



AGENDA

Henderson City Council Short Regular Meeting

Monday 24 March 2014, 6:00 p.m.

**R. G. (Chick) Young, Jr. Council Chambers, Municipal Building
134 Rose Avenue
Henderson, North Carolina**

Mayor and City Council Members

Mayor James D. O'Geary, Presiding

Councilmember James C. Kearney, Jr.
Councilmember Sara M. Coffey
Councilmember Michael C. Inscoe
Councilmember D. Michael Rainey

Councilmember Brenda Peace-Jenkins
Councilmember Garry D. Daeke
Councilmember Fearldine A. Simmons
Councilmember George M. Daye

City Officials

A. Ray Griffin, Jr., City Manager
John H. Zollicoffer, Jr., City Attorney
Esther J. McCrackin, City Clerk

I. CALL TO ORDER

II. ROLL CALL

III. INVOCATION AND PLEDGE OF ALLEGIANCE

IV. OPENING REMARKS

In order to provide for the highest standards of ethical behavior and Transparency in Governance as well as provide for good and open government, the City Council has approved Core Values regarding Ethical Behavior¹ and Transparency in Governance². The Mayor now inquires as to whether any Council Member knows of any conflict of interest, or appearance of conflict, with respect to matters before the City Council. If any Council Members knows of a conflict of interest, or appearance of conflict, please state so at this time.

¹ **Core Value 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.

² **Core Value 10: Transparency in Governance:** We value transparency in the governance and operations of the City.

V. ADJUSTMENTS TO AND/OR APPROVAL OF THE AGENDA

VI. APPROVAL OF MINUTES

- a) 10 March 2014 Regular Meeting *[See Notebook Tab 1]*

VII. PUBLIC HEARING

- a) Consideration of Approval of Resolution 14-02, Authorizing the Submission of an Application for the North Carolina Department of Environment and Natural Resources (NCDENR) Division of Water Infrastructure for a CDBG Infrastructure Project. (CAF 14-10-A) *[See Notebook Tab 2]*

- Public Hearing
- Resolution 14-02

VIII. PUBLIC COMMENT PERIOD ON AGENDA ITEMS

Citizens may only speak on non-Agenda items only at this time. Citizens wishing to address the Council must sign-in on a form provided by the City Clerk prior to the beginning of the meeting. The sign-in form is located on the podium. When recognized by the Mayor, come forward to the podium, state your name, address and if you are a city resident. Please review the Citizen Comment Guidelines that are provided below.³

IX. NEW BUSINESS

- a) Consideration of Approval of Ordinance 14-22, FY14 Budget Amendment #27 to 1) Record a Technical Correction Properly Budgeting Receipt of FY 2014 Water Reservation Fee from Granville County; and 2) Amend the Rate Stabilization Fund and Water Fund Budgets to Correct the Transfer of Water Reservation Fees from Vance County. (CAF 14-42) *[See Notebook Tab 3]*
- Ordinance 14-22

³ **Citizen Comment Guidelines**

The Mayor and City Council welcome and encourage citizens to attend City Council meetings and to offer comments on matters of concern to them. Citizens are requested to review the following public comment guidelines prior to addressing the City Council.

- 1) Citizens are requested to limit their comments to five minutes; however, the Mayor, at his discretion, may limit comments to three minutes should there appear to be a large number of people wishing to address the Council;
- 2) Comments should be presented in a civil manner and be non-personal in nature, fact-based and issue oriented. Except for the public hearing comment period, citizens must speak for themselves during the public comment periods;
- 3) Citizens may not yield their time to another person;
- 4) Topics requiring further investigation will be referred to the appropriate city official, Council Committee or agency and may, if in order, be scheduled for a future meeting agenda;
- 5) Individual personnel issues are confidential by law and will not be discussed. Complaints relative to specific individuals are to be directed to the City Manager;
- 6) Comments involving matters related to an on-going police investigative matter and/or the court system will not be permitted; and
- 7) Citizens should not expect specific Council action, deliberation and/or comment on subject matter brought up during the public comment section unless and until it has been scheduled as a business item on a future meeting agenda.

- b)* Consideration of Approval of Ordinance 14-21, FY14 Budget Amendment #28, Authorizing the Transfer of Funds for Unanticipated Costs Associated with a Water Main Repair Under CSX Railroad. (CAF 14-39) [See Notebook Tab 4]

- Ordinance 14-21

- c)* Update on Potholes on City Roads (CM 14-10) [See Notebook Tab 5]

X. CONSENT AGENDA

All matters listed under the Consent Agenda have either been previously discussed by City Council during a previous meeting and/or are considered in the ordinary course of business by the City Council and will be enacted-on by one motion and a roll call vote in the form listed. If discussion is desired by either the Council or the Audience, the item in question will be removed from the Consent Agenda and considered separately after the revised consent agenda has been approved.

- a)* Consideration of Approval of Resolution 14-21, 2014-2016 Strategic Plan. (CAF 14-34) [See Notebook Tab 6]

- Resolution 14-21

- b)* Consideration of Approval of Tax Releases and Refunds from Vance County for the Month of February 2014. (CAF 14-31) [See Notebook Tab 7]

XI. PUBLIC COMMENT PERIOD ON NON-AGENDA ITEMS

Citizens may only speak on non-Agenda items only at this time. Citizens wishing to address the Council must sign-in on a form provided by the City Clerk prior to the beginning of the meeting. The sign-in form is located on the podium. When recognized by the Mayor, come forward to the podium, state your name, address and if you are a city resident. Please review the Citizen Comment Guidelines that are provided below.⁴

⁴ Citizen Comment Guidelines

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- 4) Topics requiring further investigation will be referred to the appropriate city official, Council Committee or agency and may, if in order, be scheduled for a future meeting agenda;
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- 7) Citizens should not expect specific Council action, deliberation and/or comment on subject matter brought up during the public comment section unless and until it has been scheduled as a business item on a future meeting agenda.

