had been hired, a Plans Reviewer and a Building Official, which were rigorously enforcing the business code. A development permitting roadmap was in the works, which pertained to codes, permits, site plans, zoning, and would be added to the City's website in the near future.

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Councilwoman Woodbury commented about a jewelry store that chose to do business in York County because of the ease of getting business done and the difficulty in the Newport News Codes Department permit process.

Councilman Whitaker commented on the difficulty he had dealing with the City of Hampton. City Manager Morgan accepted the concept that Newport News strived to be better. He mentioned one area that Newport News could improve on dealt with ADA (Americans with Disabilities Act) compliance. For the most part, the City enforced the building code; but ADA was a subset of the matter.

Councilman Bateman had heard the issues about the Codes Department, but indicated he had also heard good things. Customers were dumbfounded when they received answers to their questions sooner than expected. He saw that comments went both ways. Customer service should be the best, and if not, validate those departments that needed better customer service. He suggested an audit via a "mystery shopper" type format. City Manager Morgan suggested customer service be a priority, always at the top of the list as new initiatives were undertaken.

Vice Mayor McMillan stated it was all in the presentation. Individuals may need to offer an apology and explain the process. She reiterated that individuals answering the telephone should identify themselves.

Councilwoman Scott indicated that she too had witnessed poor customer service. She stated if the policy and the process were in alignment, there would be no problem with customer service.

City Manager Morgan visualized a decentralized system where everyone received the same thing. One element of customer service related to the many frozen positions throughout the city – trying to provide the same services, but with less people. The reality was that people felt overworked.

Assistant City Manager Archer added that City employees recognized customer service as an issue months ago, having experienced it from an internal customer perspective. Some departments did a better job at customer service than others. He advised that a customer service team had been established, consisting of representatives from various City Departments, to prescribe a training regimen and make recommendations. There were "secret shoppers." The environment also played a key role, some departments need improvement in terms of layout. The customer service aspect was still in progress as final recommendations had not yet been submitted.

City Manager Morgan thanked Assistant City Manager Archer for raising the issue. He stated good customer service would remain on the City's improvement list.

Councilwoman Woodbury reiterated the best example of good customer service was the City Clerk's Office.

Regarding additional priorities, Assistant City Manager Rohlf stated it was timely for City Council to review the strategic action plan, particularly since there had been

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numerous changes within the past two years, i.e. changes on Council and in staff. Plans can be and should be amended at anytime. Does Council still have the same buy-in and ownership? Should we look at additional priorities and objectives?

VII. Development of Revised Strategic "To Do" List

Feedback was received from City Council that the suggested list shared by the City Manager should be added/included in the Strategic Priorities List. Assistant City Manager Rohlf asked whether there were any additions to be made to the list. She pointed out that the list fit into the same general categories with the existing vision principles (a copy of the list is attached and made a part of these minutes). A line item in the capital budget should support these priorities/goals.

Vice Mayor McMillan inquired how discussion could proceed without getting into specifics.

City Manager Morgan agreed the existing plan was process-oriented. He stated one of the downsides to having an outside facilitator was the facilitator had not "lived" the issues or problems and did not know the community. There was a tendency to embellish the list. He suggested coming up with a shorter, tighter, thematic type of list. He shared the lists which were things staff had begun working on, which Council agreed on.

Mayor Price stated some of the items would blend in with items the staff was already focused on.

City Manager Morgan suggested there were big initiatives that fit into the categories which made sense for staff to work on.

He reviewed the Strategic Priorities List (Attachment 6 – attached and made a part of these minutes), including a few projects in the works, and some in the developmental stage.

- The Southeast Redevelopment. The tactical part would be if the City did their portion, i.e. implementing the lower Jefferson Avenue initiatives with the hope that acquiring land, and building infrastructure, would encourage the private sector to step up. He indicated these were development/redevelopment type initiatives.

- Strengthening Greater Oyster Point. This was one of the City's largest employers, second probably only to the Shipyard. Oyster Point began as a light industrial park, becoming a functional part of the City, with lawyers, insurance companies, and service type area. From a tax base, employment, and the shape of the City, had the advantage of being in the middle of the City. He would like to see it survive and thrive. We want to shape it in some way by public investment and public policy; and make sure we do all to ensure it did not resurface to upper York County or Williamsburg. Things that would fall under this priority include: ensuring the Middle Ground extension got built; ensuring that City Center survives and thrived in the future. We need to have strategies and tactics to make sure it grows and strengthens.

