



AGENDA

**Henderson City Council Mid-Year Retreat
Thursday 3 August 2017, 1:00 – 4:00 p.m.
City Hall
Henderson, North Carolina**

1:00 – 2:45 p.m. Project Update and Discussion Items

2:45 – 3:00 p.m. Break

3:00 – 3:30 p.m. Responsibilities

3:30 – 4:00 p.m. Summary

4:00 p.m. – Adjourn to Council Chambers for Special Called Meeting

Mayor	Council	Manager
Presides at council meetings	Govern and oversee management of the city	Hire and fire all employees and supervise all departments
Call special meetings	Confer power to the mayor and manager	Uphold city and state laws and regulations
Votes	Decide organization of municipal government	Prepare and submit the annual budget
Other power conferred by the council or city ordinances	Appoint a manager, city attorney and city clerk to serve at its pleasure	Report on the finances and administrative activities
		Perform other duties required or authorized by the council

Council	Manager
<p>1.</p> <ul style="list-style-type: none"> • Supports and steers citizen complaints to administration • Informs manager of problems and gives manager the opportunity to fix problems 	<ul style="list-style-type: none"> • Ensures that administration provides the very best service possible to the community • Creates an organizational culture of responsiveness and performance • Accepts responsibility with council when things go wrong
<p>2.</p> <ul style="list-style-type: none"> • Values manager input • Supports manager 	<ul style="list-style-type: none"> • Offers balanced and impartial policy advice • Recommends any measures deemed expedient, including alternatives, assessments and relevant information • May make unpopular recommendation that may not have very good prospect of being accepted • Fully supports council decisions and ensures administration does same
<p>3.</p> <ul style="list-style-type: none"> • Observe chain of command 	<ul style="list-style-type: none"> • Encourages direct contact between council and employees for <i>routine</i> inquiries / all other inquiries are directed to the manager
<p>4.</p> <ul style="list-style-type: none"> • Takes official action as a body • Seeks to prevent manager from being surprised or caught off guard on issues 	<ul style="list-style-type: none"> • Welcomes suggestions from individual council that do not conflict with council policy • Individual council proposals that set new directions or require resource reallocations are put before <i>Committee of the Whole</i> • Treats all members of council alike • Ensures all council members have the same level of information • Seeks to prevent council members from being surprised or caught off guard on issues
<p>5.</p> <ul style="list-style-type: none"> • Recognize that campaign rhetoric seldom stands up to the complexity of governing, leading or managing 	<ul style="list-style-type: none"> • Directs administration based on direction from the <i>Committee of the Whole</i> • Earns trust and confidence of new and veteran members as council and manager give each other a chance to prove themselves
<p>6.</p> <ul style="list-style-type: none"> • Works to maintain open communications between council and manager • Ask questions and make their interest, positions and feelings known to the manager • Clarify their expectations of the manager, providing direction and benchmarks for success • Council and Manager freely give and accept feedback in the spirit of continuous improvement 	<ul style="list-style-type: none"> • Works to maintain open communications between council and manager • Provides all council members with accurate, relevant and timely information

High Performing Habits

1. Thinking and acting strategically and with a vision for the community's future.
2. Respecting the "shared constituency" with the citizens in horizontal and vertical relations with other jurisdictions.
3. Demonstrating teamwork
4. Mastering small-group decision making.
5. Honoring the council-staff partnership.
6. Having clear rules and procedures for council meetings and adhering to those guidelines.
7. Obtaining objective feedback and conducting systematic and valid assessment of policy and implementation performance.
8. Practicing continuous personal learning and leadership development of individual elected officials.
9. Behave in a manner that encourages citizen confidence within city government.

**HENDERSON CITY COUNCIL
MID-YEAR RETREAT
City Hall
August 3, 2017**

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

ABSENT: Council Member D. Michael Rainey

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

Mayor Ellington opened the meeting at 1:15 p.m.

OPENING REMARKS:

Mayor Ellington turned the meeting over to City Manager Frazier. Mr. Frazier said he hopes this will be an informal meeting and mentioned there is a CAF in front of them that will be considered at the Special Called Meeting. Mr. Frazier received this information after hours last night and was asked to provide Council with the information prior to the Special Called meeting.