XII. REPORTS

- a)** Mayor/Mayor Pro-Tem
- b)** City Manager
- c)** City Attorney
- d)** City Clerk
 - i. Meeting and Events Calendar [*See Notebook Tab 8*]
 - ii. Fire Department Report
 - iii. Police Department Report

XIII. ADJOURNMENT

NO WORK SESSION ITEMS

City Council Minutes - DRAFT

Regular Meeting

10 March 2014

PRESENT

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

ABSENT

Mayor James D. O'Geary

STAFF PRESENT

City Manager A. Ray Griffin, City Attorney John Zollicoffer, Jr., City Clerk Esther J. McCrackin, Assistant City Manager Frank Frazier, Finance Director Katherine C. Brafford, Planning and Community Development Director Erris Dunston and Henderson Water Reclamation Facility Director Tom Spain.

CALL TO ORDER

The 10 March 2014 Regular Meeting of the Henderson City Council was called to order by Mayor Pro-Tem D. Michael Rainey 6:02 p.m. in the R. G. "Chick" Young, Jr. Council Chambers, Municipal Building, 134 Rose Avenue, Henderson, NC.

ROLL CALL

The City Clerk called the roll and advised Mayor Pro-Tem Rainey a quorum was present.

INVOCATION AND PLEDGE OF ALLEGIANCE

Council Member Peace-Jenkins led those present in a prayer and the Pledge of Allegiance.

OPENING COMMENTS

Mayor Pro-Tem Rainey welcomed the visitors in attendance. He updated the Mayor's status by saying he is doing better each day and hopes to be back soon.

(Clerk's Note: The Mayor Pro-Tem shall preside in the absence of the Mayor under City Code Section 13, 15 and 20, and State Statute 160A-70; while acting as Mayor, the Mayor Pro-Tem votes only in the case of a tie.)

ADJUSTMENTS TO/APPROVAL OF AGENDA

Mayor Pro-Tem Rainey asked if there were any adjustments to the Agenda. City Clerk McCrackin asked for Council's approval to add a Closed Session pursuant to G.S. §143-318-11(a)(3) for an Attorney/Client matter. Council Member Inscoe moved to accept the Agenda as adjusted. Motion seconded by Council Member Daye and unanimously approved.

APPROVAL OF MINUTES

Mayor Pro-Tem Rainey asked for any corrections to and/or approval of the minutes. Council Member Coffey moved the approval of the 19-20 Strategic Retreat minutes, and the 24 February Short Regular and Work Session minutes as presented. Motion seconded by Council Member Peace-Jenkins and unanimously approved.

PUBLIC HEARING

Authorizing the Submission of an Application for the North Carolina Department of Environment and Natural Resources (NCDENR) Division of Water Infrastructure for a CDBG Infrastructure Project. *(Reference: CAF 14-35, Resolution 14-22)*

City Manager Griffin reminded Council that they heard previously that the nature of this grant has changed and asked both Assistant City Manager Frank Frazier and Planning and Community Development Director Erris Dunston to present this item. Mr. Frazier said since this grant now focuses on infrastructure, it is a good opportunity for the City to apply for funds to work on certain projects. He feels the City's application will be competitive and told Council there are no local matching funds required. Before turning the presentation over to Ms. Dunston, he said this is the first of two public hearings required before an application may be submitted.

Ms. Dunston began by saying the 2014 CDBG funding cycle strategy is totally focused on infrastructure related to low income areas. She said the proposed sewer extension projects for Bobbitt and Birch streets; the water main extensions for both Railroad Street and Thomas Lane, along with the Newton Dairy (Chicken Farm) Road Gravity Sewer Extension all fall within the requirements of the CDBG grant guidelines. Lastly, she shared McGill Associates is assisting with the grant application process.

Council Member Daeke asked for an estimate of the cost for each project and if there is a CDBG limit on funds per application. Mr. Frazier said very rough estimates are as follows: Bobbitt and Birch streets - \$350,000 to \$400,000; Thomas Lane - \$1M if the entire lane is included; Railroad Street - \$300,000 and Newton Dairy - \$450,000 to \$500,000. Mr. Frazier said there is a CDBG limit of no more than \$3M.

Council Member Inscoe asked if the administrative fee is 10%. Mr. Frazier responded yes. Mr. Inscoe also inquired about the engineering plans. Mr. Frazier said McGill will do the plans and no fees have been determined.

Council Member Kearney inquired about what precipitated the change from housing to infrastructure. Ms. Dunston said although the funds are Federal, each State determines how the funds are to be used. City Manager Griffin felt the change has to do with the State merging departments. He said overall there is a great need for infrastructure improvements. Mr. Kearney asked if there was any grant money available for housing.

Council Member Inscoe said there is some available for energy efficiency but was unaware of anything specific to just housing.

Council Member Daeke wondered if Clean Water Management Trust Fund (CWMTF) grants are no longer available. Staff responded there are no longer any CWMTF dollars.

There were no further questions so Mayor Pro-Tem Rainey opened the Public Hearing by asking if anyone was present who wished to speak in favor of this grant application. No one came forward so Mayor Pro-Tem Rainey then asked if anyone was present who wished to speak in opposition to this grant application. No one came forward so Mayor Pro-Tem Rainey closed the Public Hearing and asked for Council's pleasure.

Mr. Frazier said as the application process proceeds, he will bring back to Council the water/sewer options so Council can decide which projects to address first.

Council Member Coffey moved the approval of Resolution 14-02, *Authorizing the Submission of an Application for the North Carolina Department of Environment and Natural Resources (NCDENR) Division of Water Infrastructure for a CDBG Infrastructure Project*. Motion seconded by Council Member Daeke and APPROVED by the following vote: YES: Kearney, Coffey, Inscoe, Peace-Jenkins, NO: None. ABSTAIN: None. ABSENT: None. (See Resolution Book 3, p 269)

(Clerk's Note: Although Council approved the submission of an application to NCDENR, formal approval of this Resolution cannot be accepted until the second Public Hearing occurs.)

PUBLIC COMMENT PERIOD ON AGENDA ITEMS

The City Clerk advised the Mayor and Council Members that no citizen wished to speak to Council on agenda matters.

NEW BUSINESS

Providing for the Disposition of Jointly Held Property by the City and County Otherwise Identified as 529 Highland Avenue Tax Parcel #0078 02017. (Reference: CAF 14-35; Resolution 14-22)

City Manager Griffin said this request continues with the established practice of disposing of City/County property. He said Vance County's Tax Department received a bid of \$1,200 to purchase the property located at 529 Highland Avenue. The sale of the property will put the property back on the tax books and relieve the City of maintaining the property.

