



CITY OF HENDERSON, NORTH CAROLINA



2014-2016



**Prepared by the City Manager's Office
March 2014**

**City of Henderson, North Carolina
2014 – 2016 Strategic Plan**

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HENDERSON CITY COUNCIL

Elected and Administrative Officials Serving on 19 and 20 February 2014



James D. O’Geary
Mayor

Sara M. Coffey
Council Member

James C. Kearney, Sr.
Council Member

Garry D. Daeke
Council Member

Brenda G. Peace-Jenkins
Council Member

George M. Daye
Council Member

D. Michael Rainey
Mayor Pro Tempore

Michael C. Inscoe
Council Member

Fearldine A. Simmons
Council Member



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HENDERSON STAFF LEADERSHIP TEAM

A. Ray Griffin, Jr.
City Manager

Frank Frazier
Assistant City Manager – Water Resources & Public Services

Marcus Barrow
Police Chief

Kathy Brafford
Finance Director

Cathy Brown
Human Resource Director

Erris Dunston
Planning & Community Development Director

Alan Gill
Parks & Recreation Director

Christy Lipscomb
Kerr Lake Regional Water System Director

Esther McCrackin
City Clerk

Peter Sokalski
City Engineering Director

Tom Spain
Henderson Water Reclamation Facility Director

Danny Wilkerson
Fire Chief

Corey Williams
Code Compliance Director

John Zollicoffer, Jr.
City Attorney

Vacant
Public Utilities Director

Vacant
Special Projects Manager

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**RESOLUTION 14-21
A RESOLUTION APPROVING
THE
2014—2016 STRATEGIC PLAN**

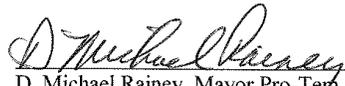
WHEREAS, the City Council conducted its Annual Strategic Planning Retreat (Retreat) on 19 and 20 February 2014; *and*

WHEREAS, an outcome of the Retreat was the review, amendment and updates to the Strategic Plan; *and*

WHEREAS, the Strategic Plan sets forth a strategic approach for addressing key issues and opportunities facing the City.

NOW, THEREFORE BE IT RESOLVED BY THE HENDERSON CITY COUNCIL THAT IT DOES HEREBY APPROVE the 2014—2016 Strategic Plan, said Plan being more fully articulated as “*Attachment A*” to this Resolution.

The foregoing Resolution 14-21, introduced by Council Member Inscoe and seconded by Council Member Daye on this the 24th day of March 2014, and having been submitted to a roll call vote, was **APPROVED** by the following votes: YES: Peace-Jenkins, Daeke, Simmons, Daye, Kearney and Inscoe. NO: None. ABSTAIN: None. ABSENT: Coffey.


D. Michael Rainey, Mayor Pro-Tem

ATTEST:


Esther J. McCrackin, City Clerk

Approved to Legal Form:


John H. Zollicoffer, Jr., City Attorney

Reference: Minute Book 43, p 167

CAF 14-34: 24 March 2014 Council

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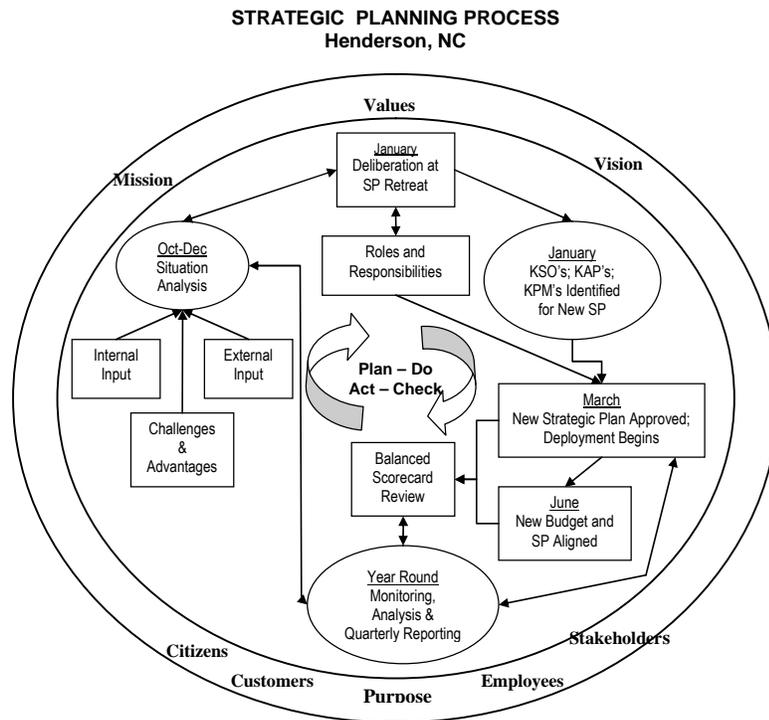
STRUCTURE AND PURPOSE OF THE STRATEGIC PLAN

Purpose

The Purpose of the Henderson Strategic Plan¹ is to provide a visionary framework that forms the foundation for the tone and direction of how the City will plan for its future by addressing Key Strategic Challenges and deliver services. The City’s first strategic plan, *Henderson Strategic Plan 2009-2011*, was approved by the City Council in April 2009.

Strategic Planning Process

The City has developed a strategic planning process that guides its development and deployment of the Strategic Plan. In December, questionnaires are submitted to Mayor, City Council and Administration to solicit input on the direction of the City, new ideas, etc. Information is also captured throughout the year and incorporated into the process. Results are analyzed and reported to Council with recommendations from Staff. The Council meets in a Strategic Planning Retreat in January or February of each year. During this time the prior year’s plan is reviewed, external and internal information is reviewed and revisions are made to the Strategic Plan. A diagram of the Strategic Planning Process is provided below:



¹ **Strategic Plan:** A strategic plan is the product of an organization’s strategic planning process that defines its strategy, or direction, and making decisions on allocating resources to pursue this strategy, including its capital and people. Strategic planning is the formal consideration of an organization’s future course. All strategic planning deals with at least one of three key questions: 1) what do we do?, 2) For whom do we do it?, and 3) how do we excel? The City’s first Strategic Plan, 2009-2011, was approved by City Council in April 2009. The Strategic Plan is updated annually.

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During the year, City Administration provides to the City Council a periodic report on the status of the Strategic Plan's deployment. Additionally, the Strategic Plan and the Annual Budget are aligned during the budget development and review process. Thus, the City's strategic planning process is dynamic.

Desired Outcomes

The desired outcomes of the Strategic Plan include:

- 1) increased and improved focus on addressing issues critical to the City;
- 2) improved budgeting by virtue of considering critical issues vis-à-vis the allocation of scarce resources; and
- 3) development of performance based measures to assist in decision making.

Performance Measures

Performance measures² are identified for each of the Key Strategic Objectives³ and related action plans throughout the text of the Strategic Plan. These performance measures will be developed as the action plans' development process matures. Additionally, a Balanced Scorecard⁴ will be developed for the measures provided within the Strategic Plan as well as other key measures necessary for the overall governance and operation of the City.⁵

Status of Action Plan Deployment 2009-2013

The City Council has approved 46 action plans since it developed the initial Strategic Plan in Spring of 2009. Of these plans, 21(46%) have been successfully completed, 14 (30%) are in various stages of deployment, 3 (7%) were deleted from the plan and transferred to the Economic Development Commission and 8 (17%) were not successful. A summary of the status of all action plans have been provided in the following pages. The following graph reflects the deployment status of the 46 action plans.

Several of the more successful, and now completed action plans include:

1. Establishing 4-year staggered terms for Mayor and Council Members.
2. Privatization of household refuse collection.
3. Collaborative partnerships created by the Police Department.
4. Re-Establishing the Joint Henderson/Vance County Economic Development Commission.

² **Performance Measure:** The term performance measure refers to numerical information that quantifies input, output and performance outcomes vis-à-vis targets and benchmarks. It is a means to determine how well progress is being made towards achieving a goal or objective.

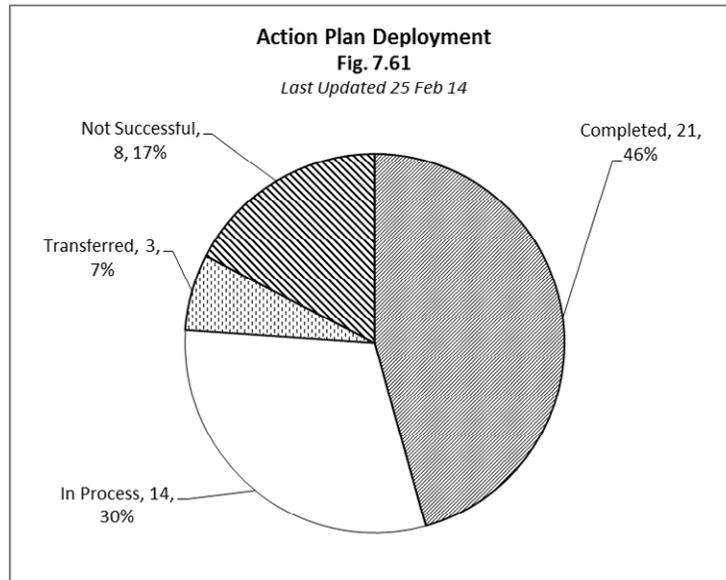
³ **Key Strategic Objective:** A Key Strategic Objective (KSO) is designed to address Key Strategic Advantages, Key Strategic Challenges and other key issues and concerns within the City. The KSO focuses attention on these critical issues so that resources and efforts can be directed toward them in an effort to positively affect them and their outcomes.

⁴ **Balanced Scorecard:** A framework within which performance measures are aligned with key strategic objectives and key operational needs of an organization. This tool is used by an organization's leadership to evaluate valid, real-time data as part of the decision making process.

⁵ **Balanced Scorecard Matrix** may be found at Appendix F.

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5. Development of a funded multi-year utilities capital improvements plan and the major infrastructure projects that have been realized as a result of it, i.e., sewer plant upgrade, 2” water line replacement, Sandy Creek pump station replacement, etc.
6. Demolition of Beacon Light Apartments.
7. Significant improvement in the General Fund’s unassigned (undesignated) fund balance.



2014 – 2016 Strategic Plan Development Summary

The Henderson City Council conducted its annual Strategic Planning Retreat on 19 and 20 February 2014 at the Henderson County Club and Perry Memorial Library in Henderson.⁶ During the Retreat, the Council unanimously affirmed the Mission, Vision, Core Values, Key Strategic Advantages, Key Strategic Challenges and Key Strategic Objectives.

A minor modification was made to Key Strategic Objective 2, Reduce Crime, to rename it to read “*Safe Communit*”. This change was made to make the objective more inclusive for action plans from the Fire Department and E-911 Center.

Key Customer Expectations (KCE) 2, 4, and 5 were approved as presented and KCE 1 and 3 were approved with two modifications as follows:

1. KCE 1: Professional and Courteous Service—*the definition was expanded to include the concept of “attempt to be more patient, kinder and gentler in dealing with the public.”* The revised KCE reads as follows: Our customers expect to be treated in a professional and courteous manner by employees who are patient, kind and empathetic to their needs and concerns.

⁶ Amendments to the Strategic Plans are noted in the footnotes on the following pages.

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2. KCE 3: Fair Treatment—the definition was expanded to include “let not our concern be one sided.” The revised DCE reads as follows: Our customers expect to receive fair and equitable treatment at all times from employees who are willing and able to see both sides of the issue relative to their needs and concerns.

There were multiple amendments to the Action Plans to either affirm existing ones, remove some plans in which no activity is planned to occur, as well as to add new ones.

Action Plans Affirmed and/or Expanded in Concept: The following Action Plans were affirmed and/or expanded and kept in the updated Strategic Plan:

- AP 1-1: Implement Performance Excellence (*Affirmed*)
- AP 1-4: Improve Citizen Engagement (*Expanded in Concept*)
- AP 2-4: Business Watch (*Affirmed*)
- AP 3-1c: Establish 1-Stop Permitting Process (*Affirmed*)
- AP 3-3c: Locate High Speed Rail Passenger Station in Downtown (*Affirmed*)
- AP 4-1: Aggressive Code Enforcement (*Expanded in Concept*)
- AP 5-2: Expand Kerr Lake Regional Water Treatment Facility (*Affirmed*)
- AP 5-4: Upgrade Henderson Water Reclamation Facility (*Affirmed*)
- AP 5-5: Replace 2” Water Lines (*Affirmed*)
- AP 6-1: Perform Pay & Classification Study (*Affirmed*)
- AP 6-2b: Update Personnel Manual Policies (*Affirmed*)
- AP 6-3: Career Development and Training Plans (*Affirmed*)
- AP 7-1: Develop Walking and Bike Trails (*Affirmed*)
- AP 8-1: Grow Undesignated General Fund Balance (*Affirmed*)
- AP 8-2: Create Fleet/Equipment/Information Technology Replacement Fund (*Affirmed*)

Action Plans Deleted: The following Action Plans were deleted from the Strategic Plan because of changed policy focus, changes in State Statutes or the plan not being able to be achieved:

- AP 1-2b: Create a Brand for the City
- AP 3-2b: Revise and Align Land Use and Sign Ordinances
- AP 3-7: Develop an Annexation Plan
- AP 4-5: REEF Project Redevelopment
- AP 7-3: Develop Sports Tourism

Action Plans Added: The following Action Plans were added to the Strategic Plan as a result of the 2014 Strategic Planning Retreat:

- AP: 2-5: Create Partnerships with Faith Based Community
- AP 4-6: Redevelopment of Flint Hill Community
- AP 4-7: Urban Homesteading Initiative
- AP 6-4: Diversity and Sensitivity Training
- AP 7-4: Develop an Action Plan for Recreation Master Plan Once it is Completed

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Action Plans⁷ identified in the Strategic Plan will be developed as will be the Steward responsible for its implementation. The Steward works with colleagues and others to form and implement the plan. Thus, each Action Plan in this Report is summarized and presents the conceptual framework around which the ultimate plan will be developed.

Finally, the Council approved, via Resolution 14-20, the Agreement: Mayor, City Council and City Manager Roles, Responsibilities and Expectations.⁸ All sections of the Agreement approved via Resolution 14-20 were affirmed and one addition was made under City Manager Expectations of Mayor and Council, item ‘j’ as follows: “*Understand the critical issues facing the City as it relates to staff capacity (enough people to do the work) and staff capability (talented, well trained employees).*”

⁷ **Action Plan:** An Action Plan refers to specific actions that respond to short- and longer-term strategic objectives. Action plans include details of resource commitments and time horizons for accomplishment. Action plan development represents the critical stage in planning when strategic objectives and goals are made specific so that effective, organization-wide understanding and deployment are possible.

⁸ **Roles, Responsibilities and Expectations Agreement** may be found at Appendix B. The Agreement is officially approved by City Council via Resolution during its March meeting each year.

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PURPOSE, MISSION AND VISION STATEMENTS AND MOTTO

PURPOSE STATEMENT⁹

To improve the quality of life of citizens by providing services that provide for the community's health, safety and welfare.

MISSION STATEMENT¹⁰

To provide value added services¹¹ in a customer friendly, cost efficient and effective manner resulting in a safe and prosperous community.

VISION STATEMENT¹²

To be a vibrant, safe, progressive and prosperous community in which citizens are actively engaged in governance and community activities.