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- Focus on Upper Warwick Corridor. Third and last of development and redevelopment major theme. Harder to define than Oyster Point or lower Jefferson Avenue.

In the case of Upper Warwick, there were two major investments that provided an organizing focal point, i.e. the second access road to Ft. Eustis, and the decision to proceed with the study on the Community Center. One was in place and one was in the works. These were two major public investments that had the potential to anchor and create other opportunities to work off of.

Vice Mayor McMillan asked the City Manager to elaborate on the working off of the second entrance to Ft. Eustis. She had met with the private property owners who were struggling to find businesses to be profitable in that location.

City Manager Morgan stated, in the Capital Improvement Plan (CIP), there would be a line item for Upper Warwick which was somewhat analogous to the Downtown Partnership. There was a staff team working to further develop this idea. He indicated the resources were not available to purchase and redevelop every site that might become available, but City Council would have to agree on some parameters for a target area.

Targeted types of properties were identified in the old days of the Downtown Partnership where they recognized that resources were unavailable to acquire them all; there was no bidding war; but they identified properties it made sense to acquire because it was small and marginal, were adjacent to other properties that could be expanded. There may have been a number of reasons to purchase a property if someone wanted to sell. If not, the City would use its limited resources elsewhere. The City did not purchase every piece of property. The actions cleaned things up and created new opportunities for the future. Preliminarily, this was a tactical initiative being contemplated.

Vice Mayor McMillan stated that many of the properties in the Upper Warwick Boulevard area were not owned by local people, but individuals leasing the properties to garages and small businesses. There was no type of initiative to improve the property or to maintain the property. The renter would not put his money into the property either. This was a constant battle.

City Manager Morgan indicated what he reported was not a quick fix, but a lay-the-groundwork type effort. Vice Mayor McMillan stated the property owners did not care about the City or their tenants. City Manager Morgan stated that public action would not be able to deal with all of those dynamics, but perhaps some. It was his belief the spending power could help the Upper Warwick Corridor. Community Maintenance ideas would be relevant to the issues in the Upper Warwick Corridor. Some of the Customer Service ideas would be relevant to the Community Maintenance ideas. There were many different layers. The Buxton Study would arm the City with good information as to what type of businesses might be well positioned for this area.

- Environmentally Sustainable Local Government Policies. There was a strong continuity between what the City had been doing for several years. From the mega trends presentation, these items were significant to the economy, and significant trends for business and individuals. It was sweeping over us all. City Manager Morgan stated there was a group chaired by Reed Fowler, Director, Department of Public Works, that included representative from ten City Departments that worked this issue constantly. It began as environmental management, and

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was broadened to inventory, which brought and bring in all of the different green type of initiatives that the City was currently doing at some level and those that might be explored in the future, i.e. ranging from environmental management and energy efficiency and land use types of projects. Will we encourage LEED communities? This was an area in which the City was heavily engaged in and there were many different tentacles. He felt this was worthy of bringing it together in a thematic focus.

Councilwoman Woodbury stated that Mr. Fowler had written an excellent article on everything the City was doing (a copy of the article is attached and made a part of these minutes.

City Manager Morgan shared the City had bragging rights in this category, citing that the City had the first Golf Course to receive an E-4 designation from the Department of Environmental Quality.

- Community Maintenance. He advised that Assistant City Manager Rohlf had been leading a staff group that broadly included a series of initiatives to upgrade the visual appearance of the City. City Manager Morgan advised there would be a presentation provided at the October 12, 2010 City Council Work Session. There were other exciting new experiments that would be reported. He hoped Council would provide position reinforcement on a small scale to see whether it worked and get more aggressive if it did work. This project was not just about property enforcement or property maintenance or landscaping or neighborhood signage; but would also include giving people an incentive, encouraging people and businesses to fix up their properties. Regarding the Residential and Commercial Tax incentives and lack of use or inadequacies, this issue would be addressed at the October 12, 2010 City Council Work Session. The benefits offered to both residential and commercial properties would be pushed up to the State's legal limits; as well as simplifying the procedures to apply.

Vice Mayor McMillan inquired why the residential real estate tax initiatives were administered by the Newport News Redevelopment & Housing Authority (NNRHA), as opposed to being administered by the City. City Manager Morgan indicated this was also on the City's website. It was there originally because there was some administrative capacity to do this. The NNRHA, Department of Codes Compliance, the City Attorney's Office, the Department of Development and the Assessor's Office had been working together to revamp the process, simplify the application, and publicize the program.