Council Member Kearney asked for the size of the tract. That information was not included on the tax card. City Manager Griffin said that tract size will be made available for all future sales.

There were no other questions. Mayor Pro-Tem Rainey asked for the pleasure of Council.

Council Member Peace-Jenkins moved the approval of Resolution 14-22, *Providing for the Disposition of Jointly Held Property by the City and County Otherwise Identified as 529 Highland Avenue Tax Parcel #0078 02017*. Motion seconded by Council Member Kearney and APPROVED by the following vote: YES: Coffey, Inscoe, Peace-Jenkins, Daeke, Simmons, Daye and Kearney. NO: None. ABSTAIN: None. ABSENT: None. (See Resolution Book 3, p 309)

Amending the Sewer Fund to Appropriate Fund Balance and Utilize Contingency Funds for Anticipated Cost Overruns Due to the HWRF Renovation Project. (Reference: CAF 14-38, Ordinance 14-20)

City Manager Griffin asked Henderson Water Reclamation Facility (HWRF) Manager Tom Spain to explain this item. Mr. Spain said the failure rate of the plant's 33 year old equipment has caused an increase in machine shop repairs for Sandy Creek pump station motors; the new construction caused an unanticipated increase in chemicals costs at the old plant and the delivery of more fuel oil than anticipated have all caused this request. Mr. Spain said the oil will be used and rather than asking the supplier to syphon out the excess oil and possibly causing an environmental hazard, he chose to pay for the oil at this time. He added the supplier reduced the cost per gallon due to this error.

Council Member Coffey asked for the cost of the excess oil. Mr. Spain said approximately \$5,000.00.

City Manager Griffin explained that this request comes before Council as part of the cost overruns need to be paid from the contingency funds and sewer fund balance. He added the 2015 budget will take into account such matters and continued by saying the Sandy Creek project is underway. Some of the old equipment failure relates to bad pumps at Sandy Creek so he is looking forward to having this pump station improved.

Mr. Griffin said Mr. Spain and his team did a yeoman's job with the equipment failure to stay in compliance and thanked them all for their work.

There were no further questions. Mayor Pro-Tem Rainey asked for the pleasure of Council.

Council Member Daeke moved the approval of Ordinance 14-20, *Amending the Sewer Fund to Appropriate Fund Balance and Utilize Contingency Funds for Anticipated Cost Overruns Due to the HWRF Renovation Project*. Motion seconded by Council Member Inscoe and APPROVED by the following vote: YES: Inscoe, Peace-Jenkins, Daeke, Simmons, Daye, Kearney and Coffey. NO: None. ABSTAIN: None. ABSENT: None. (See Ordinance Book 9, p 103)

Vance County Request. (Reference: CM 14-09)

City Manager Griffin said he received a written request to Council from the Vance County Board of Commissioners, via Vance County Manager Ayscue, to reinstate the City's Intergovernmental Committee. Mr. Griffin said this committee was disbanded in 2010 when the City/County Liaisons arrangement was approved. He said Council Member Inscoe has served the City well as the City Liaison. Mr. Griffin said it is up to Council to decide how they would like to respond to this request.

Council Member Coffey said she served on the Intergovernmental Committee when she became a Council Member and felt there has been more positive action with the Liaison. She suggested the Liaison be kept instead of reactivating the Intergovernmental Committee.

Council Member Kearney asked how many members made up the Intergovernmental Committee. City Attorney Zollicoffer, Jr., said at one point all the County Commissioners participated. Mr. Griffin said according to the County Clerk, there are currently three members – Mr. Hester, Mr. Garrison and Mr. Taylor along with the County Manager.

Council Member Daeke said he did not find the Intergovernmental Committee productive and prefers the Liaison. He also would like to have the Mayor's input before a final decision is made. He suggested waiting until the Mayor is back in place and further discussion after the Budget discussions.

Council Member Kearney suggested having more than one liaison from both the City and County but added if there are too many people nothing seems to be accomplished.

Council Member Coffey said even with four (4) representatives from the County and City nothing was accomplished.

Council Member Peace-Jenkins added when the Intergovernmental Committee was in place, most of the Council Members were new and she sees the County/City now working together and thought it might be worth reestablishing.

City Manager Griffin said although Mr. Inscoe is the current liaison for the City, occasionally the City Manager and City Attorney are included in discussions.

Council Member Inscoe added that any discussions/ideas are always brought before Council. He said he serves only as a mouthpiece for Council with the County. He mentioned the County wide water project which was stalled for over two years in the Intergovernmental Committee but became successful through the liaison route. Council Member Daeke remembered this well and said the liaison *broke the log jam*.

Council Member Coffey asked for specifics as to why the County has requested this change.

Mayor Pro-Tem Rainey said Council's decision this evening is to decide whether to approve this request, table the request or deny the request.

Motion was made by Council Member Coffey to table this request. Motion was seconded by Council Member Daye. Unanimous approval to this motion was as follows: YES: Kearney, Coffey, Inscoe, Peace-Jenkins, Daeke, Simmons and Daye. NO: None. ABSTAIN: None. ABSENT: None

Council Member Inscoe said he would set up a meeting with the County Liaison this week and City Manager Griffin said he would send a formal letter to the County Manager expressing Council's wishes.

CONSENT AGENDA

The City Clerk read the Consent Agenda, summarized as follows:

- a) **Amending the Annual Fee Schedule for Additional Roll-Out Carts for Household Garbage as Well as Additional Weekly Trash Pick Ups; and 2) Establishing a Fee for Loose Leaf Pick Up After the Established Deadline.** (*Reference: CAF 14-28, Ordinance 14-15*) This action more closely aligns the fee schedule to Waste Industries' costs for additional roll-out carts. It also establishes a fee for collecting loose leaves (*See Ordinance Book 9, p. 93*)
- b) **Agreement Setting Forth Mayor, City Council and City Manager Roles, Responsibilities and Expectations.** (*Reference: CAF 14-33, Resolution 14-20*) During the February 19-20, 2014 Strategic Planning Retreat Council reviewed the roles and responsibilities of the Mayor, Council and Manager. The consensus was to make minor amendments and to formally approve the changes. (*See Resolution Book 3, p 305*)

Mayor Pro-Tem Rainey asked if anyone wished to remove this item from the Consent Agenda. There was no request.