MOTTO¹³

Progress, Potential, Pride



⁹ **Purpose Statement:** A purpose statement is generally a broad statement and refers to the fundamental reason that an organization exists. The primary role of a purpose statement is to inspire an organization and to guide its setting of values. The Purpose Statement was written and approved in April 2009 and confirmed at all subsequent Strategic Planning retreats.

¹⁰ **Mission Statement:** A mission statement refers to the overall function of an organization and answers the question, "What is this organization attempting to accomplish?" The Mission Statement was written and approved in April 2009 and confirmed at all subsequent Strategic Planning retreats..

¹¹ The City of Henderson provides services to its citizens, customers, visitors and guests. The City's Key Customers are its citizens and customers.

¹² **Vision Statement:** A vision statement refers to the desired future state of the organization. The vision describes where the organization is headed, what it intends to be, or how it wishes to be perceived in the future. The Vision Statement was written and approved in March 2010 and confirmed at all subsequent Strategic Planning retreats.

¹³ **The Motto** is taken from the Great Seal of the City of Henderson.

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KEY CUSTOMERS AND THEIR EXPECTATIONS¹⁴

KEY CUSTOMERS

KC 1: Citizens of Henderson

Citizens of Henderson are individuals living within the city limits.

KC 2: Customers of City Services

Customers of City services are individuals and businesses living/located within and/or outside of the city limits receiving city services such as utilities, land use planning and recreation programming, etc.

KEY CUSTOMER EXPECTATIONS

KCE 1: Professional and courteous service

Our customers expect to be treated in a professional and courteous manner by employees who are patient, kind and empathetic to their needs and concerns.

KCE 2: Accurate, truthful information

Our customers expect to receive accurate, truthful information and timely answers to their questions.

KCE 3: Fair treatment

Our customers expect to receive fair and equitable treatment at all times from employees who are willing and able to see both sides of the issue relative to their needs and concerns.

KCE 4: Prompt, effective service

Our customers expect services to be delivered in an effective and prompt manner.

KCE 5: Excellent Product/Service

Our customers expect to receive a good value for their municipal taxes and fees, and therefore expect the products and services we deliver to be excellent.

¹⁴ The identification of Key Customers and their expectations was first approved during the 2010 Strategic Planning Retreat and reconfirmed at all subsequent Strategic Planning Retreats. Amendments to KCE 1 and KCE 3 were approved by City Council as a result of the 2014 Strategic Planning Retreat.

City of Henderson, North Carolina 2014 – 2016 Strategic Plan

CORE VALUES¹⁵ AND PRINCIPLES THAT GUIDE OUR WORK

CV 1: Agreement—Mayor, City Council and City Manager Roles, Responsibilities and Expectations¹⁶

We value the *Agreement* established by the City Council setting forth the Mayor, City Council and City Manager roles, responsibilities and expectations.

CV 2: Citizen/Customer Friendly

We value our citizens and customers and will work with them in a courteous, professional manner. We value their participation and input and owe them an answer to their questions in a timely manner.

CV 3: Fairness

We value equity and will be fair in how we work with citizens and customers and how we implement City policies, regulations and ordinances.

CV 4: Ethical Behavior

We value the public trust and will perform our duties and responsibilities with the highest levels of integrity, honesty, trustworthiness and professionalism.

CV 5: Respectful of Others

We value the opinions of others and will seek to first understand before seeking to be understood, and will at all times agree to disagree in an agreeable manner.

CV 6: Values Diversity

We value and celebrate the diversity of people in our community and municipal workforce.

¹⁵ **Core Values:** Core Values (CV) are the guiding principles and behaviors that embody how the City and its officials, officers and employees are expected to operate. Values reflect and reinforce the City's desired organizational culture. Values support and guide the decision making of every workforce member, helping the City of Henderson to accomplish its mission and attain its vision. The Core Values were originally approved in March 2009 and reconfirmed at all subsequent Strategic Planning Retreats.

¹⁶ See Appendix B.

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2014 – 2016 Strategic Plan

CORE VALUES AND PRINCIPLES THAT GUIDE OUR WORK *(Continued)*

CV 7: Teamwork and Collaborative Efforts

We value teamwork and collaborative efforts with our fellow workers, stakeholders, and partners and believe that through such efforts we will be better able to achieve our goals and objectives.

CV 8: Values Employees

We value our employees and the contributions they make to the City and to the citizens and customers of our community.

CV 9: Good Working Relationship with Vance County

We value a good working relationship with the County of Vance and believe by working together in a cooperative effort we can better address the strategic challenges and opportunities facing our community.

CV 10: Transparency in Governance

We value transparency in the governance and operations of the City.

CV 11: Performance Excellence

We value excellence in how we govern and deliver services and believe that we should always strive for continuous improvement in our work and service delivery processes.

CV 12: Data Based Decision Making

We value the use of valid data in making our decisions.

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KEY STRATEGIC ADVANTAGES¹⁷

KSA 1: Abundant Water Resources, Kerr Lake

Henderson and Vance County are home to Kerr Lake, 48,900 acres / a reservoir comprised by 3,364,500 acre feet at full pool (elevation 326' msl) reservoir and the source of the City's raw water supply.

KSA 2: Major Highways (I-85, Rt. 1, Rt. 158)

Henderson is served by Interstate 85, US Rt. 1 and US Rt. 158. I-85 and Rt. 1 are both four lane median divided limited access highways connecting the city to Raleigh, Durham and Richmond, Virginia.

KSA 3: Great Location in State—Proximity to RDU, RTP, Major Universities, etc.

Henderson is strategically located in the North Central Piedmont of North Carolina in proximity to Raleigh, Durham and Chapel Hill, research universities including NC State University, Duke University and the University of North Carolina at Chapel Hill; Raleigh-Durham International Airport and the Research Triangle Park.

KSA 4: Surplus Water and Wastewater Capacities

Henderson is the majority partner in the Kerr Lake Regional Water System and has 60% of the facility's 10 mgd capacity. The City's current surplus capacity is 4M gpd. The sewer plant has a surplus capacity of 2M gpd

KSA 5: Vance—Granville Community College

Vance—Granville Community College (VGCC) is part of the North Carolina Community College System and serves Vance and Granville counties. Located at milepost 209 on I-85 in Southwest Vance County, and two miles south of the city limits, VGCC provides educational opportunities and workforce training to those living within our region.

KSA 6: Henderson—Oxford Airport

The Henderson—Oxford Airport serves Henderson, Oxford, Vance and Granville counties and is owned by Cities Oxford & Henderson. The paved runway extends for 5002 feet. The facility is at an elevation of 527 feet.

¹⁷ **Key Strategic Advantages:** Key Strategic Advantages (KSA) refers to those benefits that exert a decisive influence on an City's likelihood of future success. These advantages can frequently be sources of the city's current and future competitive success. The KSA's were originally approved in March 2009 and reconfirmed all subsequent Strategic Planning retreats.

City of Henderson, North Carolina 2014 – 2016 Strategic Plan

KEY STRATEGIC CHALLENGES¹⁸

KSC 1: High Crime Rate

Henderson and Vance County had the state's highest crime rate per capita in 2007. High crime was identified as the number one key strategic challenge facing the city by the City Council, staff and public¹⁹.

KSC 2: Economic Development

Henderson suffered a serious loss in its traditional economic base with the loss of tobacco, textiles and the former retail giant Roses Department Stores. The community's unemployment is high, currently 10.5% as of February 2009, and has remained consistently high since that time. There is a lack of good paying jobs, investment and growth. The need for expanded economic development was cited by the City Council, staff and public as a major issue facing the city.²⁰

KSC 3: Poor Housing Conditions

Henderson has a significant amount of substandard housing, much of which is vacant and in a dilapidated condition. Despite excellent work in achieving compliance and through demolition work, approximately 287 houses remain on the inventory list as of February 2014. The need to clean up neighborhoods, make them safer and more decent places in which to live has been determined to be a Key Strategic Challenge.

KSC 4: Sufficient Financial Resources to Support City Operations and Capital Outlay

The demise of the traditional economic base and a sluggish economy has served to reduce traditional revenue sources for the City's budget. During the period FY99 to FY05, the City drew down its undesignated fund balance from approximately 42% of budget to 0.25% of budget in FY05. By the close of FY08, the percentage had increased to about 13%. At the close of FY13, the unassigned (formerly undesignated balance) had grown to about 19.5%, or about 10.5% below goal of 30%. This Key Strategic Challenge is determined to be linked to organizational sustainability²¹.

¹⁸ **Key Strategic Challenges:** Key Strategic Challenges (KSC) refers to the pressures and challenges that are exerting a decisive influence on the City's likelihood of future success. These challenges frequently affect the City's potential future competitive position vis-à-vis other cities. Key Strategic Challenges may be both external and internal drivers. The afore-referenced KSCs have been reconfirmed at all subsequent Strategic Planning Retreats.

¹⁹ *Henderson Public Input Report, Preliminary Report*, 22 April 2008. This Report was prepared by the NC Department of Commerce, Division of Community Assistance, as part of its work program to prepare a comprehensive land use development plan for the City.

²⁰ Ibid. The verbiage in this KSC was updated in February 2014.

²¹ **Organizational sustainability:** Organizational sustainability refers to a key strategic challenge that, if not addressed, can threaten the long term viability of an organization.

City of Henderson, North Carolina 2014 – 2016 Strategic Plan

KEY STRATEGIC CHALLENGES (Continued)

KSC 5: Competitive Employee Pay and Retention

Over the past decade, the City's employee competitive pay status has eroded to where even smaller towns within the region pay more. The consequences of this are affecting turnover, particularly in the police department and sanitation division. The ability to recruit and retain qualified employees is critical to the City being able to achieve its Mission. This Key Strategic Challenge is determined to be linked to organizational sustainability.

KSC 6: Improving City Services

In order to ensure that the City's limited resources are being utilized in the most cost-efficient and effective manner, it is critical that the City's work processes and service delivery systems be examined and improved in order to achieve its Mission.

KSC 7: Adequate Leisure and Cultural Services for Inner City Youth, Seniors, etc.

There is concern about the recreational and cultural services that are available for the community, particularly inner city youth. Given the high poverty rate, it is critical that recreational and cultural activities for youth and young adults and access to them be developed and addressed; respectively.

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2014 – 2016 Strategic Plan**

KEY STRATEGIC OBJECTIVES—SUMMARY

During its 2009 Retreat, the City Council approved eight Key Strategic Objectives as a means to address the Key Strategic Challenges, Key Strategic Advantages and issues and concerns that were identified and discussed.²² A summary of the Key Strategic Objectives that were approved is provided below:

Key Strategic Objectives Summary Matrix			
KSO	Brief Summary of KSO	Addresses KSA	Addresses KSC
1	Implement Performance Excellence		1,2,3,4,5,6,7
2	Safe Community		1
3	Economic Development	1,2,3,4,5,6	2,3,4,6
4	Improve Housing Stock		1, 2, 3
5	Reliable Infrastructure	1,4	2,4,6
6	Retain Qualified Municipal Workforce		5,6
7	Expand Leisure Services	1	1,7
8	Provide Sufficient Funding for Services		4,6

²² The City Council reaffirmed the Key Strategic Objectives were approved in 2009 and have been reaffirmed in each succeeding Strategic Planning Retreat. KSO 2 was changed from ‘reduce crime’ to ‘safe community’ during the 2014 Strategic Planning Retreat.

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KSO 1: IMPLEMENT PERFORMANCE EXCELLENCE²³

To Provide Excellent Customer Service Providing for the Efficient and Effective Delivery of Services by Implementing Performance Excellence within the Organization.

KSA's Addressed: none

KSC's Addressed: 1, 2, 3, 4, 5, 6, 7

Purpose

The purpose of this KSO is to set an expectation that the City must strive for continuous improvement, evaluate and improve processes whenever possible in order to achieve greater efficiencies and be more effective in the manner in which it does business and delivers services.

Approach

Department Directors and staff will be trained in High Performance Organization (HPO) and Baldrige criteria and Plan-Do-Check-Act (PDCA) process improvement. Teams will be formed to evaluate processes that appear to be good candidates for process improvement. (See Action Plan 1-2)

Desired outcomes

Desired outcomes include: 1) Improved products and/or services; 2) Improved customer service; 3) Savings and/or cost avoidance; 4) Innovation; and 5) Effectiveness.²⁴

Performance Measures

1. Cost Savings/Cost Avoidance due to process improvement
2. Process Improvements Initiated and Completed
3. Customer Satisfaction

Steward

City Manager Griffin

²³ **Performance Excellence:** Performance Excellence is used in this Report to describe the use and implementation of Baldrige Quality Management Criteria and Principles within Henderson City government and operations. This KSO was initially approved in the 2009-2011 Strategic Plan and has been reconfirmed by Council in all subsequent Strategic Planning Retreats.

²⁴ **Expected Outcomes from Process Improvements Efforts:** A more complete definition for each of the five (5) desired outcomes may be found at Appendix D.

City of Henderson, North Carolina 2014 – 2016 Strategic Plan

Action Plan 1-1: Implement Process Improvements²⁵

Purpose

The purpose of implementing process improvement is to evaluate the various work processes of the City in order to effect improvement in how service is delivered and where possible effect savings. Process improvement reviews will include consideration of privatization of certain services as appropriate.

Approach

Process improvement will utilize the Plan-Do-Check-Act (PDCA) methodology. The goal is for each department, and each division of large departments, to form Process Improvement Teams (PIT Crew) and/or Small Teams and conduct two process improvement reviews annually. Team reports will be presented to City Council and to the City's Leadership Team and other process improvement teams.

Time Frame

Long term and continuous.

Desired Outcomes

Desired outcomes include: 1) Improved products and/or services; 2) Improved customer service; 3) Savings and/or cost avoidance; 4) Innovation; and 5) Effectiveness.

Performance Measures

1. Number of process improvements initiated and completed
2. Reduced costs/costs avoidance due to the specific process improvement implemented
3. Improved effectiveness in service delivery due to the specific process improvement implemented

Steward

City Manager Griffin

Action Plan 1-1a: Develop Strategic Plan.²⁶

Action Plan 1-2a: 4-Year Staggered Terms for Mayor and City Council Members²⁷

Action Plan 1-2b: Create a Brand for the City²⁸

²⁵ **Performance Excellence** was reconfirmed in February 2014. See Appendix E.

²⁶ **Develop Strategic Plan** was approved in 2009 and completed later that year. It is considered complete and Council meets annually in Strategic Planning Retreat to review and update its Strategic Plan.

²⁷ **4-Year Staggered Terms** was added to the Strategic Plan in 2010. Implementation was completed with the 2013 general election. This Action Plan is now considered complete.

²⁸ **Create a Brand for City**, approved in 2011, was never actualized and removed from the Strategic Plan in February 2014.

City of Henderson, North Carolina 2014 – 2016 Strategic Plan

Action Plan 1-3: Study Areas for Privatization²⁹

Action Plan 1-3a: Develop Mandatory Recycling Plan and Improve Revenue Stream³⁰

Action Plan 1-4: Improve Citizen Engagement³¹

Purpose

The purpose of this Action Plan is to begin the process of identifying methods to notify citizens of happenings within the City (i.e: water system improvements, street work, etc.) and to keep them updated regarding issues such as committee openings, events and City information.

Approach

A process improvement team has been formed to consider options and approaches available to the City to achieve its goal of improved communications with citizens and customers.