- Customer Service. There was consensus that the level of customer service was not consistent and felt, on balance, Newport News provided good customer service. City Manager Morgan advised that compliments and acknowledgments were received with frequency. He reminded that more people were motivated to complain than to say thank you. He had no metrics on this data. There should be better standardized customer service. City Manager Morgan indicated he would like the City to go to a 3-1-1 type of system, a phone and internet customer service interaction setup. A staff team had done preliminary work on this initiative. He stated the ongoing costs should not be significant. The City of Hampton had a model 3-1-1 system within the United States. He suggested this would be the ideal way to proceed. Increasingly, citizens want some type of electronic communication. The Management Team looked forward to having the 3-1-1 system as a future initiative.

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- Gang and Gun Violence Reduction. City Council adopted a resolution to establish the Mayor's Committee on Teenage and Young Adult Violence Reduction. This would proceed to organize a community-type structure. This was a work in progress, looking for away to bring all of the energy and entities to come together to work on this effort more collaboratively, whether it be the government, businesses, or the faith community.

Councilwoman Vick felt the Office on Children, Youth and Families could have done more with youth, as opposed to weighing heavily on administrative and facilitative tasks. She felt there should be more of an effort to improve the lives of the youth, enabling them to make better choices and decisions, rather than gangs and violence.

Mayor Price stated that his focus was a redirect of City services and having the community to buy-in.

City Manager Morgan stated the Office on Children, Youth and Families had six employees, at its peak, as opposed to the Department of Parks, Recreation and Tourism, and the Department of Human Services, both with 400 employees, and no matter what they were doing, resources were limited. He felt we should focus on what the City was doing that would be bad if it were to stop. He further indicated it was difficult to prove the negative, i.e. what would be worse if not for what was being done. It was his belief that the Youth Sports Program was one of the best and he personally experienced it as a Coach and witnessed the difference it made for youth.

- Operational Performance and Efficiency. City Manager Morgan stated having an effective and efficient operation should be a priority. He did not feel every program should be evaluated. He alluded to the newly created Newport News Efficiency Task Force on City Government.

Mayor Price indicated the vast potential positives that could come out of this committee. It could be used as a teaching tool to evaluate how we got to where we were and what we do.

Councilwoman Vick stated times changed and people changed. The committee was being new and innovative and would ensure the City kept up with the times.

City Manager Morgan stated performance measurement was a buzz word and it concerned him there could be a risk where more time could go into measuring than actually doing. Meaningful measures of performance were benchmarks and would prove useful. He suggested a customer service survey and that was scientifically valid so it was meaningful. Balance Scorecard was a valid method, used in various locales, i.e. City of Charlotte, establishing a baseline on how the citizens rated the community in broad categories.

Councilwoman Scott felt everything on the list appeared to be a priority and felt that nothing should be deleted. She offered an idea for future discussion, an initiative similar to drug court, where new life skills and job direction were learned as an alternative to going to jail. She felt families were destroyed when young black males were continually locked up. Vice Mayor McMillan inquired whether the City had local governance over this type initiative.

Page 14
Minutes of City Council Retreat
September 30, 2010

Councilwoman Scott suggested getting the legislators involved and perhaps adding this to our legislative package.

City Attorney Katz offered to work with the City Manager's Office to identify changes, and to perhaps involve the judges in the process.

City Manager Morgan asked City Council whether they were prepared to endorse and support the eight (8) strategic priorities as discussed. Mayor Price called for a show of hands expressing agreement to pursue these topics as the City's highest priorities. There was consensus among Council to pursue these topics as the City's highest priorities.

VIII. Additional Follow-Up

A list of follow-up items generated by members of City Council is attached and made a part of these minutes.

THERE BEING NO FURTHER BUSINESS,
ON MOTION, COUNCIL ADJOURNED AT 4:12 P.M.