Council Member Simmons asked who was going to check on carts that are left out. Assistant City Manager Frazier said the two main methods are citizen input and city personnel. He said a courtesy notice is sent and if non-compliance continues, a fine is issued. Council Member Daeke said the timeframe for carts to be on the street is from 6:00 p.m. the day before collection and they must be removed from the curb by 7:00 p.m. the day of collection. City Manager Griffin said some people neglect to take the carts to the back of the house or leave them at the curb. When this is done consistently, the City begins to receive calls.

There was no further discussion.

Council Member Inscoe moved the approval of the Consent Agenda. Motion seconded by Council Member Kearney and APPROVED by the following vote: YES: Daeke, Simmons, Daye, Kearney, Coffey, Inscoe and Peace-Jenkins. NO: None. ABSTAIN: None. ABSENT: None.

PUBLIC COMMENT PERIOD ON NON-AGENDA ITEMS

City Clerk McCrackin advised no citizen wished to address Council.

REPORTS

- a) Mayor/Mayor Pro-Tem - Mayor Pro-Tem Rainey praised the Human Resources Director, Cathy Brown and her assistant, Joyce Howard-Fritz for their efforts in putting together the Employee Banquet. He congratulated all the recognized employees and said a good time was missed by those who were unable to attend.
- b) City Manager – City Manager Griffin received notification this morning that Parks and Recreation Director Alan Gill plans to retire effective 30 May 2014. Mr. Griffin distributed a memo and touched on Mr. Gill's time with the City which began 9 May 1983. He said Alan has well served the community by providing value-added parks and recreational services during his tenure as Director. He is to be commended for his strong desire and efforts to work with and serve the community's youth and young adults. Alan's leadership is greatly appreciated and Mr. Griffin thanked him for a job well done.
- c) City Attorney (No Report)
- d) City Clerk – City Clerk McCrackin reminded Council of the Chamber's Ribbon Cutting this Thursday for All Safe Records

Mayor Pro-Tem Rainey asked if there was anything further to consider. There were no other matters discussed so he asked if Council was prepared to adjourn to go into Closed Session. No report is expected following the Session.

Before adjourning Council Member Coffey shared her feeling regarding the Strategic Planning Retreat. She felt it was well conducted; enjoyed the facilitator and felt it was the best one yet.

Council Member Kearney moved to adjourn into Closed Session. Motion seconded by Council Member Daeke and approved by the following vote: YES: Kearney, Coffey, Inscoc, Peace-Jenkins, Daeke, Simmons and Daye. NO: None. ABSTAIN: None. ABSENT: None.

CLOSED SESSION

Council Member Peace-Jenkins moved to reconvene into Open Session. Motion seconded by Council Member Coffey and approved by the following vote: YES: Kearney, Coffey, Inscoc, Peace-Jenkins, Daeke, Simmons and Daye. NO: None. ABSTAIN: None. ABSENT: None.

With no further business Mayor Pro-Tem asked if Council was prepared to adjourn.

ADJOURNMENT

Council Member Coffey moved for adjournment. Motion seconded by Council Member Simmons and unanimously approved. The meeting adjourned at 7:25 p.m.

D. Michael Rainey
Mayor Pro-Tem

ATTEST:

Esther J. McCrackin
City Clerk

City Council Action Form

Office of City Manager
P. O. Box 1434
Henderson, NC 27536
252.430.5701



Agenda Item: _____

Council Meeting: 24 Mar 14 Regular Meeting

27 February 2014

TO: The Honorable Mayor James D. O'Geary and Members of City Council

FR: A. Ray Griffin, Jr., City Manager

RE: CAF: 14-10-A

Consideration of Approval of Resolution 14-02, Authorizing the Submission of an Application for the North Carolina Department of Environment and Natural Resources (NCDENR) Division of Water Infrastructure for a CDBG Infrastructure Project

Ladies and Gentlemen:

Council Retreat Goals Addressed By This Item:

- KSO 5: Provide Reliable, Dependable Infrastructure: To provide reliable, dependable and environmentally compliant infrastructure systems.

Recommendation:

- Approval of Resolution 14-02, Authorizing the Submission of an Application to the North Carolina Department of Environment and Natural Resources (NCDENR) Division of Water Infrastructure for CDBG Infrastructure Project.

Executive Summary:

The city received notice that Infrastructure funding is being made available to address critical water and wastewater infrastructure needs in North Carolina. The Division of Water Infrastructure was delegated the authority by the state legislature to administer the water and wastewater infrastructure. The attached document gives further information regarding the guidelines for the application.

The grant application requires that two Public Hearings be held prior to submission of the grant application to solicit input from the public. The first Public Hearing was held on 10 March 2014 highlighting some of the components of the grant as well as possible projects to consider. Council instructed the staff to bring back several options to be considered (see below). It was also noted that projects would have to be either water or sewer but could not be combined, as each project requires separate applications.

Option A: Newton Dairy Road Gravity Sewer Extension and Birch and Bobbitt Streets' Sewer Extension. The Newton Dairy Road Project would eliminate an aging pump station and the Birch and Bobbitt Streets' project would extend sewer into an area with failing septic systems. The estimated cost for both projects is \$1,532,400. (Estimate and maps attached)

Option B: Thomas Lane and Railroad Street Water Main Replacement Project. The Thomas Lane project and the Railroad Street projects will include the replacement of 2" water mains. The total cost for both projects is \$1,085,600 (estimates and maps attached).

If Council approves one of these projects, Resolution 14-02 shall correctly reflect which ever project is approved to move forward.