Time Frame

Short-term

Desired Outcomes

Desired outcomes include: 1) user-friendly and affordable methods of communications, including social media and improved web-site presence that will keep a majority of citizens and customers better informed.

Performance Measures

1) Better informed citizenry; 2) More involved citizenry

Stewards

Erris Dunston, Planning Director and her Performance Improvement Team

²⁹ **Privatization:** This Action Plan is an outcome of Council's discussions at the 2011 Strategic Planning Retreat. Significant interest was expressed in how to comply with increasingly stringent State recycling mandates and how to improve the revenue stream from the sale of recyclable household solid waste. This Action Plan is closely aligned with Action Plan 1-1, Implement Process Improvements. Solid Waste Privatization was achieved in 2010.

³⁰ **Mandatory Recycling:** Included in the Strategic Plan in 2011, this plan was not successful due to the limited amount of recycling waste generated in the city as well as the high cost of implementing city-wide mandatory recycling. It was removed from the Strategic Plan in 2012.

³¹ **Improved communications:** This Action Plan was added to the Strategic Plan in 2012 and given added emphasis in the 2014 Retreat. Council sees this as an opportunity to help improve the City's image as well as improve communications between the City and its citizens and customers. The charge to develop new processes in this regard has been given to the Performance Improvement Team.

**City of Henderson, North Carolina
2014 – 2016 Strategic Plan**

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City of Henderson, North Carolina 2014 – 2016 Strategic Plan

KSO 2: SAFE COMMUNITY³²

To Reduce Crime and Provide for a Safe Community.

KSA's Addressed: none

KSC's Addressed: 1

Purpose

The purpose of this KSO is to acknowledge that the crime rate is too high and to set an expectation that the crime rate in the city must be reduced in order to make the city safer. Additionally, it is recognized the Fire Department and Emergency 911 Center may also offer action plans to help achieve the goal of a safe community.

Approach

The Police, Fire and Emergency 911 departments will implement strategies that will be designed to reduce crime by forming collaborative relationships with private citizens, businesses and others as well as developing other partnerships and initiatives to help ensure a safe city.

Desired outcomes

Desired outcomes include: 1) reduction in the crime rate; 2) safer neighborhoods

Performance Measures

1. Crime Rate
2. Clearance Rate

Stewards:

Police Chief Barrow, Fire Chief Wilkerson, Emergency Services Director Short

Action Plan 2-1: Increase Community Watch Groups³³

Action Plan 2-2a: Collaborative Efforts With Local Media³⁴

Action Plan 2-2b: Collaborative Efforts with Partners³⁵

³² The title of this Key Strategic Objective was changed from 'Reduce Crime' to 'Safe Community' during the 2014 Strategic Planning Retreat.

³³ **AP 2-1: Year of Community Watch** action plan was added to the Strategic Plan in 2009 and completed in 2010 and not continued forward into 2011.

³⁴ **AP 2-2a: Media Partnerships:** This action plan was introduced by former Police Chief Sidwell and approved by Council at the Retreat January 2010 and considered complete in 2011. An effective relationship now exists between HPD and the local media, both print and radio.

³⁵ **AP 2-2b: Collaborative Partnerships:** This Action Plan was approved in 2009 and resulted in the creation of effective and on-going partnerships with property managers and owners and utility providers. This Action Plan was considered complete and removed from the Strategic Plan in 2011.

City of Henderson, North Carolina 2014 – 2016 Strategic Plan

- Action Plan 2-3a: Legislative Authorities³⁶**
Action Plan 2-3b: Implement Geographic Policing³⁷
Action Plan 2-4: Collaborative Efforts with Businesses³⁸

Purpose

The purpose of this Action Plan is to acknowledge the crime rate is too high and to set an expectation it will be reduced in order to make the city safer by developing effective relationships with the business community.

Approach

The Police Department will implement strategies designed to reduce crime by forming collaborative relationships with businesses and non-profit groups.

Desired Outcomes

Desired outcomes include: 1) reduction in crime rate; 2) reduction of crime on business properties; and 3) safer business areas

Performance Measures

- 1) Reduced crime in business districts; 2) Number of businesses participating in Crime Prevention Through Environmental Design (CPTED).

Steward

Chief Barrow

³⁶ **AP 2-3a: Legislative Authorities:** This Action Plan was approved in 2009 and ultimately resulted in State-wide legislation stewarded by Chief Sidwell resulting in tightening-up of repeat offenders legislation. This Plan is completed and was removed from the Strategic Plan in 2011.

³⁷ **AP 2-3b:** This action plan was introduced by Chief Sidwell and approved by Council at the Retreat January 2010 Retreat and has been fully implemented. It was removed from the Strategic Plan in 2012.

³⁸ **AP 2-4: Business Watch** was approved in 2012 and is being actively deployed in the business community.

City of Henderson, North Carolina 2014 – 2016 Strategic Plan

Action Plan 2-5: Collaborative Partnerships with Faith Community³⁹

Purpose

The purpose of this Action Plan is to acknowledge the crime rate is too high in some of the city's neighborhoods and effective partnerships with the faith community may help affect and reduce the root cause of neighborhood crime.

Approach

The Police Department will implement strategies designed to reduce crime by forming collaborative relationships with the faith community.

Desired Outcomes

Desired outcomes include: 1) reduction in neighborhood crime rate; 2) Creation of effective, on-going faith based collaborative partnerships formed; 3) safer neighborhoods.

Performance Measures

- 1) Target Neighborhoods' Crime Rates; 2) Number of effective faith-based collaborative partnerships formed.

Steward

Police Chief Barrow

³⁹ **AP 2-5: Faith Based Collaborative Partnerships:** This Action Plan was proposed by Chief Barrow and added to the Strategic Plan in 2014.

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City of Henderson, North Carolina 2014 – 2016 Strategic Plan

KSO 3: ENHANCED ECONOMIC DEVELOPMENT

To Create New Jobs and Investment, Expand the Tax Base and Increase the Per Capita Income.

KSA's Addressed: 1, 2, 3, 4, 5, 6

KSC's Addressed: 1, 2, 3, 4, 6, 7

Purpose

The purpose of this KSO is to address the serious issues of high unemployment, rebuilding the economic base in the aftermath of the loss of the traditional base of tobacco, textiles and the Roses Department Stores headquarters and expanding the commercial-retail base in order to keep the city as a regional commercial market.

Approach

The approaches taken to address this KSO will be varied and based on forming multiple partnerships with the Henderson/Vance County Economic Development Commission, Vance County, the private sector and others.

Desired Outcomes

Desired outcomes include: 1) lower unemployment; 2) more job opportunities; 3) expanding business investment; 4) expanding tax base; 5) growing sales tax revenues; and 6) higher per capita income.

Performance Measures

1. Unemployment rate.
2. Expansion of the tax base.
3. Sales Tax Growth.
4. Per capita income.

Stewards

Mayor
City Council
Economic Development Commission
City Manger

City of Henderson, North Carolina 2014 – 2016 Strategic Plan

- Action Plan 3-1a: Re-Establish Economic Development Commission with Vance Co.**⁴⁰
Action Plan 3-1b: Align EDC and City Strategic Plans⁴¹
Action Plan 3-1c: Establish One-Stop Process for Business Licenses & Permits⁴²

Purpose

The purpose of this Action Plan is to establish a one-stop process for business licensing and permitting by aligning City and County land use and building code departments' processes.

Approach

City planning staff will invite County building and planning staff to form a process improvement team to evaluate the current methods of permitting and licensing and then identify opportunities for improvement that result in the creation of a one-stop permitting process. The City and County Liaisons will be involved as appropriate since governing body actions may be necessary to align local codes and ordinances.

Time Frame

Short term with completion anticipated prior to 30 June 2012.

Desired Outcomes

Desired outcomes include: 1) One-stop permitting process established; 2) improved cycle time to issue permits and licenses; 3) improved customer satisfaction

Performance Measures

1. Customer satisfaction
2. Permit issuance cycle time

Stewards

City Manager
Planning Director

⁴⁰ **AP 3-1a: EDC Re-established.** This Action Plan was approved in 2009 and was completed in July 2010 with the reformation of the Joint Henderson/Vance Economic Development Commission.

⁴¹ **AP 3-1b: Align Economic Development Commission and City's strategic plans.** This was added to the Strategic Plan in 2010 and completed in late 2010. It was removed from the Strategic Plan in 2011.

⁴² **AP 3-1c: 1-Stop Permitting:** During the 2011 Strategic Planning Retreat, Council determined it should work to streamline City and County land use and building permit processes in order for the City to become more business friendly. This was not successful and in 2013 the focus changed to work on the City's internal permitting processes to make them as 1-Stop as possible. It is anticipated this Action Plan will be completed in 2014 and will open the door to renewed discussions with Vance County relative a joint City-County Inspections/Permitting agency.

City of Henderson, North Carolina 2014 – 2016 Strategic Plan

- Action Plan 3-2a: Expand Commercial Retail Base⁴³**
Action Plan 3-2b: Revise and Align Land Use and Sign Ordinances⁴⁴
Action Plan 3-2c: Implement Conditional Zoning⁴⁵

⁴³ **AP 3-2a: Expand Retail Base** was added to the Strategic Plan in 2009 and removed in 2011 as the EDC began to actively become involved with this initiative. The City actively participates on EDC's commercial retail committee.

⁴⁴ **AP 3-2b: Revise and align land use and sign ordinances** was considered and approved at the January 2010 Retreat. Revision to the land use and signage codes is still deemed a high priority despite funding issues. The continued inability to fund the needed upgrades to the codes resulted in this Action Plan being removed from the Strategic Plan in 2014.

⁴⁵ **AP 3-2c: Conditional Zoning** was added to the Strategic Plan in 2011 and completed in by year's end. It was removed from the Strategic Plan in 2012.

City of Henderson, North Carolina 2014 – 2016 Strategic Plan

Action Plan 3-3: Locate the High Speed Passenger Rail Station and Service in Downtown⁴⁶

Purpose

The purpose of this on-going Action Plan is to locate the proposed high speed passenger rail station in downtown Henderson.

Approach

City staff will continue to participate with the high speed rail study and planning team to secure the location of a high speed rail passenger station and service in downtown Henderson.

Time Frame

Long term with completion anticipated between 2016 and 2020. This action plan is highly depending upon Federal and State planning and funding.

Desired Outcomes

Desired Outcomes include: 1) Location of high speed rail passenger station and service in downtown Henderson.

Performance Measures

1. Approval of high speed rail passenger service in downtown Henderson.
2. Construction and opening of high speed rail passenger station in downtown Henderson.

Stewards

City Manager
Community Development and Planning Director

⁴⁶ **AP 3-3 High Speed Rail** was first included in the Strategic Plan in 2009. This is a long term action plan highly dependent on Federal and State policies and Resourcing. The Action Plan has been reconfirmed in each subsequent Strategic Plan.

City of Henderson, North Carolina 2014 – 2016 Strategic Plan

Action Plan 3-4:	Market Henderson’s Attributes⁴⁷
Action Plan 3-5:	Redevelop Downtown⁴⁸
Action Plan 3-6:	Comprehensive Land Use Plan⁴⁹
Action Plan 3-7:	Develop an Annexation Plan⁵⁰

⁴⁷ **AP 3-4 Market Henderson’s Attributes** was deleted from the Strategic Plan during the January 2010 Retreat. It was felt that the EDC would be the best organization to lead this effort since it is now the City’s arm for economic development and the Action Plan was de-authorized and its numeric designation assigned for future use.

⁴⁸ **AP 3-5 Downtown Redevelopment** was created as part of the 2009—2011 Strategic Plan. This Action Plan is somewhat redundant to the one in KSO 4 and was deleted from the Strategic Plan in 2012 with the completion of the two Hope VI Main Street housing developments in downtown.

⁴⁹ **AP 3-6 Complete and Approve Comprehensive Plan** was created as part of the 2009-2011 Strategic Plan. The new Comprehensive Plan was approved by the City Council in the Spring of 2010 and this Action Plan was removed from the Strategic Plan in 2010.

⁵⁰ **AP 3-7 Annexation Plan:** This Action Plan was developed as part of the 2009-2011 Strategic Plan. FY10 budgetary restraints precluded resourcing; however, new State law has rendered involuntary annexation all but impossible. The Action Plan was removed from the Strategic Plan in 2014.

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KSO 4: IMPROVE CONDITION OF THE HOUSING STOCK

To Improve the Condition and Expansion of the Housing Stock.

KSA's Addressed: none

KCA's Addressed: 1, 2, 3

Purpose

The purpose of this KSO is to focus on the critical need to improve the housing stock and quality of neighborhoods within the city. A significant number of houses are either dilapidated or vacant and/or are deteriorated and in need of rehabilitation in order to bring them up to code. Additionally, there is a need for more decent, affordable housing and more market priced housing in order to provide a more diversified housing mix and one that meets the needs of the community.

Approach

The approach to address this KSO will be multi-fold. First, it will continue to implement aggressive code enforcement in order to bring houses up to standard code or to demolish them. Secondly, the approach will be to partner with the private sector to effect redevelopment of neighborhoods and commercial properties in downtown. Thirdly, the approach will be to partner with 501(c)3 organizations and private developers to expand the housing stock for both affordable and market based housing.

Desired Outcomes

Desired outcomes include: 1) more stable neighborhoods by the removal of blight; 2) increased home ownership; 3) more viable downtown through use of upper floors for housing.

Performance Measures:

1. Percent of blight
2. Percent of new housing units in home ownership vis-à-vis rental
3. New housing units in downtown

Stewards

Code Compliance Director
Community Development & Planning Director

City of Henderson, North Carolina 2014 – 2016 Strategic Plan

Action Plan 4-1—Aggressive Code Enforcement⁵¹

Purpose

The purpose of this Action Plan is to actively enforce City Codes that result in the rehabilitation and/or demolition of substandard, dilapidated or deteriorated housing in order to remove blight.

Approach

The Code Compliance Director will identify properties that fall below minimum code standards and/or present blight within neighborhoods. He will work with property owners to effect voluntary compliance and in the absence of that, he will effect involuntary measures up to and including demolition. Additionally, he will work to develop partnerships with the faith community to help provide resourcing for the demolition of dilapidated structures.

Time Frame

Long term with the understanding this will be a continuous effort until the city's housing stock has achieved a better balance in terms of code compliant units vs. non-compliant.

Desired Outcomes

Desired outcomes include:

- 1) reduced blight within the city;
- 2) cleaner, safer and more decent housing;
- 3) fewer dilapidated abandoned structures within the city

Performance Measures

1. Housing units demolished/rehabilitated
2. Percent of blight within city

Steward

Code Compliance Director

⁵¹ **AP 4-1: Code enforcement** was included with the 2009-2011 Strategic Plan and is continued in this Plan since efforts are still ongoing in dealing with the city's blighted and abandoned properties issue. It is anticipated this Action Plan will remain in the Strategic Plan for the foreseeable future. The Action Plan was amended in 2014 to include forming effective partnerships with the faith community as a means to help provide resourcing to remove dilapidated structures.