Mabel Washington Jenkins, MMC
City Clerk



McKinley L. Price, DDS
Mayor
Presiding Officer

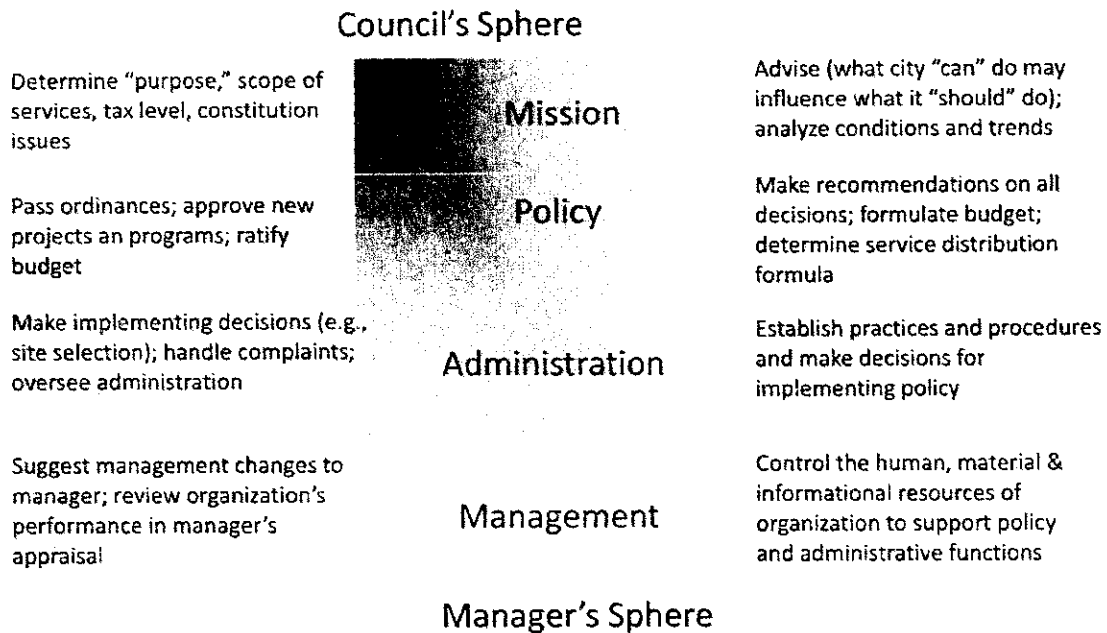
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City Clerk

City Council Retreat - Participant MBTI Results

McKinley Price	ISTJ
Madeline McMillan	ENFJ
Bert Bateman	ESTP
Sharon Scott	ESTP
Tina Vick	ESTJ
Joe Whitaker	ESTJ
Pat Woodbury	ENFP
Neil Morgan	ENTJ
Alan Archer	ISTJ
Cindy Rohlf	INTP
Cleder Jones	INTP
Stuart Katz	ESTJ
Mabel Jenkins	ESFJ

Where to Draw the "Line"



Source: Jim Svara, *Dichotomy and Duality: Reconceptualizing the Relationship between Policy and Administration in Council-Manager Cities*, *Public Administration Review*, Vol. 45, No. 1, pp 221 - 232

New Roles for Elected Officials

- Lawmakers
- Policy makers
- Consensus builders
- Political entrepreneurs
- Civic catalyts
- System linkers
- Leaders
- Institution builders
- Power brokers
- Overseers
- Financiers
- Negotiators
- Enablers
- Facilitators
- Communicators
- Decision makers
- Translators
- Ombudsman
- Regional actors
- "Full-Time"

By Joe Kaylor
 kaylor@dailypress.com | 247-7874

NEWPORT NEWS — The long-awaited overhaul to the Walkers Dam will start within the next few weeks — and cost taxpayers an estimated \$14 million.

The numerous repairs to the dam, located in New Kent along the Chickahominy River, will take between 18 months and two years to complete, Newport News Waterworks Director Brian Ramaley

said. The dam prevents salt water from flowing upstream and infiltrating the river. The Peninsula receives about 70 percent of its drinking water from the Chickahominy, Ramaley said.

"The dam is very important because it protects our (water) source," he said. "These repairs should last 60 years."

The dam was built in 1943 by the U.S. War Department.

In 2007, the dam failed with a

repair, and it underwent \$2.6 million in "stabilization" repairs to plug the holes in 2007-08. Starting this year, it will undergo a comprehensive overhaul, Ramaley said.

Among the repairs:

■ The abutments, the location where the dam meets the ground on the banks of the river, will be replaced.

■ Boat locks, which are currently inoperable, will be rebuilt.



See WALKERS/Page 4

LENS KEEPS EYE ON YOUR HEALTH

Researchers are developing contacts that can monitor wearer's health

By Veronica Chade
 vchade@dailypress.com | 247-6243

HAMPSHIRE — Getting a reading on your glucose levels — on your contact lenses.