Enclosure:

1. Resolution 14-02
2. Estimates and Maps
3. CDBG Application Guidelines

RESOLUTION 14-02

AUTHORIZING THE SUBMISSION OF AN APPLICATION TO THE NORTH CAROLINA DEPARTMENT OF ENVIRONMENT AND NATURAL RESOURCES (NCDENR) DIVISION OF WATER INFRASTRUCTURE FOR A CDBG INFRASTRUCTURE PROJECT GRANT

WHEREAS, the Henderson City Council (Council) conducted its Annual Planning Retreat in February 2014 and during said Retreat identified eight Key Strategic Objectives (KSO) and Goals; *and*

WHEREAS, this Resolution addresses **KSO 5**: To Provide Reliable, Dependable and Environmentally Compliant Infrastructure Systems; *and*

WHEREAS, the City of Henderson seeks approval to submit a 2014 CDBG Infrastructure Grant Application; *and*

WHEREAS, there is no grant match required for these funds and is not considered in the scoring calculation; *and*

WHEREAS, this grant is for various water and sewer projects, which have been identified as in dire need of replacement or extensions thereof; *and*

WHEREAS, this grant will provide resources to areas that have severe public health needs due to failed septic systems and/or less than adequate existing water and/or sewer mains; *and*

NOW, THEREFORE BE IT RESOLVED BY THE HENDERSON CITY COUNCIL THAT IT DOES HEREBY authorize the submission of a grant application to the NCDENR Division of Water Infrastructure for **Option A or B**, a CDBG Infrastructure project as listed below:

Option A: *Newton Dairy Road Gravity Sewer Extension and Birch and Bobbitt Streets' Sewer Extension.*

Option B: *Thomas Lane and Railroad Street Water Main Replacement Project.*

The foregoing Resolution 14-02, upon motion of Council Member ** and second by Council Member **, and having been submitted to a roll call vote received the following votes and was ***** on this the *** day of ***** 2014: YES: . NO: . ABSTAIN: . ABSENT: .

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, pp. **, CAF 14-10*

CAF 14-10-A: 24 March 2014 Council Meeting: 10 March 2014 Council Meeting:
24 February 2014 Work Session
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**PRELIMINARY OPINION OF PROBABLE COSTS
NEWTON DAIRY ROAD GRAVITY SEWER
CITY OF HENDERSON
VANCE COUNTY, NORTH CAROLINA**

ITEM	DESCRIPTION	QUANTITY	UNITS	UNIT PRICE	TOTAL COST
1	Mobilization	3%	LS	N/A	\$12,000
2	12" PVC Gravity Sewer Line	1,785	LF	\$50	\$89,250
3	12" Ductile Iron Gravity Sewer Line	2,070	LF	\$75	\$155,250
4	24" Steel Encasement, Bore and Jack, Including 12" DIP Carrier Pipe	80	LF	\$300	\$24,000
5	Creek Crossings	2	EA	\$10,000	\$20,000
6	4' Dia. Concrete Manholes	13	EA	\$3,000	\$39,000
7	Connection to Existing Sewer System	3	EA	\$1,500	\$4,500
8	Abandonment of Existing Pump Station	1	EA	\$15,000	\$15,000
9	Rock Excavation	1,300	CYD	\$100	\$130,000
10	Silt Fence	3,800	LF	\$3	\$11,400
11	Erosion Control	1	LS	\$9,000	\$9,000
SUBTOTAL					\$509,400
Contingencies (10%)					\$51,000
Preliminary Engineering and Environmental					\$7,500
Legal & Funding Administration					\$41,000
Right of Way Acquisition					\$15,000
Permitting and Bid/Award					\$23,000
Construction Administration & Observation					\$38,000
TOTAL PROJECT COST					\$684,900

Notes:

- 1) This estimate of costs represents our judgment as professionals familiar with the construction industry. We cannot and do not guarantee that bids will not vary from this opinion of probable costs.
- 2) All estimated costs are in 2014 dollars.
- 3) An allowance has been included for funding administration.

PRELIMINARY OPINION OF PROBABLE COSTS
BIRCH STREET & BOBBITT STREET SEWER SERVICE
CITY OF HENDERSON
VANCE COUNTY, NORTH CAROLINA

ITEM	DESCRIPTION	QUANTITY	UNITS	UNIT PRICE	TOTAL COST
1	Mobilization	3%	LS	N/A	\$17,000
2	8" Gravity Sewer Line	2,300	LF	\$60	\$138,000
3	4' Dia. Concrete Manholes	12	EA	\$3,000	\$36,000
4	Connection to Existing Sewer System	1	LS	\$5,000	\$5,000
5	Sewer Service Taps	29	EA	\$2,500	\$72,500
6	Pavement Repair / Restoration	1,600	LF	\$50	\$80,000
7	Service Connections to Residence	29	EA	\$2,500	\$72,500
8	Rock Excavation	300	CY	\$120	\$36,000
9	Modification to Existing Pump Station	1	LS	\$125,000	\$125,000
10	Abandon Existing Septic Tanks	29	EA	\$500	\$14,500
SUBTOTAL					\$596,500
Contingencies (15%)					\$89,000
Preliminary Engineering and Environmental					\$12,000
Legal & Funding Administration					\$48,000
Surveying, Design, Permitting, and Bid/Award					\$54,000
Construction Administration & Observation					\$48,000
TOTAL PROJECT COST					\$847,500

Notes:

- 1) This estimate of costs represents our judgment as professionals familiar with the construction industry. We cannot and do not guarantee that bids will not vary from this opinion of probable costs.
- 2) All estimated costs are in 2014 dollars.
- 3) An allowance has been included for funding administration.

PRELIMINARY OPINION OF PROBABLE COSTS
THOMAS LANE WATER LINE REPLACEMENT
CITY OF HENDERSON
VANCE COUNTY, NORTH CAROLINA

ITEM	DESCRIPTION	QUANTITY	UNITS	UNIT PRICE	TOTAL COST
1	Mobilization	3%	LS	N/A	\$16,000
2	6" DIP Water Line	4,600	LF	\$40	\$184,000
3	Pavement Repair / Restoration	4,600	LF	\$50	\$230,000
4	6" Gate Valves	20	EA	\$900	\$18,000
5	Fire Hydrants	5	EA	\$3,500	\$17,500
6	Connect to Existing Small Mains	2	EA	\$3,500	\$7,000
7	Connect to Existing Large Mains	1	EA	\$10,000	\$10,000
8	Water Service Tap and Reconnection to Meter	30	EA	\$2,000	\$60,000
SUBTOTAL					\$542,500
Contingencies (15%)					\$81,000
Preliminary Engineering and Environmental					\$14,000
Legal & Funding Administration					\$43,000
Surveying, Design, Permitting, and Bid/Award					\$49,000
Construction Administration & Observation					\$43,000
TOTAL PROJECT COST					\$772,500