Infrastructure Projects - Mr. Frazier began by reviewing a list of some of the larger projects the City has been working on. Below is a brief summary of these projects:

1. Original HWRF Renovation Project – The upgrade to the plant is complete other than a few additional items allowed by the state. Mr. Frazier said the new plant has a lot less moving parts. An open house will be held in September, and the details will be forthcoming soon.
2. Elmwood Sanitary Sewer Outfall Replacement – Installation of approximately 300 feet remains. Once this project is completed, Mr. Frazier said there may be funds left over that can be used for possible manhole replacements on Spring Street between Garnett and Chestnut Street.

Council Member Inscoe asked if the damaged asphalt will be replaced at the end of the project on the bottom end of the project in Elmwood Cemetery. Manager Frazier said the plan is to replace the damaged asphalt once the project is complete as the main replacement was very near the road.

(Clerk's Note: Council Member Daye arrived about 1:30 p.m.)

3. Young Avenue Water Main Replacement - This project is currently being reviewed by the State. One point five million was received to replace the water main on Young Ave and the area just off Shirley Drive. It is under state review and once approval is received,

the City will then be ready to go out for bids. City Manager Frazier said the plan will also include the Beckford Drive water main extension project from just above the ABC Store on Beckford Drive to Roanoke Avenue. This was previously approved by Council.

4. Beckford Drive Widening Project – Once the I-85 detours are no longer needed, the City will bid this project out; however, more funding is necessary. Once the details are known, this project will come to Council for a resolution seeking more funds from the State for this project.

Council Member Inscoe commented this project has been delayed for about nine years. Council Member Daeke asked why the delay. Mr. Frazier said the project originated with the Ferguson Group and has been delayed for various reasons from a previous Council not feeling the project was necessary right up to the State using Beckford Drive as a detour during the current I-85 improvement project. There were also problems with obtaining the necessary right-of-ways; one had to be done by condemnation. Council Member Simmons asked what the original loan amount was, and Mr. Frazier said it was a congressional allocation for about \$785,000 net but the total was \$1,000,000. Mr. Frazier said additional funds may be necessary for this project and will bring the details to Council when appropriate.

5. EV Charger Installations – The work has been completed for the EV charger stations and the City has asked the State to post signs on I-85 and the City will be placing other signs. Council suggested this information be made available to the tourism office and that signs be posted within the City as well as web sites.
6. Fire Station #2/Formal Municipal Building Renovation – City Manager Frazier said bids have been received and approved by Council. The LGC is reviewing the proposal and once approved, construction contracts will be executed. Approval from the LGC is expected within the next few days. It was noted that the HVAC system for the DDC office has already been installed.
7. Regional Water Plant Upgrade – Manager Frazier reminded Council that the design build firm has been selected and said a contract will be brought before Council for approval at the next regular meeting or a special called meeting.
8. CDBG Project – The contract, awarded to H.G. Reynolds Co., for the Newton Dairy Road/Birch/Bobbitt CDBG Project has been finalized. The annexation component will be brought back to Council at the next regular meeting.

Mr. Frazier then moved the discussion to initiatives that need to be addressed.

1. Redevelopment – Mr. Frazier said he has talked with his counterpart at the County regarding economic development issues, and asked Assistant to the City Manager Paylor Spruill to elaborate on the redevelopment plan/status. Mr. Spruill said he felt the County would like to have a proposed plan in place before it would consider becoming involved. Unfortunately, a plan could cost upward of \$50,000 and Council does not feel it should

have to spend that kind of money without some type of commitment from the County that it is willing to help with redevelopment.

Council Member Daeke said too many times he has seen the County ask for proposals from the City only to let it *die on the vine*. Council Member Coffey felt the City should have some type of commitment from the County as to whether it is interested in becoming involved or not. Council Member Elliott said something has to be done with or without County involvement to which Ms. Coffey responded this is a huge project that the City cannot do on its own. Council Member Inscoe said it is imperative the County be involved and the project should be a partnership. Council Member Williams asked if the plan could be implemented in phases.