That's what University of Washington researchers are working on. A research team led by Dr. Ravi Mahajan presented the work Tuesday after noon at the NASA Langley Research Center and Tuesday night at the Virginia Tech Research Center.

Using nanotechnology, researchers are integrating microscopic optical, electrical and biosensing devices into contact lenses.

The researchers hope the lenses will be able to monitor the wearer's glucose levels through the blood vessels of the eye surface and give information to the person wearing them.

"A small portion of the human eye has a window of information about the human body," Mahajan said. "In a very small window, you can see what's going on inside the body without going in."

Dr. Mahajan is developing a contact lens that can sense the glucose levels in the blood and give information to the person wearing them.

The researchers hope the lenses will be able to monitor the wearer's glucose levels through the blood vessels of the eye surface and give information to the person wearing them.

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Celebrities 6 Uncorked 2
 Comics 7 Watch this 6

IN SPORTS

Scoreboard 2
 Weather 6



Printed
 paper
 eco-friendly

cameras will be installed.

■ Navigational aids for boaters will be built.

Lee Ann Hartmann, a spokeswoman for the Newport News Waterworks, said the dam work is much needed.

"We want to return the dam to its original use," said Hartmann, referring to how boats used to be able to navigate to both sides of the dam before the locks were damaged. "We want to be good neighbors to New Kent, Charles City and James City County."

Costs to repair the dam came in at least \$1 million under budget, Ramaley said, because the recession created a more competitive bidding atmosphere.

Also, the repairs were budgeted for and "will not have a significant impact" on water rates, he said.

The city increased water rates for the 2010-11 fiscal year by 4.9 percent to \$3.19 per 100 cubic feet. Rates for the first 600 cubic feet of usage remain the same, a discounted rate that encour-



SANGJIB MIN/DAILY PRESS PHOTO

The boat locks failed in April 2007 at Walkers Dam on the Chickahominy River in New Kent County. A \$14 million complete overhaul at the dam begins soon.

The dam, built in 1943 by the U.S. War Department, spans 1,000 feet across the Chickahominy River.

ages conservation.

Waterworks critic Don Phillips, of Yorktown, wondered whether Newport News officials were so focused on the failed King William Reservoir project, that they neglected repairs to Walkers Dam.

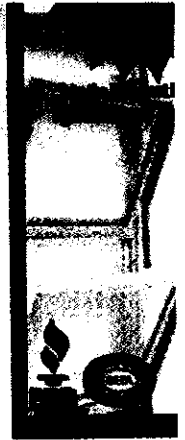
"Most of their intellectual capacity and effort was going to the King

William Reservoir," Phillips said.

The controversial reservoir project was terminated in 2009 after water demand from users stagnated. The King William project would have increased the Peninsula's water capacity.

Hartmann said Walkers Dam was inspected every year, and there was no indication anything was wrong until the 2007 inspection discovered the leaks.

Inspectors detected turbulence in the water around the dam in April 2007 and divers confirmed the leaks. Previously, the dam was overhauled in 1988, and the boat locks were repaired in 1996.



Contacts

Continued from 1

with tiny antennas, radios and light sources. The components are so small they resemble a grainy powder.

To assemble the lenses, researchers cut shapes into the contact lens base, submerge it into a liquid and "wash" the tiny components over it. The different-shaped parts fit like pieces of a puzzle into the base. The pieces are locked into place by a drop in temperature.

At the moment, the contacts, which are more like hard contact lenses than soft lenses, can display only a simple dot in either red or blue. They haven't reached the sci-fi, "Terminator"-level work yet. Eventually, researchers hope to add more advanced displays.

One day, Parviz imagines people could wear contacts that display computer screens.

Researchers are testing them in rabbits now and are a long way from putting them in the human eye, Parviz said.

Possible medical uses include monitoring glucose, cholesterol, temperature, inflammation, infection or fatigue.

Funding sources include the National Science Foundation and Microscop, Parviz said. Major contact lens manufacturers and the video game industry are interested in their work, he said.