Notes:

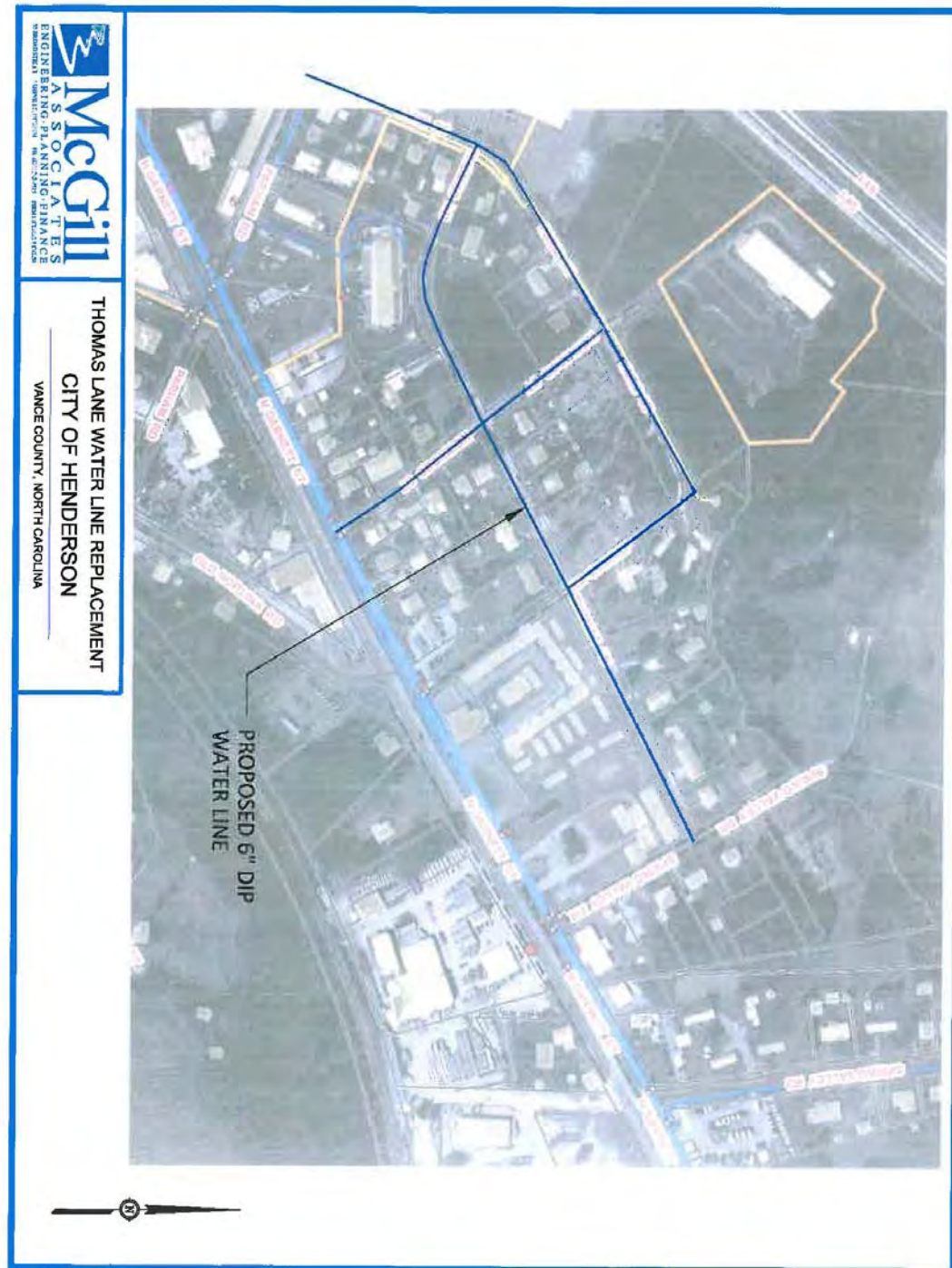
- 1) This estimate of costs represents our judgment as professionals familiar with the construction industry. We cannot and do not guarantee that bids will not vary from this opinion of probable costs.
- 2) All estimated costs are in 2014 dollars.
- 3) An allowance has been included for funding administration.