City of Henderson, North Carolina 2014 – 2016 Strategic Plan

Action Plan 4-2:	Redevelopment⁵²
Action Plan 4-3:	Home Ownership⁵³
Action Plan 4-4:	Beacon Light⁵⁴
Action Plan 4-5:	REEF Project Development⁵⁵

⁵² **AP 4-2: Redevelopment** was created as part of the 2009-2011 Strategic Plan. The action plan was amended during the January 2010 Retreat to include the neighborhood redevelopment project for the Flint Hill—Hillside Avenue area. The Action Plan is carried forward into the FY11-13 Strategic Plan. With the completion of the Hope 6 Main Street housing initiative and the failure of the Flint Hill-Hillside partnership to form and move forward, this Action Plan was removed from the Strategic Plan in 2013.

⁵³ **AP 4-3: Home Ownership.** This action plan was created as part of the 2009-2011 Strategic Plan. The City was able to successfully amend its grant agreements with the State relative the A. L. Harris and Carey Chapel developments. These projects have been closed out. Given the change in Federal and State focus on home ownership programs, this Action Plan was considered complete with the closeout of Harris and Carey Chapel and removed from the Strategic Plan in 2012.

⁵⁴ **AP 4-4: Beacon Light** Action Plan was created to focus solely on this dilapidated 108 unit housing project built in the 1970s. It was added to the Strategic Plan in 2011 and demolition of the project was completed later that year. The Action Plan was removed from the Strategic Plan in 2012.

⁵⁵ **AP 4-5: REEF Project** was a project conceived by the Downtown Development Commission (DDC) and the NC Community Initiative (Initiative) in an effort to convert an old tobacco warehouse into a viable multi-purpose facility serving the low-income area in East Henderson. The City joined with the effort as a supporting third party. The DDC lost its major prospective tenant in late 2012 and the project has stalled. DDC is now attempting to sell the property. This Action Plan was removed from the Strategic Plan in 2014.

City of Henderson, North Carolina 2014 – 2016 Strategic Plan

Action Plan 4-6: Flint Hill Neighborhood Redevelopment⁵⁶

Purpose

The purpose of this Action Plan is to create effective partnerships with the Flint Hill community, faith community and other agencies which might assist in transforming this neighborhood into a more viable, safe and livable community.

Approach

The Planning and Community Development Director and Code Compliance Director will coordinate efforts to form effective partnerships with the State of NC, Division of Community Assistance for CDBG grants when they might be available again for housing and neighborhood development; partnerships with the Flint Hill community residents via the newly formed Flint Hill Advisory Committee and other partnerships to help improve the overall quality of life in the area.

Time Frame

Long-term

Desired Outcomes

Desired outcomes include:

- 1) development of a Flint Hill development plan;
- 2) reduced blight within the neighborhood;
- 3) cleaner, safer and more decent housing;
- 4) reduced crime within the neighborhood

Performance Measures

1. Housing units demolished/rehabilitated
2. Increased neighborhood engagement

Steward

Code Compliance Director Williams
Planning and Community Development Director Dunston

⁵⁶ **AP 4-6: Flint Hill Redevelopment** is a formalization of Council's efforts to secure CDBG funding for this area of town and was added to the Strategic Plan in 2014. The focus on Flint Hill began in 2010 and was renewed in 2012 with the grant application.

City of Henderson, North Carolina 2014 – 2016 Strategic Plan

Action Plan 4-7: Urban Homesteading⁵⁷

Purpose

The purpose of this Action Plan is to create an effective partnership with Vance County resulting in an innovative Urban Homesteading initiative allowing for the transfer of jointly held foreclosed properties from the City and County to individuals willing to invest in upgrading the property and living on same for a specified period of time.

Approach

The City Manager will seek to form a partnership with the County Manager to establish this concept as a good, viable public policy for both governing bodies. The utilization of the City and County liaisons will be used to help foster inter-governmental cooperation

The Planning and Community Development Director and Code Compliance Director will coordinate efforts to develop a model urban homesteading policy

Time Frame

Long-term

Desired Outcomes

Desired outcomes include:

- 1) development of a Flint Hill development plan;
- 2) reduced blight within the neighborhood;
- 3) cleaner, safer and more decent housing;
- 4) reduced crime within the neighborhood

Performance Measures

1. Housing units demolished/rehabilitated
2. Increased neighborhood engagement

Steward

Code Compliance Director Williams
Planning and Community Development Director Dunston

⁵⁷ AP 4-7: Urban Homesteading was added to the Strategic Plan in 2014.

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City of Henderson, North Carolina 2014 – 2016 Strategic Plan

KSO 5: PROVIDE RELIABLE, DEPENDABLE INFRASTRUCTURE

To Provide Reliable, Dependable and Environmentally Compliant Infrastructure Systems.

KSA's Addressed: 1, 4

KSC's Addressed: 2, 4, 6

Purpose

The purpose of this KSO is to recognize that a focus on maintaining as well as expanding the infrastructure is essential to a progressive and economically competitive city.

Approach

A State of the Infrastructure Report will be prepared to identify the needs of the various systems and to develop recommendations for funding improvements.

Desired Outcomes

Desired outcomes include: 1) a comprehensive knowledge and understanding of the depth of the infrastructure needs of the city; 2) development of a prioritized plan of action to address the findings of the State of Infrastructure Report.

Performance Measures

1. Completion of the State of Infrastructure Report

Steward

Assistant City Manager Frazier

Action Plan 5-1: Develop and Approve a Prioritized and Funded Multi-Year Utilities Capital Improvements Plan (CIP)⁵⁸

Action Plan 5-1a: Develop and Approve a Prioritized Multi-Year General Fund Capital Improvements Plan (CIP)⁵⁹

⁵⁸ **AP 5-1: Multi-Year Utilities CIP.** This action plan was included in the Strategic Plan in 2009. The CIP was completed in early 2011 and removed from the Strategic Plan in 2012.

⁵⁹ **AP 5-1a: Multi-Year General Fund CIP.** This action plan was included in the Strategic Plan in 2012 and was approved by City Council as part of the FY12-13 Budget. The action plan was subsequently removed from the Strategic Plan in 2013. Severe funding limitations in the General Fund have precluded funding the CIP.

City of Henderson, North Carolina 2014 – 2016 Strategic Plan

Action Plan 5-2: Expand the Kerr Lake Regional Water Treatment Facility⁶⁰

Purpose

The purpose of this Action Plan is to effect the successful expansion of the Kerr Lake Regional Water Treatment facility from a 10.0 mgd facility to a 20.0 mgd facility.

Approach

This action plan is on-going. The City has hired an engineering firm to assist with the necessary State approvals for an increase in the inter-basin transfer (IBT) of water permit required for the plant's expansion as well as design for the expanded facility.

Time Frame

Long term with the expectation the project will be ready to bid by summer/fall 2015.

Desired Outcomes

Desired outcomes include: 1) Approval of the expanded IBT permit; 2) expansion of the water treatment facility; 3) adequate potable water resources for the next 30 years.

Performance Measures

1. Approval of the IBT Permit
2. Expansion of the water treatment facility

Stewards

Assistant City Manager
Regional Water Plant Director

Action Plan 5-3: Comply with Consent Order for Sandy Creek Basin⁶¹

⁶⁰ **AP 5-2: Water Plant Expansion** was included as part of the 2009-2011 Strategic Plan. The project is still active and will be included in future Strategic Plans at least until 2017. In 2014, the City is seeking Legislative relief for the inter-basin transfer of water permit from DENR.

⁶¹ **AP 5-3: Complete Sandy Creek Special Order of Consent (SOC)**. This action plan was included as part of the 2009-2011 Strategic Plan. The City has fully complied with the terms and conditions of the SOC and it has now been removed from the Strategic Plan as of 2010.

City of Henderson, North Carolina 2014 – 2016 Strategic Plan

Action Plan 5-4: Upgrade Sewer Plant⁶²

Purpose

The purpose of this Action Plan is to effect the successful upgrade of the Henderson Water Reclamation facility.

Approach

This action plan is on-going. The City has hired McGill to assist in the project development and funding process. This bid was awarded on 14 January 2013; NCDENR will have to approve the awardee.

Time Frame

Mid-term with the expectation the project will be completed 9 November 2014.

Desired Outcomes

Desired outcomes include: 1) Up-to-date facility; 2) able to meet growth expectations; 3) a facility that will serve the community for the next 20-30 years.

Performance Measures

1. Timely completion of project
2. Reduced operating costs of new plant

Stewards

Assistant City Manager
Henderson Water Reclamation Facility Director

⁶² **AP 5-4: Upgrade Sewer Plant** was identified as a critical need as a result of the Multi-Year Utilities CIP study and the project was approved by City Council. It was added to the Strategic Plan in 2011 and construction work began in 2013. Work is expected to be completed by end of first quarter of 2015, weather permitting.

City of Henderson, North Carolina 2014 – 2016 Strategic Plan

Action Plan 5-5: 2” Water Line Replacement⁶³

Purpose

The purpose of this Action Plan is to establish a plan for replacing the old 2” water lines within City limits.

Approach

This action plan is on-going. A plan needs to be developed for identifying water lines needing replacement and then establishing a timeframe for replacement beginning with the lines which are in most need of repair.

Time Frame

Long term

Desired Outcomes

Desired outcomes include: 1) Establishing yearly funding; 2) Establish yearly plan; 3) replace approximately 13,000 linear feet of old 2” water lines.

Performance Measures

1. Timely completion of project

Stewards

Assistant City Manager
Public Services Department

⁶³ **AP 5-5: Replace 2” Water Lines** was identified as a critical need as part of the Utilities Multi-Year CIP study. The action plan was included in the Strategic Plan in 2012 and work on the \$1.2M project is well underway.

**City of Henderson, North Carolina
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KSO 6: DEVELOP AND MAINTAIN A QUALIFIED MUNICIPAL WORKFORCE

To Provide a Supportive and Competitive Workforce Climate that Facilitates and Maintains a Strong Workforce Capability and Capacity and Adequate Staffing Levels.

KSA's Addressed: none

KSC's Addressed: 5, 6

Purpose

The purpose of this KSO is to recognize that having a well trained, competitively paid workforce is critical to the City's success in providing and delivering quality and value-added services to citizens and customers.

Approach

The Human Resources Manager will cause the appropriate pay comparative studies to be performed, redevelop the performance appraisal systems and work with department directors and employees to develop individual training programs that focus on customer service and the appropriate work focus for employees.

Desired Outcomes

Desired outcomes include: 1) Completion of a comprehensive pay/benefits study; 2) implementation of a phased approach to implementing the results of the aforementioned study; and 3) improved employee performance.

Performance Measures

1. Completion of Pay/Classification/Benefits study
2. Revised and up-to-date employee appraisal system
3. Employee training hours

Steward

Human Resources Director

City of Henderson, North Carolina 2014 – 2016 Strategic Plan

Action Plan 6-1—Pay Classification Study⁶⁴

Purpose

The purpose of this Action Plan is to perform a city-wide pay-classification study in an effort to address *workforce climate* issues by providing information and data on the extent to which the current pay system is competitive with similar communities and communities within our region. The last comprehensive pay classification study for the City was performed in 1993.

Approach

The Human Resources Manager will develop an RFP for a pay classification study to be implemented during the FY12 Budget. It is anticipated that the work will be accomplished through the NC League of Municipalities.

Time Frame

Short term with the anticipation the plan would be completed by the end of March 2012.

Desired Outcomes

Desired Outcomes include: 1) fact based study that provides valid data about the City's competitive pay and benefits status vis-à-vis appropriate comparative cities, counties and towns within North Carolina.

Performance Measures

1. Completion of pay/classification/benefits study.
2. Employee satisfaction

Steward

Human Resources Director

⁶⁴ AP 6-1 Pay/Class Study was included in the Strategic Plan in 2009. The action plan was stalled for years due to funding limitations; however, funding was provided in the FY14 Budget. The Report is planned to be presented to Council in the Spring of 2014.

City of Henderson, North Carolina 2014 – 2016 Strategic Plan

Action Plan 6-2—Update Personnel Policy and Procedures Manual⁶⁵

Purpose

The purpose of this Action Plan is to update the City's Personnel Policy and Procedures Manual. The Manual was written in 1998 and is comprised of old and outdated language in some sections. A comprehensive review and updating is appropriate.

Approach

The Human Resources Manager and City Manager will coordinate the review and recommend periodic changes to the City Council. Major policy issue adjustments will be taken to the Human Resources Committee prior to Council consideration; however, minor tweaks will be taken directly to Council.

Time Frame

Short term with the anticipation the plan would be completed by the end of June 2012.

Desired Outcomes

Desired outcomes include: 1) To have an updated personnel policy that meets the current business needs of the City; 2) less confusion among the workforce about the City's personnel policies

Performance Measures

1. Updated Plan

Steward

Human Resources Director

Action Plan 6-2a: Merit Pay to COLA One-Time Salary Adjustment⁶⁶

⁶⁵ **AP 6-2 Merit to COLA** was included in the 2009-2011 Strategic Plan; however, it was never implemented due to recessionary impacts on the budget, thus, the action plan was resolved and closed. The Action Plan Number 6-2 was reserved for future use in the 2010-2012 Strategic Plan. The Action Plan has been assigned to an activity, Update and Reconcile Personnel Policy, in the 2011-2013 Strategic Plan.

⁶⁶ **AP 6-2a:** This action plan was included in the Strategic Plan in 2009. During deliberations by Council subsequent to its inclusion in the Strategic Plan, the action plan was voted down due to concerns about the worsening economy due to the Great Recession.

City of Henderson, North Carolina 2014 – 2016 Strategic Plan

Action Plan 6-3—Career Development & Training Plan⁶⁷

Purpose

The purpose of this Action Plan is to evaluate the career development plans that currently exist in several departments, develop plans for departments that do not have them and ensure that all plans are aligned and under the direction of the Human Resources Manager. A Henderson City Academy will be developed to align professional certification training, City required and optional training opportunities.

Approach

The Human Resources Manager will organize and work with an Academy Team that will develop curriculum for the Academy.

Time Frame

Short term with the anticipation the plan would be completed by the end of June 2012.

Desired Outcomes

Desired outcomes include: 1) To build *workforce capability* by ensuring that our workforce is properly trained and able to perform the work that is required.

Performance Measures

2. Career development/training plan developed for each department.
3. Hours of annual training per employee

Steward

Human Resources Director

⁶⁷ **AP 6-3 Training** was included in the Strategic Plan in 2009. This long-term action plan is still being developed and deployed.

City of Henderson, North Carolina 2014 – 2016 Strategic Plan

Action Plan 6-4—Diversity and Sensitivity Training⁶⁸

Purpose

The purpose of this Action Plan is to develop an appropriate diversity and sensitivity training plan for municipal employees so they might better understand how to approach and communicate with persons of other backgrounds.

Approach

The Human Resources Manager will form a Performance Improvement Team to develop an appropriate course, or courses, in the City Academy to achieve this goal for existing employees. Also, the training will be made available to new hires via orientation.

Time Frame

Short term with the anticipation the plan would be completed by the end of December 2014.

Desired Outcomes

Desired outcomes include: 1) a more sensitive and responsive workforce.

Performance Measures

1. Development of diversity and sensitivity training class
2. Number of employees trained
3. A more cohesive workforce
4. Improved customer satisfaction

Steward

Human Resources Director

⁶⁸ **AP 6-4: Diversity & Sensitivity Training.** This action plan was added to the Strategic Plan in 2014. It will be developed and incorporated as part of the City Academy.