Council Member Inscoe made comments about the various aspects needed for redevelopment, including economic development, jobs, and revenue. He presented information to his peers regarding how much the city has lost in recent years in taxes due to properties becoming 501Cs. He stressed how these tax losses will continue to negatively affect the tax base in Henderson for many years to come. Mr. Inscoe also commented on how much income the County is gaining due to development, solar farms, new Dollar General Stores, etc. He emphasized the City/Council needs to be very cautious about its spending in the future. Mr. Inscoe reminded Council that there are only three areas within the city limits zoned for industry where development can occur to create the needed jobs: Ross Mill Road, the Southern Pine area and North Henderson. There are no large tracts within the City to recruit and develop industry.

Council Member Elliott asked if other areas could be rezoned. Mr. Inscoe said there is no space within the city limits that would allow for rezoning. This led to a discussion about the need for retail growth that is coming with the anticipated new grocery store, and the new pet store.

Mr. Inscoe then turned the discussion another challenge Henderson is facing by presenting some statistics regarding the income of surrounding areas. Henderson is at the bottom and Rolesville and Wake Forest were at the opposite extreme.

Council Member Elliott asked how the City can be positively marketed. Mr. Inscoe suggested the Chamber and Tourism office could be helpful, promotion of the two certified industrial sites and establishing a relationship with the state and federal representatives. He also suggested the creation of a shell building that a new company could readily move into and mentioned creating mini-hubs of 5-10 acres. Council Member Simmons asked about recreational things because of the close proximity to the lake such as a waterpark.

The Economic Development Commission is in the process of hiring a new director. Council Member Daeke serves on this commission and said he is optimistic it will be someone with proven experience yet young enough to be motivated. Council Member Simmons said an innovative person with vigor is needed. She shared a discussion she had recently with a new business manager who is not from Henderson who saw so many good qualities about the city. This discussion concluded with Mr. Daeke being charged

with presenting a resolution of action items to the commission that would be drafted by the Mayor and City Manager.

There was discussion about advertising the positives, taking a four prong approach similar to what the Main Street program has developed and again, finding ways to attract jobs and revenue.

Discussion often returned to the need for the County to step up to help the City since the city and its residents are part of the County. One example given was Henderson-Vance Downtown Development Commission (DDC) is receiving \$50,000 from the City with another \$20,000 in reserve for a full time director with the County contributing \$1,500 to the DDC. One idea was for a City/County retreat to encourage joint projects that would benefit the city and county. Council asked the Mayor/Manager to send a letter to the County requesting more support for the DDC.

City Manager Frazier moved the discussion to the next item under initiatives after it was agreed to present this to the EDC.

2. Competitive Salaries – Again the issue revolves around revenue versus expenses. Mr. Frazier said although sales taxes are volatile they have increased slightly and the franchise tax also increased slightly. Generally, there is an understanding that the police department needs to retain experienced police officers and be fully staffed. There was a brief discussion about morale when one department receives an increase and others do not, thus creating an environment that says one position is less important than another.

Council Member Inscoe mentioned the City is in year 4 of the 5 year implementation of the Pay Study and if fully implemented in year 5 will cost the city an additional \$250,000 plus.

There was also a brief discussion about the Perry Memorial Library that is showing its age. Because the library is a city/county function, Mr. Inscoe said he thought the County should be fully responsible because it serves both city and county residents.