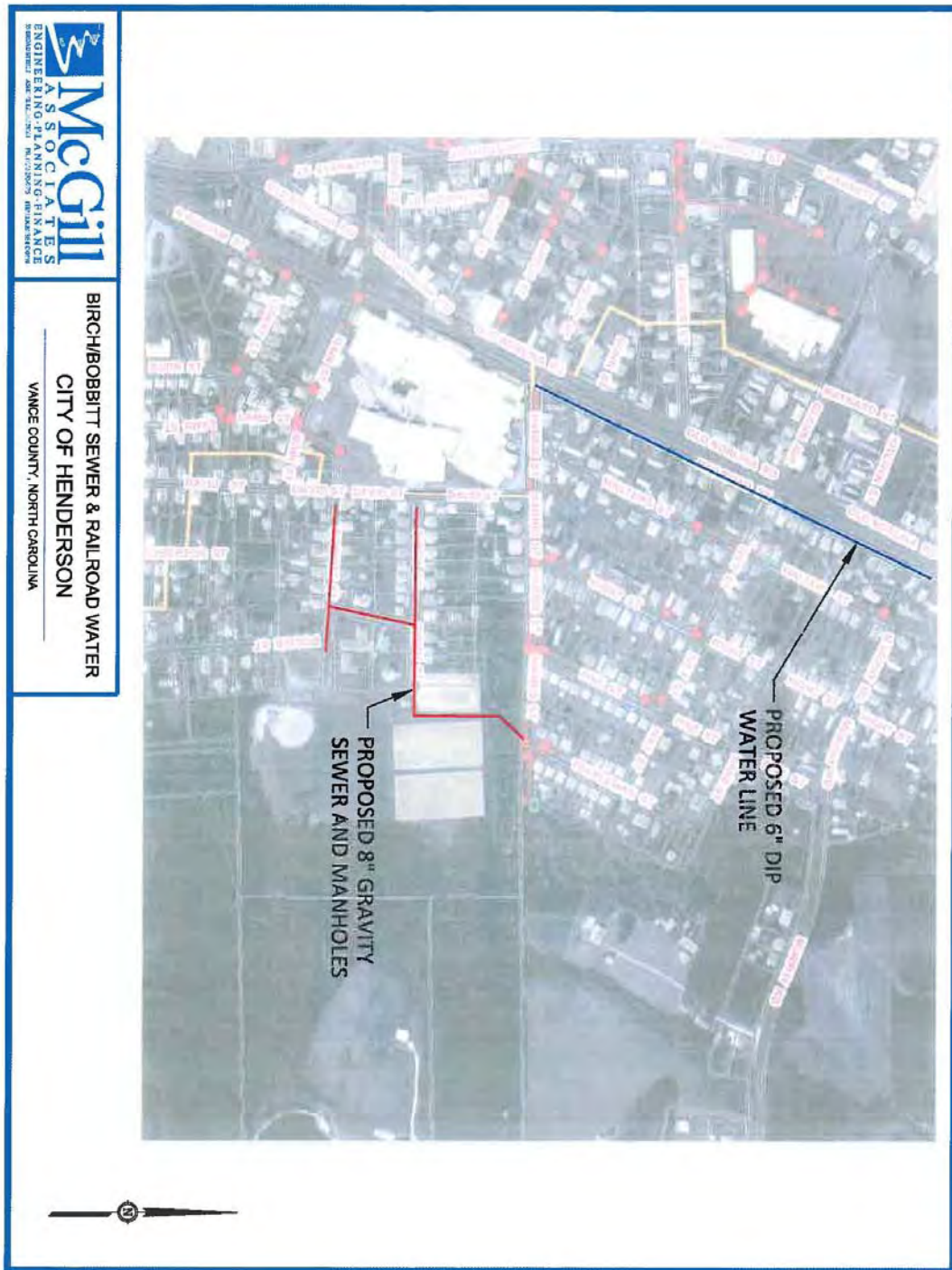
PRELIMINARY OPINION OF PROBABLE COSTS
RAILROAD STREET WATER LINE REPLACEMENT
CITY OF HENDERSON
VANCE COUNTY, NORTH CAROLINA

ITEM	DESCRIPTION	QUANTITY	UNITS	UNIT PRICE	TOTAL COST
1	Mobilization	3%	LS	N/A	\$6,000
2	6" DIP Water Line	1,800	LF	\$40	\$72,000
3	Pavement Repair / Restoration	1,800	LF	\$50	\$90,000
4	6" Gate Valves	4	EA	\$900	\$3,600
5	Fire Hydrants	3	EA	\$3,500	\$10,500
6	Connect to Existing Mains	2	EA	\$3,500	\$7,000
7	Water Service Tap and Reconnection to Meter	15	EA	\$2,000	\$30,000
SUBTOTAL					\$219,100
Contingencies (15%)					\$33,000
Preliminary Engineering and Environmental					\$5,000
Legal & Funding Administration					\$18,000
Surveying, Design, Permitting, and Bid/Award					\$20,000
Construction Administration & Observation					\$18,000
TOTAL PROJECT COST					\$313,100

Notes:

- 1) This estimate of costs represents our judgment as professionals familiar with the construction industry. We cannot and do not guarantee that bids will not vary from this opinion of probable costs.
- 2) All estimated costs are in 2014 dollars.
- 3) An allowance has been included for funding administration.







**COMMUNITY DEVELOPMENT BLOCK GRANT (CDBG) – 2014
INFRASTRUCTURE ALLOCATION TO DENR**

- The NC Department of Environment & Natural Resources (NCDENR) Division of Water Infrastructure (DWI) was delegated the authority by the state legislature to administer the water and wastewater "infrastructure" (see below) portion of the grant monies received from the US HUD CDBG program in July 2013.
- This portion of the US Housing and Urban Development (HUD) Community Development Block Grant (CDBG) program funding was allocated to address critical water and wastewater infrastructure needs in North Carolina.

Who is eligible?

- Only Tier 1 and Tier 2 counties and the municipalities therein are eligible for this funding; however, it is unclear at this time whether the provision that prohibits local governments in Tier 3 counties applies to CDBG infrastructure funding that is to be administered by NCDENR.

Who is NOT eligible?

- 23 entitlement cities receive funding directly from HUD: Asheville, Burlington, Cary, Chapel Hill, Charlotte, Concord, Durham, Fayetteville, Gastonia, Goldsboro, Greensboro, Greenville, Hickory, High Point, Jacksonville, Kannapolis, Lenoir, Morganton, Raleigh, Rocky Mount, Salisbury, Wilmington, and Winston-Salem.
- Urban counties of Wake, Mecklenburg, and Cumberland and all municipalities in these three counties except for the Town of Holly Springs in Wake County and the Town of Linden in Cumberland County.

How Much?

The CDBG funding allocation to DENR for 2013 for Infrastructure project is \$26,323,245.

- No minimum dollar amount is required
- Each ULG may only have three ongoing CDBG-infrastructure contracts at any time totaling a maximum of \$3 million over three years.
- In addition, NCDENR retains the right to prohibit ULGs from new funding if any existing contracts are not in compliance.

Critical Milestones:

- January 2014 - stakeholder outreach effort, public comment period and public hearing
- Mid February 2014 - *Notice of Funding Availability (NOFA)*
- April 1, 2014 - first cycle application due date
- May 12, 2014 - first awards (issuance of Notice of Intent to Fund letters) anticipated by June.
- June - Mandatory Environmental Review and Project Implementation training workshops for grantees
- A second cycle may be offered depending on funding availability with awards by September 2014.