**City of Henderson, North Carolina
2014 – 2016 Strategic Plan**

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City of Henderson, North Carolina 2014 – 2016 Strategic Plan

KSO 7: To Expand Leisure and Cultural Services, Programs and Facilities⁶⁹

To expand leisure and culture services, programs and facilities to meet the needs of a diverse community.

KSA's Addressed: 1

KSO's Addressed: 1, 7

Purpose

The purpose of this KSO is to acknowledge that expanded leisure services, programs, and facilities are desired to meet the leisure service needs of the citizens, particularly those inner-city citizens with limited access to existing leisure services, programs and facilities.

Approach

The Recreation/Parks Department will develop strategies and plans that will be designed to help expand and increase leisure services, programs, and facilities. The development of a system-wide master plan for the Recreation/Parks Department will serve as a guide for the department to follow in planning/locating/developing new parks and facilities, as well as determining needed programs/activities/facilities through citizen input in the development of the plan.

Desired Outcomes

Desired outcomes include: 1) completion of a system-wide master plan; 2) increased participation in existing programs; 3) development of new facilities to meet expanded leisure service needs; and 4) new programs and services implemented to meet identified leisure service needs.

Performance Measures

1. System-wide Master Plan completed and adopted
2. Increased participation in existing leisure programs
3. New facilities and services identified and implemented

Stewards

Recreation Commission
Recreation Director

⁶⁹ As part of the FY13-14 Budget process, City Council authorized funding for a Recreation Master Plan. Once the Plan has been developed and approved by the City Council and County Commission, it is expected the Recreation Commission will recommend an Action Plan designed to help implement the Master Plan. It is anticipated this recommendation will be presented to City Council in mid-late 2014.

City of Henderson, North Carolina 2014 – 2016 Strategic Plan

Action Plan 7-1: Develop Walking and Bike Trails⁷⁰

Purpose

The purpose of developing safe walking and biking locations is to provide citizens safe places to walk, bike, and exercise, to help make neighborhoods safe and livable and to increase the health of citizens through increased physical fitness opportunities.

Approach

The Recreation/Parks Department will work to propose completion of a system-wide master plan to help identify existing locations where citizens can walk and bike, and to identify potential locations to expand walking/bike trails. The Department will work with the City's and County's Planning and Engineering departments to aid in developing a master plan to develop and implement additional walking and biking trails, including the development of sidewalks in developed areas of the city and county. The Department will work to identify potential funding sources and secure funding to implement expanded and new walking/biking trails and sidewalks. The Department will actively support and work to help implement the proposed Multi-use Trail Concept that is adjacent to the proposed Southeast High Speed Rail (SEHSR) project. The Department will work closely with the County and other partners to plan and deploy a trail connecting the Aycock Center and Fox Pond.

Time Frame

Long term with the anticipation the plan will take 3 to 10 years to be reasonably realized.

Desired Outcomes

Desired outcomes include: 1) development of a master plan for walking/biking/sidewalk improvements, 2) increase opportunities for citizens to walk and bike

Performance Measures

1. Development and adoption of a master plan for walking/biking trails and sidewalks
2. Identification of existing locations to walk and bike
3. Identification of existing sidewalk locations
4. Development of expanded walking and biking locations
5. Expansion of existing sidewalks

Stewards

Recreation Commission; Recreation Director Gill

⁷⁰ **AP 7-1: Trails.** This action plan was included as part of the 2009 Strategic Plan and has been continued in this Plan. A major effort is currently underway to create a trail connecting Aycock Center and Fox Pond.

City of Henderson, North Carolina
2014 – 2016 Strategic Plan

Action Plan 7-2: Develop Methods and Means to Provide Access to Leisure Services for Inner-city Youth⁷¹

Action Plan 7-3: Develop Sports Tourism⁷²

⁷¹ **AP 7-2: Access for Inner-City Youth** action plan was included as part of the 2009 Strategic Plan. The action plan was considered complete in 2012 and removed from the Strategic Plan in 2013.

⁷² **AP 7-3: Develop Sports Tourism** was included in the 2011 Strategic Plan. Staff capacity and funding issues have kept the Plan from being developed and it was removed from the Strategic Plan in 2014.

**City of Henderson, North Carolina
2014 – 2016 Strategic Plan**

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City of Henderson, North Carolina 2014 – 2016 Strategic Plan

KSO 8: PROVIDE FINANCIAL RESOURCING⁷³

To Provide Sufficient Funds for Municipal Operations and Capital Outlay Necessary to Meet the Needs of Citizens, Customers and Mandates of Regulatory Authorities.

KSA's Addressed: none

KSC's Addressed: 2, 4, 6

Purpose

The purpose of this KSO is to recognize that resourcing of municipal operations and capital outlay is difficult during these economic times and to focus on ways that improves the City's financial position and ability to fund services.

Approach

City Administration will pursue process improvements that enhance revenue collections, develop the annual budget consistent with the Strategic Plan and operational and capital needs of the City and report gaps, or unmet needs.

Desired Outcomes

Desired outcomes include: 1) improving undesignated fund balance position; 2) improved utility collections rate; 3) development and presentation of balanced budgets identifying needs and gaps;

Performance Measures

1. Undesignated Fund Balance as percent of budget.
2. Utility collections rate.
3. Tax collection rate.

Stewards

City Council
City Manager
Finance Director

⁷³ **AP 8-4 CIP.** This action plan was included as part of the 2009-2011 Strategic Plan. It was been deleted because it is redundant to Action Plan 5-1

City of Henderson, North Carolina 2014 – 2016 Strategic Plan

Action Plan 8-1: Grow Undesignated Fund Balance⁷⁴

Purpose

The purpose of this Action Plan is to maintain a focus on growing the undesignated fund balance to 30% of budget. A healthy fund balance is necessary in order for the City to be able to meet its payroll, make payments to vendors on-time and to have sufficient reserves for a “rainy day.”

Approach

The Finance Department will prepare conservative budgets and closely monitor the undesignated fund balance pursuant to adopted City Council policy. The goal is to grow the fund balance by 2% each year.

Time Frame

Long term with the anticipation the City will achieve its goal of 30% in 2018.

Desired Outcomes

Desired outcomes include: 1) a steady improvement in the undesignated fund balance until goal is attained.

Performance Measures

1. Undesignated Fund Balance Growth.

Steward

Finance Director

⁷⁴ **AP 8-1: Grow Undesignated Fund Balance.** This action plan was included in the 2009 Strategic Plan and is an on-going effort. The undesignated balance, now referred to as the unassigned balance by the Auditors, has grown to 19.5% as of 30 June 2013. The goal is to achieve 30% unassigned funding that does not include asset forfeiture and Powell Bill funds.

City of Henderson, North Carolina 2014 – 2016 Strategic Plan

Action Plan 8-2: Create a Fleet/Equipment/Information Technology Fund⁷⁵

Purpose

The purpose of this Action Plan is to develop a plan for implementing a funded fleet/equipment/information technology fund. Currently, the City has no mechanism to incrementally fund such replacements, thus placing annual replacements in competition with the operating budget and requiring lease purchasing for vehicles that should be purchased out-right.

Approach

The Finance Director will assemble a process improvement team to review best practices from other NC communities and develop recommendations and steps on how such a fund can be developed for Henderson.

Time Frame

Short term with the anticipation the City will be able to launch its first efforts to create this fund within a three-year time horizon.

Desired Outcomes

Desired outcomes include: 1) plan of action to create a viable, funded fleet/equipment/information technology fund; 2) subsequent to establishment of the fund, more dependable and reliable fleet/equipment/IT systems; and 3) reduced reliance on debt instruments to purchase equipment, vehicles and information technology equipment.

Performance Measures

1. Funding for fund

Steward

Finance Director

⁷⁵ **AP 8-2: Fleet/Equipment/Technology Fund.** This action plan was included in the 2009 Strategic Plan and is carried forward into this Plan despite being in the ‘red zone’. The lack of funding to provide for these needs, particularly in the General Fund has stymied the effort to realize this action plan.

**City of Henderson, North Carolina
2014 – 2016 Strategic Plan**

Action Plan 8-3a: Grow the Tax Base⁷⁶

Action Plan 8-3: Evaluate and Amend City/County Joint Programs and Contracts Funding Allocations⁷⁷

⁷⁶ **AP 8-3a Grow Tax Base:** This action plan was added to the Strategic Plan in 2009. It was removed from the Strategic Plan in 2010 when the Economic Development Commission was re-formed and developed its own Strategic Plan that provided for this strategic goal and plan

⁷⁷ **AP 8-3b City/County Programs:** This action plan was added to the Strategic Plan in 2010. Subsequent negotiations with the Vance County Board of Commissioners resulted in favorable amendments to contracts being made for Economic Development, Public Library and Board of Elections funding requirements. The Plan is complete and was removed from the Strategic Plan in 2012.

City of Henderson, North Carolina 2014 – 2016 Strategic Plan

Appendix A Key Strategic Objectives and Action Plans Deployment Matrix

APPENDIX A: Key Strategic Objectives and Action Plans' Deployment Matrix				
26 Feb 14		ST-Short Term MT-Mid Term LT-Long Term Year Started	Status	Action Plans' Status Comments
KSO 1: Implement Performance Excellence				
	AP: 1-1 Implement Performance Excellence	ST-2009	Green	Continues throughout the year with Performance Improvement Teams. Recent examples: dress code; purchase orders; 1-Stop permitting; Police Dept CALEA recertification. See Appendix for more information.
	AP: 1-1a Develop Strategic Plan	ST-2009	Blue	Completed in 2009. Annual review and updates occur each year.
	AP: 1-2 4-Year Staggered Terms for Mayor/Council	ST-2010	Blue	Completed. Final step of implementation completed in Dec 2013 with seating of four newly elected Council Members..
	AP: 1-2b Create a Brand for City	ST-2011	Red	Effort was not resourced and no progress made. Council removed it from the SP during 2014 Retreat.
	AP: 1-3 Study areas for Privatization	ST-2009	Blue	Completed 2010 with privatization of sanitation services. AP removed from SP in 2011.
	AP: 1-3a Mandatory recycling plan/revenues	ST-2011	Red	AP not feasible to achieve at this time due to limited recycling waste stream and high costs of implementing mandatory program. Removed from SP in 2012.
	AP: 1-4 Improve Citizen Engagement	ST-2012	Green	SP now in its 3rd year. Outcomes thus far = new web site, annual budget mailings in utility bills The PIT Crew is in process of being re-activated (February 2014).
KSO 2: Safe Community				
	AP: 2-1 Increase Community Watch Groups	ST-2009	Blue	Completed in 2012 and removed from SP. Expansion of CW Groups is now routine effort. CW Groups: 2008=12; 2009=14; 2010=18; 2011=27; 2012=31; 2013=32.
	AP: 2-2a Collaborative Efforts with local media	ST-2010	Blue	Completed and removed from SP in 2011. This is now a routine function of HPD.
	AP: 2-2b Collaborative efforts with partners	ST-2009	Blue	Completed and removed from SP in 2011. This is now a routine function of HPD with utility providers group and property owners/managers' group.
	AP: 2-3a Legislative Authorities	ST-2009	Blue	Completed and removed from SP in 2011. End result was State legislation regarding career criminals.
	AP: 2-3b Implement Geographic Policing	ST-2010	Blue	Completed and now part of routine operations. Removed from SP in 2012
	AP: 2-4 Business Watch	ST-2012	Green	Good strides have been made in developing partnership with business community. Efforts are on-going.
	AP: 2-5 Partnerships with Faith Based Organizations	MT-2014	Green	Police Dept. has already begun forming such partnerships and this AP will give it City policy strength to continue to develop and broaden throughout the city.
KSO 3: Economic Development				
	AP: 3-1a Re-establish EDC with Vance County	ST-2009	Blue	Completed. Partnership re-formed in July 2009. Removed from SP in 2010.
	AP: 3-1b Align EDC & City Strategic Plans	ST-2010	Blue	Completed and removed from SP in 2011.
	AP: 3-1c Establish 1-Stop permit process	ST-2011	Green	Initially established for joint-City/County 1-stop permitting and was not successful. This effort now involves working on 1-stop process to extent feasible via an internal City PIT Crew. Reports have been made to Council this past year and the team continues to work to fine tune the new processes.
	AP: 3-2a Expand Commercial Retail Base	LT-2009	Tan	Removed from SP in 2011 and transferred to EDC for work. A committee coordinates on this matter and reports to EDC from time-to-time.
	AP: 3-2b Revise/realign land use & sign ordinances	ST-2010	Red	Budget constraints continue to preclude funding for this much needed effort; consequently, Council decided to eliminate it from the SP at the February 2014 Retreat.
	AP: 3-3c Implement Conditional Zoning	ST-2011	Blue	Item is completed and removed from SP in 2012. This option is now available to developers.
	AP: 3-3d Locate HSR passenger station in downtown	LT-2009	Green	This project moves ever so slowly and is being managed/guided by Federal resources and State/Federal transportation planning processes. City actively participates in these activities. Resolutions by Council have been approved and distributed accordingly.
	AP: 3-4 Market Henderson's Attributes	ST-2009	Tan	Item removed from SP in 2010 and is now purview of EDC and Tourism.
	AP: 3-5 Redevelop Downtown	LT-2009	Blue	Major focus here was on REEF and Hope VI housing. The former has failed and the latter has been successfully completed. This AP was removed from SP in 2012.
	AP: 3-6 Complete Comprehensive Land Use Plan	ST-2009	Blue	Council adopted new Land Use Plan in 2010. Removed from SP in 2011. The Plan is routinely used by Planning Staffing, Planning Board and Board of Adjustments.
	AP: 3-7 Develop Annexation Plan	ST-2009	Red	Funding for Plan's development not provided due to budgetary constraints and subsequent State Law revisions. Thus, Council removed it from the SP during its February 2014 Retreat.
	AP: 3-8 Improved workforce training	LT-2009	Tan	Item removed from SP in 2010 and is now purview of EDC and State agencies.
KSO 4: Improve the Housing Stock				
	AP: 4-1 Aggressive Code Enforcement	LT-2009	Green	Program continues, but is hampered by limited funding vis-à-vis needs within community. At an estimated \$6,000 demolition cost per structure, and with 287 abandoned structures on Mr. Williams' list, the City would need \$1.72M in order to completely resolve the problem. This Action Plan is expanded in concept in 2014 to include third-party partnerships to help achieve code enforcement.
	AP: 4-2 Redevelopment of residential/Commercial	LT-2009	Blue	This was somewhat redundant to AP-3-5. Once Hope Six was completed, AP was removed from SP
	AP: 4-3 Home Ownership Programs	ST-2009	Blue	Harris Estates and Carey Chapel projects closed out and Neighborhood Stabilization program completed as far as some demolition of substandard units and new construction, but none of the new homes have been sold. The latter project under management of County and COG. Removed from SP in 2012.
	AP: 4-4 Beacon Light	ST-2011	Blue	Partnership with HUD finalized and demotion completed in 2011. AP removed from SP in 2012.
	AP: 4-5 REEF Project redevelopment	M-Term-2012	Red	Project has failed due to the proposed primary tenant backing out of the project. Efforts to find another partner to make the project viable has not been successful and DDC is trying to sell property to a third party. This was a project of the DDC and the City served in a support role.
	AP: 4-6 Redevelopment of Flint Hill Community	LT-2014	Green	The City began working on this concept in 2013 with filing for a CDBG Enhancement Grant. The focus will be to form partnerships with individuals, groups, agencies and faith community to find multiple ways to redevelop and reinvigorate this part of town. A Flint Hill Neighborhood Advisory Committee is in process of being approved and appointed. (Feb 2014)
	AP: 4-7 Urban Homesteading	LT-2014	Grey	This concept would require a partnership with Vance County so jointly held properties acquired as a result of the foreclosure process could be used/donated/etc to individuals who would agree to redevelop the properties and live there for a specified period of time. This Action Plan has not yet moved beyond the concept stage.