For more health news, go to twitter.com/veronicachufu, facebook.com/dphealth and dailypress.com/healthnotes

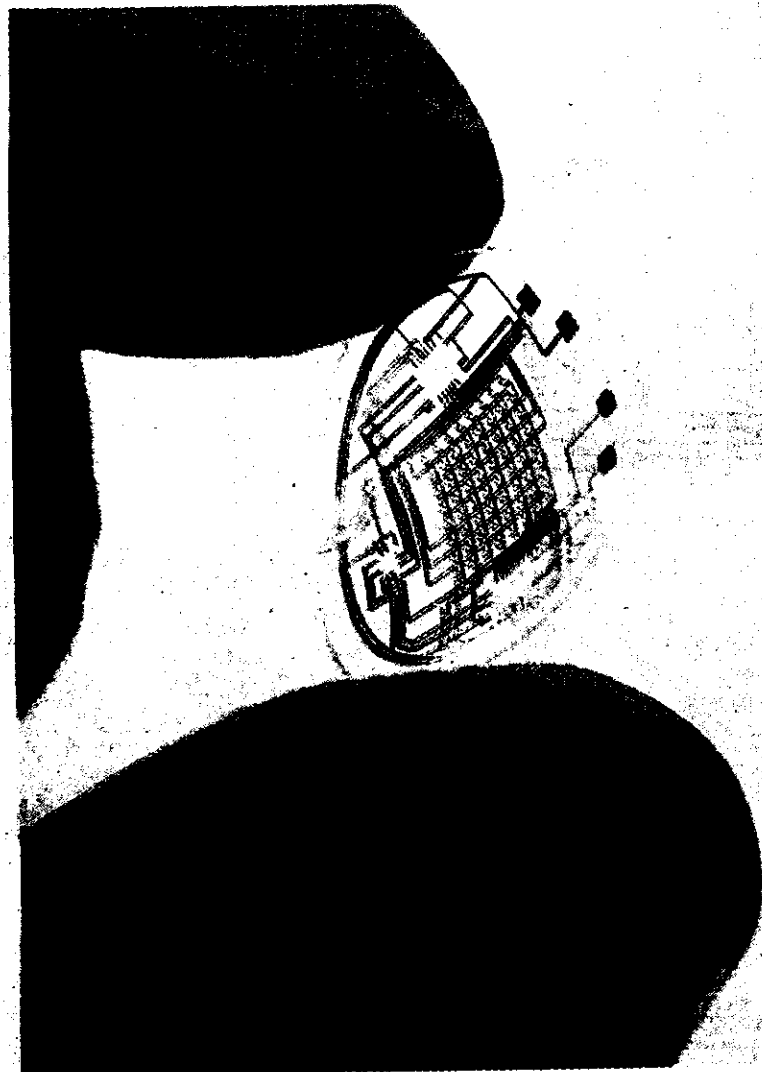


PHOTO COURTESY OF THE UNIVERSITY OF WASHINGTON

University of Washington researchers are developing a contact lens that continuously monitors the wearer's health.

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30

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STRATEGIC PRIORITIES DISCUSSION LIST

- Southeast Redevelopment
- Strengthening Greater Oyster Point
- Focus on Upper Warwick Corridor
- Environmentally Sustainable Local Government Policies
- Community Maintenance
- Customer Service
- Gang and Gun Violence Reduction
- Operational Performance and Efficiency



CITY OF NEWPORT NEWS

VIRGINIA

OFFICE OF THE CITY CLERK

MABEL WASHINGTON JENKINS, MMC
CITY CLERK

(757) 926-8634 OFFICE
(757) 926-8599 FAX

September 23, 2010

NOTICE OF SPECIAL MEETING

TO: The Honorable City Council

TAKE NOTICE that a special meeting of the Newport News City Council has been called by City Manager Neil A. Morgan, for Thursday, September 30, 2010, at 7:30 A.M., through 5:00 P.M., at the Mariners' Museum, 100 Museum Drive, Huntington Room, Newport News, VA.

The meeting is being held for the purpose of holding a one-day Council Retreat for the continuous discussion of the strategic action plan to prioritize initiatives of the City's organizational efforts for the next three years.

Mabel Washington Jenkins, MMC
City Clerk

Enclosure: Agenda

cc: City Manager
City Attorney
Communications & Community Relations
Media

JOB STATUS REPORT

TIME : 09/24/2010 15:20
 NAME : CITY CLERK OFFICE
 FAX# : 7579268599
 TEL# :
 SER.# : BR02J2501478

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BUSY: BUSY/NO RESPONSE



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City Clerk

Enclosure: Agenda

cc: City Manager

BROADCAST STATUS REPORT

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Enclosure: Agenda

JOB STATUS REPORT

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MODE	STANDARD

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Enclosure: Agenda

cc: City Manager

JOB STATUS REPORT

285 1046

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TEL# :
SER.# : BR02J2501478

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MODE	STANDARD

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