

Minutes of the Strategic Planning Session of the
Board of Mayor and Aldermen, City of Kingsport, Tennessee
Friday, February 25, 2022, 9:30 AM
City Hall – Boardroom, 415 Broad Street

PRESENT: Board of Mayor and Aldermen
Mayor Patrick W. Shull, Presiding
Vice-Mayor Colette George
Alderman Betsy Cooper
Alderman Darrell Duncan
Alderman Paul Montgomery
Alderman Tommy Olterman (*left at 2:00 pm*)
Alderman James Phillips

City Administration

Chris McCartt, City Manager
Ryan McReynolds, Deputy City Manager
Michael Borders, Assistant City Manager
Bart Rowlett, Assistant City Attorney
Michael Thompson, Public Works Director
Lisa Winkle, City Recorder/Treasurer
Angie Marshall, City Clerk/Deputy City Recorder
Scott Boyd, Fire Chief
Dale Phipps, Police Chief
John Morris, Budget Officer
Ken Weems, Planning Manager
John Burkholder, Risk Manager
Tyra Copas, Human Resources Director
John Rose, Economic Development Director
Adrienne Batara, Public Relations Director

1. **CALL TO ORDER:** 9:30 a.m. by Mayor Patrick W. Shull.

- A. **WELCOME:** City Manager McCartt
- B. **ROLL CALL:** City Recorder/Treasurer Winkle: All Present.

2. **FINANCIAL UPDATE.** Budget Director Morris discussed the current budget, pointing out the city was in good shape standing at ten percent over budget. City Recorder Winkle also noted that sales tax from restaurants pretty much doubled since last year as people are more comfortable eating out. Mr. Morris provided further details on the City's overall debt as well as the general fund.

3. **ECONOMIC DEVELOPMENT.** Economic Development Director Rose gave a presentation on this item. He discussed retail and commercial developments as well as residential projects and the housing needs for Kingsport. Mr. Rose mentioned the citizen survey and the resulting quality of life projects that are in progress. He talked about growth in the region and how it impacts developments, projects and the school system. He concluded with next steps to move forward including marketing materials, the economic scorecard and the partnership with KEDB. There was discussion throughout the presentation.

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4. LUNCH/CITIZEN SURVEY RESULTS. Public Relations Director Batara provided information on this item stating there were many overall positive takeaways. She further stated there was a 17% response rate and that the survey was taken during the pandemic, noting that when it is reassessed in three years the results could change. Alderman Cooper pointed out the results were also dependent on how informed the citizens taking the survey were about city services and projects.

5. ARPA FUNDING. City Manager McCartt and City Recorder Winkle gave details on this item and answered questions throughout the presentation. He noted this second round of funding totaled a little over five million and will be received in May. Mr. McCartt then discussed several projects being considered for use of these dollars, stressing the significance of a transformation project. He mentioned the goal was to narrow the list down and select three to five projects to move forward with. These discussions will occur at future work sessions with a decision being made prior to the FY23 budget approval. Discussion ensued.

6. STRATEGIC PLAN UPDATE. City Manager McCartt provided details on the many components of the city's strategic plan and how adjustments are continually made to keep the plan relative and responsive to current community needs. Deputy City Manager McReynolds then provided information on the Smart Cities Initiative, stating the goal is to create a plan that provides technology that will improve the quality of life, promote economic growth and deliver operational solutions. He provided examples of how this will benefit many operations within the city.

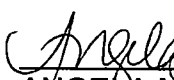
7. BREAK.

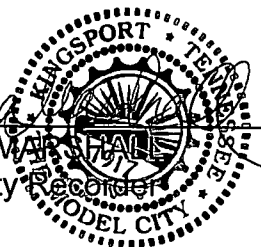
8. FY23 BUDGET. City Manager McCartt and other staff presented this item. Mr. McCartt talked about the general fund highlighting the challenges to the operating budget. He also discussed the capital projects for consideration through a bond issuance. Deputy City Manager McReynolds discussed the goals and objectives regarding the utilities budget. He informed the board of the need for a rate increase in the future to front load the budget to achieve revenue sufficiency.

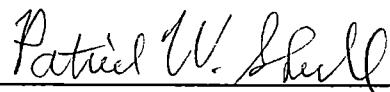
A. LABOR REVIEW. Human Resources Director Tyra Copas provided information on the current state of employment, compensation, recruiting and retention. She stated there are about 56 vacancies out of 787 budgeted positions citywide. She talked about compensation and the various means to increase salaries, stressing the importance of COLAs and step increases to maintain market value. She concluded with suggestions to improve moving forward. Discussion ensued throughout the presentation.

9. CLOSING COMMENTS. City Manager McCartt thanked the board for their attendance and input throughout the day. He also thanked staff for all the work they put in.

A. ADJOURN. Seeing no other matters presented for discussion at this work session, Mayor Shull adjourned the meeting at 4:04 p.m.


ANGELA MARSHALL
Deputy City Recorder




PATRICK W. SHULL
Mayor