City of Henderson, North Carolina 2014 – 2016 Strategic Plan

APPENDIX A: Key Strategic Objectives and Action Plans' Deployment Matrix				
26 Feb 14		ST-Short Term MT-Mid Term LT-Long Term Year Started	Status	Action Plans' Status Comments
KSO 5: Viable/Reliable Infrastructure				
	AP: 5-1 Develop multi-year utilities CIP	ST-2009	Blue	Project completed in 2011 and removed from SP. Updating this plan is now routine.
	AP: 5-1a Develop multi-year General Fund CIP	ST-2012	Blue	Plan completed and given to Council as part of FY14 Budget process. Plan is unfunded. Recommend removal from SP (rg)
	AP: 5-2 Expand Kerr Lake Regional Water Plant	LT-2009	Green	Work continues to obtain IBT Permit; Long-term financing plan for plant's construction approved by Council during FY14 Budget process. Anticipated construction date keeps moving due to IBT issues; however, latest estimate is 2016 or 2017.
	AP: 5-3 Comply with CO for Sandy Creek Basin	ST-2009	Blue	Consent order lifted due to City's compliance. Removed from SP in 2010.
	AP: 5-4 Upgrade Sewer Plant	ST-2011	Green	Upgrade project funded and under construction. Estimated completion time is Dec 2014--March 2015.
	AP: 5-5 Replace 2" water lines	LT - 2012	Green	\$17 M project underway which will eliminate about 1/5th of the 2" line mileage in system. Phase 1 of the project would be completed by end of summer 2014.
KSO 6: Maintain Qualified Municipal Workforce				
	AP: 6-1 Perform Pay-Class Study	ST-2009	Green	Funding provided in FY14 and study is nearing completion. Presentation to Council is expected in late March or early April 2014.
	AP: 6-2a Merit Pay to COLA-one time adjustment	ST-2009	Red	Action plan not approved by Council due to its concerns about impacts on future budgets vis-à-vis the Recession. AP removed from SP in 2010.
	AP: 6-2b Update Personnel Manual/Policies	MT-2011	Green	Incremental progress being made to update plan as time and need permits.
	AP: 6-3 Career Development & training Plans	ST-2009	Green	Stymied for much of time since FY09-10, the plans have been reinstated where existing and developed for the treatment operators; public safety plans being reviewed as part of the pay class study currently underway.
	AP: 6-4 Sensitivity and Diversity Training	ST-2014	Grey	This is a new Action Plan requested by Council during the 2014 Retreat. The HR Director will develop a systematic approach to providing such training to new hires and existing employees via the City Academy. Thus, this Action Plan is still in the conceptual stage--and is thus indicated as grey status.
KSO 7: Leisure Services				
	AP: 7-1 Develop walking & bike trails	LT-2009	Green	Trails developed at Fox Pond Park and staff participate on the HSR trail planning effort. Funding to build trails is non-existent in budget.
	AP: 7-2 Inner City youth access to Aycock	ST-2009	Blue	Completed and removed from SP in 2013.
	AP: 7-3 Develop Sports Tourism	MT-2013	Red	No progress being made on this. Funding and staff limitations. Council removed this from the SP during February 2014.
KSO 8: Adequate Funding for Municipal Operations and Capital				
	AP: 8-1 Grow Undesignated General Fund Balance	MT-2009	Green	Fund balance growth has increased, but limited to the Recession. The more conservative fund balance figure used by City is now at 19% of budget, or about 11% from ultimate goal of 30%.
	AP: 8-2 Create Fleet/Equipment/IT Replacement Fund	MT-2009	Red	No progress made towards this goal; funding not available in the general fund.
	AP: 8-3 Re-evaluate City/County Joint Programs	ST-2009	Blue	Review completed with success in EDC, Library and Elections funding ratios. Removed from SP in 2012.
Words: AP = Action Plan; CIP = Capital Improvements Plan; CO = Special Order of Consent from State of NC; DDC = Downtown Development Commission; EDC = Economic Development Commission; HSR = High Speed Rail; IBT = Inter-Basin Transfer of Water Permit; SP = Strategic Plan;				
Status Color Codes: Grey = new action plan; Blue = Completed; Green = in process and on-schedule; Yellow = lagging; Red = Action Plan stalled and or not completed; Tan = Action Plan referred to another Agency.				

**City of Henderson, North Carolina
2014 – 2016 Strategic Plan**

**APPENDIX B
Agreement: Mayor, City Council, City Manager:
Roles, Responsibilities and Expectations
2014**

**RESOLUTION
14 -20**

**A RESOLUTION APPROVING THE *AGREEMENT* SETTING FORTH
MAYOR, CITY COUNCIL AND CITY MANAGER
ROLES, RESPONSIBILITIES AND EXPECTATIONS**

WHEREAS, the City Council conducted its annual Strategic Planning Retreat on 19 and 20 February 2014 at the Henderson County Club and Perry Memorial Library in Henderson; *and*

WHEREAS, during the Strategic Planning Retreat, the Mayor, City Council Members and City Manager reviewed the *Agreement* setting forth the Mayor, City Council and City Manager Roles, Responsibilities and Expectations (*Agreement*), said *Agreement* more fully articulated in *Attachment A* to this Resolution; and

WHEREAS, upon review of the *Agreement* at the Planning Retreat, there was only one (1) suggested change as follows:

Section IV - City Manager's Needs and Expectations of Mayor & City Council

1. Add a new Item "j" – Understand the critical issues facing the City as it relates to staff capacity (enough people to do the work) and staff capability (talented, well trained employees).

NOW, THEREFORE BE IT RESOLVED BY THE HENDERSON CITY COUNCIL THAT IT DOES HEREBY APPROVE the above amended *Agreement* outlining the Mayor, City Council and City Manager Roles, Responsibilities and Expectations, said *Agreement* being more fully articulated in *Attachment A* to this Resolution.

The foregoing Resolution 14-20, introduced by Council Member ** and seconded by Council Member ** on this the 10th day of March 2014, and having been submitted to a roll call vote, was ** by the following votes: Yes: . No: . Absent: . Abstain: .

James D. O'Geary, Mayor

ATTEST:

Esther J. McCrackin, City Clerk
Approved to Legal Form:

John H. Zollicoffer, Jr., City Attorney
*Reference: Minute Book 42, p. ***; CAF 14-33*

City of Henderson, North Carolina
2014 – 2016 Strategic Plan

RESOLUTION 14-20

Attachment “A”



*Mayor and City Council
Henderson, North Carolina*

A G R E E M E N T
MAYOR, CITY COUNCIL and CITY MANAGER
ROLES, RESPONSIBILITIES and EXPECTATIONS

*Reviewed
19 February 2014
City Council Strategic Planning Retreat
Approved
10 March 2014
Regular City Council Meeting*

James D. O’Geary
Mayor

Sara M. Coffey
Council Member

Michael C. Inscoc
Council Member

Brenda G. Peace
Council Member

Fearldine A. Simmons
Council Member

James C. Kearney, Sr.
Council Member

D. Michael Rainey
Mayor Pro Tem

Garry D. Daeke
Council Member

George M. Daye
Council Member

A. Ray Griffin, Jr.
City Manager

CONTENTS

- I. City Council’s Needs and Expectations of Other Council Members
- II. City Council’s Needs and Expectations of the Mayor
- III. City Council’s and Mayor’s Needs and Expectations of City Manager
- IV. City Manager’s Needs and Expectations of Mayor and City Council
- V. Agreement

City of Henderson, North Carolina
2014 – 2016 Strategic Plan

- I. City Council's Needs and Expectations of Other Council Members
- a. Be open minded; listen to other people's ideas; open to hearing the interests of the other side (open to new approaches, exchanges)
 - b. Be honest with yourself; openly advocate for your ideas
 - c. Share your positions on issues with other Council Members openly
 - d. Be a good listener, whether you agree or not
 - e. Be respectful of other Council Members; do not take it personally when someone disagrees with you
 - f. Do not go to the spotlight; share the glory and the pain; do not worry who gets credit for a good idea
 - g. Do not take over the Mayor's role; let the Mayor do his job
 - h. Be approachable so people, citizens and other Council Members are not intimidated by you (be open minded and a good listener)
 - i. Be careful when giving advice/promises to citizens; make sure citizens know that decisions are made by the full Council, not individuals
 - j. Do not create factions on the Council; do not collude against another group; work to be a united team working for the good of the City
 - k. Do not be offended by the re-stating or clarifying of ideas
 - l. Investigate the facts of issues before making decisions/taking actions; research and be prepared to discuss and make decisions on issues that come before the Council; do not be afraid to ask for more time if needed to insure a good decision
 - m. Focus on what is best for the City; tie decisions back to our greater vision for the City
 - n. Give each other a pat on the back; focus on building a team; appreciate each other
 - o. Respect the votes and convictions of others
 - p. Accept reality; accept the limitations on resources and our time
 - q. Rely on the professional staff to fulfill their role; use the resource they represent; do not micro-manage staff or insert yourself into the day to day administration of the

City of Henderson, North Carolina 2014 – 2016 Strategic Plan

City; go to/through the manager for administrative matters; be aware of and follow the roles of the Council/Manager form of government

- r. Take responsibility to make the policy decisions before us; have the courage to participate in touchy issues
- s. Provide recognition and appreciation to staff for their good performance
- t. Address or initiate issues and concerns with other Council Members; do not let concerns linger and build

II. City Council's Needs and Expectations of Mayor

- a. Be a cheer leader for the City
- b. Focus on City needs/priorities and vision; help us create/be clear on our vision and stay focused
- c. Keep us informed on issues that affect us
- d. Share your thoughts, opinions and feelings with us
- e. Preside over meetings in a way that keeps us professional, efficient, effective and focused
- f. Avoid being dictatorial
- g. Keep an open door policy for citizens and Council Members; be approachable; be open to listen to everyone and seen as approachable to everyone
- h. Be an effective spokesperson for the City with other governmental agencies, the press and others
- i. Do not overdo it and burn yourself out

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

- a. Fairness in City government (hiring and firing/keeping with policy) and continue to have a listening ear for all
- b. Effectively communicate with all members of the City Council; respond to requests in a timely fashion
- c. Take the time to listen to others; take a mutual approach (Manager not better/above Council, Mayor or citizens) helps citizens feel like they are important

City of Henderson, North Carolina
2014 – 2016 Strategic Plan

- d. Build/develop staff; help create a staff with knowledge and expertise; build an effective team between yourself and staff and between staff and Council
- e. Apply/relay your knowledge and experience from past to address the issues we face
- f. Continue to take a positive approach to dealing with issues
- g. Continue to handle difficult situations calmly
- h. Have and show confidence in City staff
- i. Stay consistent with your good performance
- j. Continue to take a long term vision approach to managing the City
- k. Be seen as an active and visible citizen of the community
- l. Help us establish and maintain competitive compensation for staff
- m. Keep Council and Mayor advised on any way it is not meeting the needs of the City Manager, staff or City.
- n. Let Council/Mayor know when City Manager sees potential problems in their actions or direction

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

- a. Keep your commitments on how you will work with each other (review them from time-to-time)
- b. Let us bring you the good news and the difficult news; do not shoot the messenger; rather, work together (Council, Mayor, Manager and Staff) to find effective solutions and courses of action; be willing to discuss undiscussable issues
- c. Need Mayor and City Council's support, patience and understanding as we implement performance excellence (Baldrige concepts)
- d. Keep doing what you are doing; your interests and support help us be successful
- e. Continue to share your concerns and frustrations; put all issues on the table and let's work together on them
- f. Work together to deploy the strategic plan and to periodically review and revise it so that it always provides a visionary structure for the city and the City organization

**City of Henderson, North Carolina
2014 – 2016 Strategic Plan**

- g. Thank you for the work you have done to create an effective and fun work environment
- h. Discuss agenda items with City Manager so full picture is perceived prior to meeting.
- i. Help City Manager and staff establish and maintain competitive compensation for employees.
- j. Understand the critical issues facing the City as they relate to staff capacity (enough people to do the work) and staff capability (talented, well trained employees).

V. Agreement

We, as Mayor, Council Members and City Manager agree to live by and uphold these tenants.

Signatures

<i>Mayor James D. O'Geary</i>	<i>Mayor Pro Tempore D. Michael Rainey</i>
<i>Council Member James C. Kearney, Sr.</i>	<i>Council Member Sara M. Coffey</i>
<i>Council Member Michael C. Insoe</i>	<i>Council Member Brenda G. Peace-Jenkins</i>
<i>Council Member Garry D. Daeke</i>	<i>Council Member Fearldine A. Simmons</i>
<i>Council Member George M. Daye</i>	<i>City Manager A. Ray Griffin, Jr.</i>

**City of Henderson, North Carolina
2014 – 2016 Strategic Plan**

APPENDIX C

**HENDERSON CITY COUNCIL
ANNUAL STRATEGIC PLANNING RETREAT
19-20 FEBRUARY, 2014**

**Henderson County Club
Wednesday, 19 February 2014**

PRESENT: Mayor Pro-Tem D. Michael Rainey; Council Members James C. Kearney, Sr., Sara M. Coffey, Michael C. Insoe, Brenda G. Peace-Jenkins, Garry D. Daeke, Fearldine A. Simmons and George M. Daye.

ABSENT: Mayor O'Geary (medical reason)

STAFF: City Manager A. Ray Griffin and City Clerk Esther J. McCrackin

FACILITATOR: Madeleine Henley, of The Walking Stick Associates, Raleigh, NC

The retreat began at 6:00 p.m. with dinner at the Henderson Country Club. Council Member Peace-Jenkins asked the blessing.

CALL TO ORDER:

At 6:45 p.m., Mayor Pro-Tem Rainey called the meeting to order and formally introduced Ms. Madeleine Henley.

OPENING REMARKS:

Mayor Pro-Tem Rainey said he is looking forward to this retreat and then asked Ms. Henley, to provide a little background about herself and her company as this is the first time she has worked with Council.

Ms. Henley shared she actually served the City of Henderson while working for the League of Municipalities. Prior to coming to North Carolina, she worked as town manager for municipalities in both Maine and New Hampshire. Recently she established her own business, *The Walking Stick Associates*.

Council Member Kearney was curious about how she decided to name the business. Ms. Henley said walking sticks provide support, balance and are a tool to uncover obstacles in the path ahead.

City Manager Griffin said overall, the plan is to do the routine matters this evening so Council can focus on discussion items in the morning. Staff will join the meeting Thursday afternoon. With that, Ms. Henley encouraged Council to continue eating and began the meeting.

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GETTING STARTED by Madeleine Henley

Ms. Henley reviewed the agenda for the evening and then read the Retreat objectives, as previously submitted by Council. There was an overall consensus to keep the Objectives as presented.

Ms. Henley reviewed her *Role as Facilitator* and the *Ground Rules/Guidelines for a Productive Meeting*. She asked everyone to feel free to participate and said her job is to sort the comments into logical order. Ms. Henley asked if Council wished to make any changes to either her role or the ground rules. No changes were requested.