3. Outdoor Amphitheater and Memorandum of Understanding and Usage with DDC, Embassy Foundation – City Manager Frazier said the tree grant of \$3,500 has been approved and the pavilion is moving forward. Due to the change in leadership, discussions need to be renewed with the Embassy Foundation as the City wants to work with the theater to coordinate performances between the two venues.
4. DDC Program – There is positive movement toward hiring a director. Mr. Spruill said it is anticipated a director will be hired in September and will initially be part-time, as the city moves forward toward becoming a Main Street City again.
5. Final Approval of Youth Program Service Coordinator as Community Liaison – Manager Frazier said the final touches are being added to the job description to be brought before Council at its next regular meeting. Both Council Members Elliott and Coffey said they have seen a draft of the job description and neither felt the description met the needs of

the community. There was a discussion about what this job description/position should include, and Council Member Elliott pointed out other cities have positions that serve as both a liaison and grant writer. Council Member Inscoe suggested that one of the two existing job descriptions be changed to focus fully on this liaison position. He also suggested to Ms. Elliott that the group of citizens who requested this position during a recent Council meeting take their same request to the County. Ms. Elliott felt this would be appropriate since the “V” in V-Hope stands for Vance. It was also suggested the County might create a position (or a shared position) since crime occurs in the County also.

6. Demolitions - City Manager Frazier gave an update on the following:

- a) Former Henderson Laundry – Data from the State has been received and contaminates have been found in the ground water and soil. Assistant to the City Manager Spruill said the building has a flea infestation and reported the current owner is willing to give the property to the City. However, the City Attorney has advised that going through the foreclosure process would create less liability for the City.

Council Member Inscoe asked where the County is in the foreclosure process and Mr. Frazier said he was unsure, but would verify with the County Manager.

Before moving on, Council Member Inscoe requested an update on two issues:

- Extending water to the Weybosset Road area, *and*
 - Status of the old Grissom Shoe Shop on Garnett Street - The City Attorney was to send a letter to the owner and Mr. Inscoe asked if that had been done. City Manager Frazier said he would ask the Attorney when he returns to the office on Monday.
- b) Abagayle’s Bookstore – This building is in the foreclosure process. Interest has been expressed in purchasing the building and more information will be coming soon.
- c) Former Howard Johnsons Hotel (Parham Road) – Development Services Director Corey Williams has met with the owners who asked if the City would be interested in purchasing the property. Manager Frazier said when the representatives for the demolition grant were in town, they indicated the hotel property would more likely qualify for grant funds to demolish this structure.
- d) Econolodge on Ruin Creek Road – There has been recent discussions with the owners about this eyesore.

7. Improvement of Housing Stock

- a) City Manager Frazier said the City has met with the County about the Urban Homesteading program. The County has specifically requested information about the houses being considered for the program but no report has been received from the

County about its interest. The newspaper reported that the County was supportive of this program.

- b) On another note, Mr. Frazier said the Workforce Program has asked if it could assist with the Urban Homesteading program by providing assistance for program participants who are not knowledgeable about specific areas needed to upgrade the buildings (i.e. electric work or plumbing). Staff thought this was a good idea and Council generally thought so as well.

Council Meetings - The next item on the agenda was a discussion regarding Council meetings.

City Manager Frazier said it is important that everyone be prepared for these meetings. As part of this discussion, it was felt staff should not be called forward unless Council made that request through the Mayor and City Manager. Council Member Daeke said the meeting is agenda driven and he would like to continue the procedure of listening to each citizen who speaks during the Public Comment Period on Non-Agenda Items and then allowing the City Manager/Staff time to review the comment and report back to Council. He said there are always two sides to a statement that need to be considered before a decision is made. Council Member Elliott saw this as disregarding citizen requests and felt that if we had not responded, it may seem impersonal and inhumane. She stated there was a difference in being angry and passionate and she shared she had read over the job descriptions/proposals brought to Council by citizens prior to the meeting. There seemed to be consensus that if any citizen had information that could be provided prior to the meeting, it might be possible to add that concern to the agenda.

Mayor Ellington said the meeting should follow parliamentary procedure as written in *Roberts Rules of Order*. (Note: The *Roles, Responsibilities and Expectations* provided at is retreat; however, there were not discussed.)

Due to the Special Called Meeting at 4:00, Mayor Ellington thanked Council for being open and participating in this meeting, and asked if they were prepared to adjourn.

ADJOURNMENT:

It was the consensus of Council to adjourn at 3:50 p.m. to go into Council Chambers for the Special Called Meeting.

Eddie Ellington
Mayor

ATTEST:

Esther J. McCrackin
City Clerk