Individual Motivators

Council Members then participated in an *Individual Motivators* exercise where everyone shared what motivated them to seek office and what criteria they will use to judge if their time was well spent. A brief summary of each Council Member's response is listed below:

James Kearney was originally appointed to fill Mary Emma Evans' vacant seat. His motivation to continue to serve was because he was still in the learning stage and he hopes he adds something to each meeting that helps Council make good decisions.

Sara Coffey ran three times before being elected. She wants to help the City make positive changes and hopes when she is no longer seated on Council that she will have left the City better than when she began.

George Daye feels Council provides an opportunity to learn. He appreciates this Council for its concern and willingness to share information without coming across as "know it all's."

Brenda Peace-Jenkins had no burning desire to serve on Council; however, she was active in the community and this is one way she can serve the community. She hopes to look back with pride in what has been accomplished when she no longer serves as Council member. Ms. Peace-Jenkins added since becoming a Council Member she has desired to learn more and recently received her BA in Public Administration.

Mike Rainey served on the Planning Board for many years and worked his way through the ranks, so to speak, to become a Council Member. When he leaves he would like to be remembered for his accomplishments. He said it is an honor to serve the citizens in this way.

Mike Inscoe is now in his fourth term. He was approached by friends and associates to run and feels it is both an honor and privilege to serve. He mentioned the challenges the City faces and feels Council looks for solutions to its opportunities (rather than calling them problems). When he no longer serves on Council, he would like to leave Henderson a better place but he will reserve judgment until he leaves and see how he feels at that time.

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Garry Daeke was never asked to run. Although he lost several elections before becoming a Council Member, he always wanted to be involved in his community. He served for approximately 10 years on the Zoning Board and also served on the Downtown Development committee which he feels provided a good background for serving on Council. He feels this Council brings different, important perspectives for serving a diverse community and hopes to leave as being known as a voice of reason.

Fearldine Simmons said she decided to run literally 5 minutes before filing closed. She wishes to serve as the voice of the community.

City Clerk McCrackin said she initially interviewed for an entirely different position. After the interview, she was asked to consider the position of City Clerk. She would like to leave the position well organized.

City Manager Griffin has served the public for approximately 38 years. He enjoys working with this Council because they come together to make the best overall decisions and do not take disagreements personally. He would like to leave knowing he has been part of the team which made a positive difference in the community.

Ms. Henley summarized what she heard by saying each council member seems to want to be part of something larger through hard work by coming together to reach agreements for the betterment of the community.

Mission, Vision Purpose Core Values and Customer Expectations

Reviewing the existing Mission, Vision, Purpose, Core Values and Customer Expectation statements led to a brief discussion where both Council Members Peace-Jenkins and Simmons felt staff should be more patient with customers. Council Member Daye gave an example of when customers who should be more patient and/or understanding.

City Manager Griffin said he would weave Council's sentiments into Customer Expectations KCE 1 and KCE 3 which will be brought to a future Council meeting for approval. Ms. Henley asked if this was agreeable with all everyone. There was no disagreement.

Ms. Henley asked the newest member, Council Member Simmons if she had any questions at this point. Ms. Simmons asked what the difference is between the vision and the mission. Ms. Henley said the vision is what you want to happen. Mr. Griffin the mission is how you try to accomplish the vision.

The overall consensus of Council was to accept the Vision, Mission, Purpose, Core Values and Customer Expectations with two (2) changes to Customer Expectations: 1) Professional/courteous service and 2) exhibiting patience.

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Discussion Items

Next, Ms. Henley directed Council to the list of discussion items compiled from Council's pre-Retreat questionnaire responses.

City Manager Griffin explained the discussion items are grouped into seven (7) categories, as expressed by Council. If items are not sufficiently covered during this Retreat, they will be added to future work sessions.

Ms. Henley asked if the list properly reflected Council's wishes for discussion. Council Member Kearney said the list seemed aggressive and asked how it will be prioritized. Council Member Rainey asked that discussion center on attainable goals, not dreams. Council Member Daeke thought it would be best for Council to come prepared Thursday morning with a prioritized list to expedite the discussion which was what Council ultimately decided to do.

Roles & Expectations

City Manager Griffin explained the Roles & Expectations of the Mayor, Council and City Manager were first developed during the March 2008 Retreat. Each year these expectations are revisited and minor tweaks have been made over the years. He said he felt one of the reasons Council works so well together is because Council has established its own guidelines.

Ms. Henley said she had not worked with a Council that had set this type of guidelines and will suggest the format to other municipalities. She then asked if Council's needs of each other needed any tweaks. There were no suggestions.

Ms. Henley asked if Council's needs/expectations of the Mayor needed any adjustment. There were no suggestions.

Next Ms. Henley asked for any changes to the Council's expectations of the City Manager. There were no changes suggested by Council.

There were no changes requested by Council regarding the City Manager's needs of the Mayor and Council; however, the City Manager asked that the item below be added:

- j. Understand & appreciate critical issues of staff capability and capacity.

Mr. Griffin said the difference between staff capability and capacity is something that needs to be considered when Council reviews human resources issues. Council Member Kearney said you often get what you pay for, and Council Member Coffey commented the City needs to attract good employees and that if it affects salary, so be it. Ultimately, it was the consensus of Council, to add this item. .

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Ms. Coffey asked for confirmation that if it is brought to Council's attention that an employee is perceived as not doing the job, that information should be brought to the City Manager's attention. Mr. Griffin said yes and then, according to State law, concerns would be reviewed and appropriate steps taken, some of which are discipline, training, and/or dismissal. Council Member Kearney said it is not the Council's job to become involved in personnel issues, but did ask the Manager to say what he can, when he can --- to provide feedback on how the issue is resolved without disclosing anything confidential.

Ms. Henley now reviewed the agenda for Thursday and explained staff would join Council in the afternoon when everyone would break into teams to set action items for the most important issues as determined by Council Thursday morning.

Council Member Kearney thanked Mr. Griffin and Human Resources for compiling the Diversity Chart he requested on the pre-Retreat questionnaire.

Mayor Pro-Tem Rainey thanked Council for participating this evening. He also thanked Ms. Henley for facilitating the meeting and said he is looking forward to Thursday's discussion.

The meeting recessed at 8:40 p.m. and will resume Thursday morning at 8:00 a.m. at the Perry Memorial Library.

**Perry Memorial Library
Farm Bureau Room
Thursday, 20 February 2014**

The Strategic Planning Retreat reconvened at 8:11 a.m. on Thursday, 20 February 2014 with Facilitator Madeleine Henley asking Council for comments about the objectives of the meeting, and/or the discussion during dinner. No changes were suggested.

Ms. Henley then led Council in an exercise designed to uncover their individual strengths, as described by their peers. The exercise helped each member appreciate the strength and talents available within the group.

Council Member Daye said it is surprising the strengths brought by each member. Council Member Daeke commented the exercise showed the importance of listening to others, and Council Member Coffey said the discussion Wednesday evening reinforced how Council comes together. City Manager Griffin stated Council's dependence on each other shows as Council has delayed decisions at times until all the members are present to voice their opinions/insights and everyone is available to participate in the decision.

DISCUSSION ITEMS:

Ms. Henley assisted Council in reducing the list of discussion item. As Council went through the items, they were able to further consolidate issues into the following topics:

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Continuous Improvements – Council Member Rainey felt improvements need to be made in the area of visual projects and dissemination information to the public.

Council Member Inscoe said the new wastewater plant should stabilize if not lower expenses once completed due to modernization and suggested ways to keep the public information such as the web, radio and media. He also mentioned a monthly/quarterly message from the Mayor.

Council Member Peace-Jenkins mentioned residents do not seem to read notices in the water bill so the City needs to determine what avenues citizens utilize most. She added some media charge, so costs need to be considered.

Council Member Daeke suggested developing a plan for the web page and having a story from each department weekly. He said people do not understand their utility bill and thought it should be explained better. Mr. Daeke mentioned graffiti and the need to have it removed quickly is another area where the City can improve.

Council Member Coffey suggested a newsletter /message box in the Collection area that people could read while waiting to pay their bill. She also said citizens do not relate to major projects such as the wastewater project but they do relate to sidewalk improvements.

Council Member Simmons asked if these ideas would add duties to staff and if so, would they create any problems.

As a side note but as part of the discussion regarding continues improvements, Council Member Daye reminded Council that it should be careful not to promise anything specific to customers/citizens, but should listen and help in a responsible way.

Council Member Kearney felt the objective of the discussion was a public information plan.

City Manager Griffin summarized the discussion by saying Council needs/wants projects such as street paving/sidewalks which citizens can see. He reminded Council that only \$50,000 was allocated in the budget for resurfacing projects.

Overall goals set by Council for Continuous Improvement for disseminating public information:
1) Public Information Plan; 2) Messages; 3) Determine audience; 4) develop venues

Performance Excellence – There was a brief discussion regarding performance excellence with an emphasis on communication, and understanding cultural diversity.

Overall Goals for Performance Excellence: 1) Improve workforce image; 2) establish workforce training to improve on diversity understanding.

One-Stop Permitting – This is an on-going process that began in 2011. The desired outcome is to ultimately make the process more user-friendly between both the City and County for new and existing businesses.

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Council Members Coffey and Inscoe both said this was added to the Strategic Plan because the process required making many trips back and forth between the City and County offices.

Council Member Kearney said improvements have been made and felt once a one-stop process for the City is refined the next step is to interact with the County for a true one-stop process. Council Member Simmons asked if one office could be established for both City and County to further perfect the process and decrease costs.

Council Member Inscoe said ideally one office should be responsible for issuing all permits and only one check should be required for all permits. Currently, individual checks are needed for each permit (i.e. fire inspection, zoning, privilege licenses, etc. He also mentioned the need for more clarification regarding FOGS (Fats, Oils, Grease).

City Manager Griffin said County Manager Ayscue has directed the County staff to delay issuing permits until approval is received from the City regarding FOGS issues.

Overall Goals Set for One-Stop Permitting – 1) Check for gaps; 2) Complete the process.

Recreation - Council Member Daye feels more people should take advantage of the facility and its programs. He has been told children do not want to go to the Recreation Center and felt inner city parents really do not care if their children participate in recreation.

Council Member Kearney asked if there was a way to improve transportation to Aycock Recreation Center and if KARTS could establish a schedule to transport children/seniors to the facility.

Council Member Coffey said insurance is a problem; Council Member Daeke mentioned the need for adult supervision.

Council Member Simmons said the facility is not well kept making the fields unsafe. Council Member Daeke said at one time he noted shrubs which needed to be cut back and added it all gets back to funding. Council Member Coffey indicated she felt staff does not work at capacity.

Council Member Simmons asked what incentives the City offers to make employees happy. City Manager Griffin explained certificates are given for exceptional service; gift cards are given to recognize workers who are required to work additional hours for issues such as snow events. He said the City does not have a policy for merit, bonuses or special recognition because the money is just not available. Council Member Coffey mentioned things council members can do as individuals to recognize staff such as providing meals.

Overall Goals for Recreation: 1) Increase upkeep; and 2) increase usage.

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Other - These items did not specifically fall under a specific discussion title.

Council Member Daeke would like to have yearly reports from the individual Boards and Commissions Committees. He said some committee by-laws specifically state a yearly report is to be given to Council. He added the Downtown Development committee recently presented an excellent report to Council.

Council Member Daeke would like a quarterly report regarding graffiti locations, cleanup, etc.

Overall Goal: 1) Yearly Reports from the Boards and Commissions Committees; 2) periodic graffiti reports.

Finance & Budget – Ms. Henley began this discussion by asking who asked to discuss managing the budget after property re-evaluation. Council Member Daeke said this was his comment which he feels is a big issue but since re-evaluation will not occur this year, it probably is not necessary to discuss at this time.

Council Member Kearney then asked if there are long-term debts that should be restructured now, while the loan rates are low. City Manager Griffin said most of the debt held by the City has been recently refinanced and most of the new debt is being financed by State Revolving funds at a very low rate.

Council Member Kearney asked if any of the new sales tax will come to the City. Mr. Griffin responded he was unsure how much, if any, the City would receive. He added after six months, the City has only received approximately \$10,000 over sales tax budget estimates. Mr. Kearney then mentioned adjusting privilege license fees and perhaps the need for enforcing collections. Mr. Kearney also inquired about possibly outsourcing the utilities billing.

City Manager Griffin said billing is already outsourced at a cost of approximately \$60,000 per year. He added the cemetery was outsourced to save money. Garbage collection was outsourced due to lack of funds at the time to make the necessary repairs/replacement of vehicles. Garbage collection is now reliable but there are yearly cost increases from Waste Industries.

Mr. Griffin suggested Council ponder the reasons and overall expense when considering outsourcing --- is it a short term solution or will it save money over the years. Mr. Griffin also mentioned the loss of personnel creates a loss of flexibility. If outsourcing occurs, other departments may not have the ability to assist during times of emergencies.

Council Member Rainey spoke about finding ways to encourage people to come to Henderson and the possibility of offering incentives to companies. Ms. Henley reminded Council this is more an Economic Development Commission (EDC) matter.

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Mr. Kearney said he would like to see the sanitation fee reduced closer to the actual cost. He understands this is one of the areas where the City can add revenue but would like to see it remain level when the new sewer plant is up and running.

Mr. Kearney asked when cost reductions might be evident with the upgrading of the sewer plant. Mr. Griffin said the first indications will occur in FY16 with a reduction in the use of chemicals and electricity and could not predict any specific dollar amount. A discussion then ensued regarding whether it would be best to reduce rates for customers when the plant is more efficient or to hold the line. Overall, Council felt it would be better to hold the line.

Council Member Inscoe commented economic development is what drives costs.

City Manager added the cost for City water is very competitive. He said about half the "utility" costs relate to garbage fees. Council Member Coffey added fees can be changed and taxes cannot, so this is an area that can be used to balance the budget.

Council Member Coffey said the garage is an area of great expense and would outsourcing to be considered during budget deliberations.

Overall Goals for Finance & Budget: 1) Set Fee Schedule; 2) Look at outsourcing garage

Stewardship – Ms. Coffey said citizens need to feel confident that their dollars are going to justifiable projects. Ms. Henley said people think differently about what justifies a project and explained this is why there is a Council --- citizens rely on Council to make good decisions.

Council Member Coffey questioned why the Fire Chief has two new vehicles. She also asked for information regarding the cost of "babysitting" mental patients at Maria Parham Medical Hospital (or other facilities). Council Member Inscoe felt since the Hospital is now a for-profit institution, an agreement of some type of restitution of should be crafted. Council Members Simmons and Peace-Jenkins agreed.

Council Member Daeke asked about reviewing the city vehicle tax as a means for additional revenue.

Council Member Peace-Jenkins asked about reducing/eliminating fees for non-profits.

Other issues raised were fire inspection costs, and collection of unpaid business license fees.

Council Member Inscoe said when it comes budget time, he will not agree to any cuts in the number of police officers in the department. He explained to Ms. Henley that ten (10) positions were cut several years ago which were unfilled for a long period of time due to non-competitive salaries. By cutting the unfilled positions, the department was able to hire qualified officers at a competitive wage. Council Member Daeke added there was discussion at that time that some of those positions might be gradually added back to the force in the future. Mr. Inscoe said he would prefer to reduce the number of fire hydrant replacements over reducing safety personnel.

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City Manager Griffin explained fire inspection fees are State mandated and until recently the inspections were performed at no cost. He also mentioned an alternative to privilege fees is to use the percent of gross sales, which the state allows. Mr. Griffin said some of the larger cities use gross sales but it can be seen as not being business friendly.

Mr. Griffin asked for guidance regarding the General Fund. He said approximately 51% of the General Fund budget is comprised of the police/fire and EMS services. He said if you take 51% out of the General Fund first and then take out debt service, you have a limited amount remaining. He asked if Council is willing to stop doing other things as a way to balance the budget. He said costs continue to increase for utilities, chemicals and products, along with career development costs that are required in some departments, which will again make for a difficult budget year. He said he has been advised to expect a 10-12% increase in medical/retirement costs due to new taxes from Obamacare. Mr. Griffin reminded Council there are only two revenue sources for the General Fund -- taxes and the garbage fee, and possibly a third, which would be controversial, is a new method of collecting privilege licenses. He again asked if Council is willing to stop doing something as Council cannot continue to shrink the General Fund.

Council Member Kearney said the pool has become a pond so something has to be done. Council Member Rainey said the largest expense of this portion of the budget is personnel costs. Council Member Daeke mentioned there are core services which are necessary for quality of life and the City must continue to provide but there are other things the City can discontinue and feels Council needs to sit down and have a serious discussion about what is not necessary.

Ms. Henley said she's hearing Council say they have no desire to increase revenue. Council Member Daeke agreed and said everything seems to be "bleeding."

Mr. Griffin said there is no money for fire department vehicles that need placing badly...there is no money for street resurfacing this year. He mentioned the Planning Department that had 5 staff several years ago which is now functioning with only 2 staff. He said the recession is still very much alive in Henderson and there no resolution from the State regarding the Hospital's appeal regarding valuation which adds to the budget frustrations.

Ms. Henley encouraged Council to stop by and talk with Mr. Griffin about budget issues while they are fresh in their minds.

Mr. Griffin thanked Council for its input and guidance regarding the upcoming budget. He also asked Council to call or stop by to see him if they have any questions or need input.

Overall Goals of Stewardship --- 1) Look into agreement with Hospital; 2) consider privatization of garage; 3) consider city vehicle tax increase

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Reducing Crime --- Over crime is lower than it has been in several years.

Council Member Rainey said citizens do not see a reduction in crime unless the criminal is caught and put in jail. They remember the bad parts. Council Member Kearney sees part of the problem as the judicial system and the ties to old habits when offenders return home.

City Manager Griffin said the new Police Chief, Marcus Barrow, is in the process of compiling an action plan which includes furthering partnerships with the faith community, working with the Federal Court System and continuing segments on the local radio station.

Safe Community – Facilitator Henley asked what specifically Council would like to see regarding a safe community.

Council Member Kearney said he would like to find a way to scare the crooks. Council Member Rainey felt Community Watch groups are effective. Council Member Peace-Jenkins would like to see some type of program for ex-offenders.

Housing – Council Member Daeke would like to see plan/revenue source and timeline for demolitions. Council Member Simmons asked how it could be a revenue source? Mr. Daeke clarified the term revenue meaning how to find the funds for demolitions, not to bring in dollars. Council Member Rainey asked about selling lots owned by the City and/or County for development. Council Member Peace-Jenkins inquired about donating property to non-profits.

City Manager Griffin felt Council could create a policy with restrictions for donating property. Council Member Simmons felt this is a wonderful idea.

City Manager Griffin explained currently the City has close to 300 abandoned structures that need demolition. At an average cost of \$6,000, approximately \$1.7M is needed to eliminate the blighted structures.

Council Members Kearney and Daeke were thinking of a discussion regarding new buildings, not demolition. Council Member Coffey said she would like to see a limit on Section 8 housing. Mr. Griffin said the City has a need for more affordable, more decent housing.

Discussion continued around demolition, urban homesteading and increasing roof tops (new construction). Council Member Daeke also would like to establish a plan for improving the housing stock.

Overall Goals of Housing – 1) Urban Homesteading; 2) Increasing roof tops; and 3) demolition

Economic Development – This is not a main function of the Council; however, Council would like to see business incentives, regional partnerships and government/private partnerships developed to bring more dollars to expand the tax base. Ms. Henley said regional partnerships are effective in other communities.

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No specific goals were set.

Council Members agreed one of the problems in Henderson, other than crime, is the lack of trainable employees. Council Member Rainey said the city can offer as many incentives as it want but unless people feel comfortable, they are not going to come.

Mr. Griffin said businesses relocating are the ones that will bring jobs to the community. Council Member Coffey added reaching out to existing businesses to show appreciation would be greatly appreciated.

(Clerk's Note: Council Member Kearney left at approximately 11:50 a.m.)

Sensitivity Training – Council Member Rainey said Council Member Simmons suggested earlier a class regarding sensitivity training and said he felt overall staff on the front lines do an excellent job dealing with the public.

Council Member Simmons feels periodic workshops will help staff better understand diversity issues. She said “we know you’re human” but you still have to maintain your cool. She said staff needs to understand that you need to keep calm no matter what.

Council Member Peace-Jenkins said cops on TV are always nice and wondered why it is different in real life. Council Member Coffey spoke to the power that comes with certain positions. She said a more mellow type of attitude is needed but added personalities contribute to different situations.

With no further discussion, the group recessed for lunch at 12:00 noon. While eating lunch Ms. Henley asked Council to select the four (4) major topics that will be discussed with staff in the afternoon.

LUNCH

The meeting resumed at 1:00 p.m. with the following Department Directors in attendance: Assistant City Manager Frank Frazier, Finance Director Kathy Brafford, Police Chief Marcus Barrow, Fire Chief Danny Wilkerson, Human Resources Director Cathy Brown, Henderson Water Reclamation Facility Director Tom Spain, Kerr Lake Regional Water Plant Director Christy Lipscomb, Recreation and Parks Director Alan Gill, Engineering Director Peter Sokalski, Code Compliance Director Corey Williams and Planning and Community Development Director Erris Dunston.

Mayor Pro-Tem Rainey welcomed the staff and turned the meeting over to Ms. Henley. Mr. Griffin asked that staff introduce themselves before beginning since Ms. Henley has not had the opportunity to meet everyone. Ms. Henley explained that groups would be forming shortly to discuss the most important issues as determined by Council during the morning discussion. She said Council began with 14 items this morning and selected nine (9) for discussion this

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afternoon. However, before going into the action plan discussion, City Manager Griffin reviewed the existing Strategic Plan.

STRATEGIC PLAN

Mr. Griffin said all the prior action plans are listed so there is a trail of understanding regarding the Plan. He then touched briefly on each Key Strategic Objective (KSO). There was no discussion other than with KSO 7 – (see below)

KSO 7 – Leisure Services - Mr. Griffin said a Master Plan is being created with the assistance of the Kerr-Tar Regional Council of Governments. Fox Pond continues to be upgraded. Recreation and Parks Director Alan Gill is working with the Rails to Trails group.

Mr. Griffin spent a few minutes reviewing KSO 8 -Adequate Funding for Municipal Operations and Capital - Mr. Griffin explained that in 2000 the Fund Balance was at \$4M; in 2005 it was \$28,000 which is unacceptable to the Local Government Commission. It is now about 20% and the goal is 30%. He said there is no fleet, IT or equipment funding, but felt it should remain an action plan item. He commended Police Chief Barrow for his forward thinking regarding the development of a sustainable financing plan for the Police Department so there is less reliance on asset forfeiture funds.

Overall there has been really good progress with some action plans.

Council Member Daeke asked Recreation Director Gill about youth using the Aycock Center. Mr. Gill said there are about 15 groups that work with youth within the community that utilize the center and are scheduled as priority. There is no fee for many groups such as the Boys and Girls Club. Council Member Rainey asked if the Scouts use the facility. Mr. Gill said yes. He added several Eagle Scouts, along with Cub Scouts have received merit badges for completing activities at the Center and/or Fox Pond.

Council Member Coffey asked about transportation. Mr. Gill said most groups provide their own transportation. Council Member Simmons inquired about fees. Mr. Gill said fees are waived for many groups.

Mr. Griffin asked for Council's wishes regarding the proposed action items on the KSO's. Mayor Pro-Tem Rainey asked for Council's pleasure. It was Council's decision that the report was self-explanatory and did not wish to discuss further today. Mr. Griffin than walked everyone through the attachments.

At this time, Ms. Henley reviewed one last time the nine (9) discussion items for this afternoon. They are ranked by points below from highest to lowest priority:

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|---|-----------------------------------|
| 1. Goals public can see (17 points) | 5. Recreation (4 points) |
| 2. Housing (roof tops and demolition) (10 points) | 6. Jobs (4 points) |
| 3. Reducing crime (8 points) | 7. One-Stop permitting (4 points) |

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| 4. Performance excellence (8 points)
(workforce training and image) | 8. Expanding tax base (3 points)
9. Increasing revenue (2 points) |
|--|--|

It was agreed that since finance and budget will be covered during budget work sessions no action plans are needed today. It was also decided that the workforce portion of *Performance Excellence* would not be the best use time during this planning retreat. Ms. Henley asked if this list met Council's approval. There was no discussion.

Ms. Henley now asked Council to select the issues they wished to discuss further in teams and the City Manager helped select staff members appropriate for each team. The teams are as follows, along with the team reports for further discussion and/or action plans:

Recreation – Council Members Simmons and Inscoe; Staff members Alan Gill, Kathy Brafford, Cathy Brown

Report summary: 15 Parks/2 Major Facilities (Fox Pond & Aycock = 125 acres
3 Maintenance Staff/2 vans
Transportation issues (determined not feasible for City to provide)
Liability issues/supervision issues/collecting data for each participant (contact & consent information)

- a) Lease park to Henderson Collegiate School for \$1.00 a year with agreement the school maintains the park. Do the same with churches such as Davis Church directly across from city park – lease for a \$1.00 with agreement to maintain.
- b) Approach Vance County to take over day-to-day running of the Recreation Department and the City will continue to fund its existing debt service obligations.

Goals the Public Can See – Council Members Daeke and Rainey; Staff members Erris Dunston, Danny Wilkerson Tom Spain and Ray Griffin

Report:

- a) Identify media used by citizens & create database
- b) Seek least costly methods to communicate
- c) Explore/survey customers regarding media usage
- d) Generate more in-house publications
- f) Staffing problems (meter readers as notice carriers)

Council Member Inscoe asked if bullet points of Council action could be added following meetings.

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Housing – Council Members Coffey and Daye; Staff members Corey Williams, Christy Lipscomb, Peter Sokalski, Marcus Barrow and Frank Frazier

Report: Problem is poor housing stock (depressed economy, taxes, lack of desire to live in Henderson due to schools/shopping)

- a) Adopt/amend/revamp Housing Code to better housing (include property managers) higher rental population
- b) Create affordable housing for “our” population
- c) Work with non-profits/fire department regarding demolitions

Mr. Griffin mentioned the lack of modern housing stock and the fact that no permits have been issued in recent years for new houses.

One-Stop Permitting – Council Members Inscoe and Coffey; Staff members Erris Dunston, Corey Williams and Peter Sokalski

Report: continuation of existing action plan

- a) Everything in one place with one check (fire, utility, zoning, etc.)
- b) Send to Fire Dept for sprinkler system requirements
- c) Ultimate goal – streamline City/County process

Crime/Safety – Council Members Simmons and Daye; Staff members Marcus Barrow, Alan Gill, Tom Spain, Danny Wilkerson and Frank Frazier

Report: Chief Barrow explained the difference between perception and reality regarding crime in Henderson. He said the rate of crime is based on population thus, if Charlotte has two murders and Henderson has one murder, Henderson is placed in a higher crime bracket because Henderson has a smaller population. He said volume-wise, Henderson is seeing a reduction in crime.

- a) Visibility
- b) Do job pleasantly
- c) Judicial System has a great deal to do with crime (i.e., Judges/District Attorneys are elected officials that public can influence)

Performance Excellence – Council Members Peace-Jenkins and Rainey; Staff Kathy Brafford, Cathy Brown, Christy Lipscomb, and Ray Griffin

Report: looked at image and workforce training which relates to what the public sees. Need to do more positive communication

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- a) Workforce training to improve image – expand orientation
- b) Public recognition (employee of the month/year)
- c) Expand City Academy (include diversity training)
- d) Positive communication
- e) Always represent City in positive manner
- f) Conflict training

At this point Council chose to delay discussion on jobs, increasing revenue and expand the tax rate as they relate to each other and the budget process. Ms. Henley and Council thanked all the staff for its input and told them they are welcome to stay for the remainder of the meeting or they are now free to return to the office.

In summary, it was the consensus of Council to make the following changes to the existing KSO's:

Add:

- KSO 2 AP 2-5 Create Partnerships with Faith Based Communities
- KSO 4 AP 4-6 Redevelop Flint Hill
- KSO 4 AP 4-7 Aggressive Urban Homesteading
- KSO 6 AP 6-4 Training for sensitivity and diversity training
- KSO 7 AP 7-4 Develop Action Plans for Master Plan once completed

Remove:

- KSO 1 AP 1-2b Brand for City since this is more an EDC Issue
- KSO 3 AP 3-2b Revise/realign land use & sign ordinance due to lack of funds
- KSO 3-AP 3-7 Develop an Annexation Plan due to new State restrictions
- KSO 4 AP 4-5 REEF Project which failed
- KSO 7 AP 7-3 Sports Tourism due to limitations on staff/facilities

Other:

- KSO 1 AP 1-4 Improve Citizen Engagement (expand)
- KSO 4 AP 4-1 Aggressive Code Enforcement (expand)

Revive:

- KSO 8 AP 8-3 needs to be revived for reevaluation of City/County joint programs

There was a definite consensus of Council to go forward with the possibility of removing the City from the area of recreation. City Manager Griffin said he will amend the existing plan and bring it to Council hopefully during the March Work Session.

**City of Henderson, North Carolina
2014 – 2016 Strategic Plan**

RETREAT CRITIQUE AND WRAP UP

Ms. Henley commended Council for spending good time and working hard for the benefit of the citizen of Henderson. She asked Council if there was anything else they would like to consider. There was no response.

Ms. Henley asked Council to critique the Retreat, beginning with what they liked:

Dinner	Atmosphere of Farm Bureau Room
New Look (meaning the retreat)	Good job of organization
More specific/detail oriented than past years	Enjoyed the brainstorming
Better setting than in the past	

Disliked:

Library chairs hard & uncomfortable	Organize groups better
Get groups together more efficiently	Group time too short

As the newest member of Council, Ms. Simmons said she learned a lot and thought the pacing was excellent.

Council Member Inscoe asked the City Manager when the budget might be ready for review. Mr. Griffin said early May.

The City Manager asked if Council would like to move the 2015 retreat back to January. The general consensus was to meet in January 2015.

Mayor Pro-Tem thanked Ms. Henley for her leadership and asked if Council was prepared to adjourn.

ADJOURNMENT:

Motion was made by Council Member Daeke and seconded by Council Member Inscoe to adjourn.

The meeting adjourned at 4:45 p.m.

D. Michael Rainey
Mayor Pro-Tem

ATTEST:

Esther J. McCrackin
City Clerk