Criterion:

- 1) **Benefit to Low and Moderate Income Persons**
 - The project must benefit an area having at least 51% low and moderate income persons (LMI).
 - Additional consideration will be given to projects that provide service to areas of greatest financial need as identified by percent LMI greater than 51%, water and sewer bill as a percentage of median household income, and the poverty rate.
- 2) **Severity of Water/Wastewater needs and Community Impact**

CDBG infrastructure funding will be used to address critical water and wastewater needs. NCDENR identifies these critical needs as:

 - Improvements to water or wastewater systems under a moratorium or special order of consent (SOC)
 - Projects in Priority Groundwater Contamination Areas

- Projects in areas with significant water loss, identified as having >20 percent water loss based on 2012 Local Water Supply Plans
 - Projects in areas with significant inflow and/or infiltration to wastewater lines, resulting in surcharges to the surface and/or spills into waterways.
 - Projects supplying water to areas with inadequate supply such as (1) those with dry wells, (2) those utilizing a spring or unapproved well, and (3) that have no public water supply onsite.
 - Projects benefitting areas with no acceptable wastewater disposal by providing wastewater disposal to areas such as (1) pit privies, (2) black water straight piping, and/or failing septic systems, and (3) that have no public sewer disposal on site.
 - Projects designed to address communities in drought
 - Water and sewer infrastructure for affordable housing projects
- 3) **System Management (applicants that demonstrate the ability to operate in a more sustainable manner). Three components:**
- Operating Ratio – A better operating ratio ensures that the UGLG's system is operating in a financially viable manner.
 - Capital Improvement Plan (CIP) – UGLGs use a CIP to plan their capital budget.
 - Asset Management Plan

Other Program Goals and Considerations:

- Geographical distribution across North Carolina.
- Readiness of projects as a potential criterion was considered, however the communities with the most financial need may not be in the position to complete early steps such as the preliminary engineering work or the environmental review until funding is awarded. All grantees will need to commit to a specified schedule to insure success.
- Commitment of the UGLG to the project as evidenced by matching funds or other activities (e.g., citizen participation) is important, but because the communities with the most need may not have the ability to provide matching funds or to find other resources, matching funds will not be part of the scoring calculation.

City Council Action Form

Office of City Manager
P. O. Box 1434
Henderson, NC 27536
252.430.5701



Agenda Item: _____

Council Meeting: 24 Mar 14 Short Reg. Meeting

17 March 2014

TO: The Honorable Mayor James D. O'Geary and Members of City Council

FR: A. Ray Griffin, Jr., City Manager

RE: CAF: 14-42

Consideration of Approval of Ordinance 14-22, FY14 Budget Amendment #27, to 1) Record a Technical Correction Properly Budgeting Receipt of FY 2014 Water Reservation Fee from Granville County; and, 2) Amend the Rate Stabilization Fund and Water Fund Budgets to Correct the Transfer of Water Reservation Fees from Vance County

Ladies and Gentlemen:

Council Retreat Goals Addressed By This Item:

- KSO 5: Provide Reliable, Dependable and Environmentally Compliant Infrastructure Systems.
- KSO 8: Provide Sufficient Funds for Municipal Operations and Capital Outlay Necessary to Meet the Needs of Citizens, Customers and Mandates of Regulatory Authorities.

Recommendation:

- Approval of Ordinance 14-22, FY14 Budget Amendment #27, to 1) Record a Technical Correction Properly Budgeting Receipt of FY 2014 Water Reservation Fee from Granville County; and, 2) Amend the Rate Stabilization Fund and Water Fund Budgets to Correct the Transfer of Water Reservation Fees from Vance County.

Executive Summary

The Utilities Sales Agreement between the City and Granville County, dated 29 December 2011, provided for a water allocation reservation fee of \$9,000,000 which is being financed over a period of ten years at 1.25% interest. The note receivable for these fees resides in the Water Fund. These funds are being transferred to Fund 79: Rate Stabilization Capital Reserve Fund once they are received. This budget amendment is a technical correction to budget amendment #25, which recorded the FY14 payment from Granville County as revenue. The entire \$9,000,000 was recorded as revenue during the FY 2012 audit process. Therefore, the receipt of each year's payment will be recorded as a credit to the note receivable rather than a receipt of revenue and the transfer will be offset by an appropriation of fund balance.

CAF 14-42: 24 March 2014 Council Meeting

Page 1 of 5

The same holds true for the budgeting of the water reservation fee from Vance County for Phase 2A & 2B. The entire \$1,750,000 was recorded as revenue during the FY 2013 audit process. The receipt of each year's payment will be recorded as a credit to the note receivable rather than a receipt of revenue and the transfer will be offset by an appropriation of fund balance.

Enclosures:

1. Ordinance 14-22

ORDINANCE 14-22

FY14 BUDGET AMENDMENT #27, TO 1) RECORD A TECHNICAL CORRECTION PROPERLY BUDGETING RECEIPT OF FY 2014 WATER RESERVATION FEE FROM GRANVILLE COUNTY; AND, 2) AMEND THE RATE STABILIZATION FUND AND WATER FUND BUDGETS TO CORRECT THE TRANSFER OF WATER RESERVATION FEES FROM VANCE COUNTY

WHEREAS, the City Council of the City of Henderson (Council), on 27 June 2013, adopted its FY 13-14 Operating Budget; *and*

WHEREAS, on 24 February 2014, the Council approved Budget Amendment #25 to transfer the FY 2013 and FY 2014 water reservation fees received from Granville County to the Rate Stabilization Fund; *and*

WHEREAS, it is necessary to amend the various revenue and expense accounts of the annual operating and capital reserve budgets from time-to-time, said amendment incorporated in this Ordinance.

NOW THEREFORE BE IT ORDAINED by the City Council of The City of Henderson, that the following Budget Ordinance Amendment be approved and said Ordinance shall be effective immediately upon approval of the City Council:

			Ordinance 14-22			
FUNDS: 79: RATE STABILIZATION FUND and 30: WATER FUND			FY 13-14 Budget Amendment #27			
PROJECT: Reserve for Water Plant Expansion and debt service						
Project Budget Created on 13 May 13						
79: RATE STABILIZATION FUND			Approved 1-Jul-13	Current Budget	Amendment	Revised
	Trans fr: 30 Water Fund	79-641-461030	\$ -	\$ 1,902,278	\$ 52,836	\$ 1,955,114
	Water Reservation Fee - Granville	79-641-433418	\$ 951,100	\$ (39)	\$ 39	\$ -
	Water Reservation Fee - Vance 1A	79-641-433412	\$ 9,125	\$ 9,125	\$ (9,125)	\$ -
	Water Reservation Fee - Vance 2A & 2B	79-641-433412	\$ 43,750	\$ 43,750	\$ (43,750)	\$ -
	Fund Balance Appropriated	79-641-491000	\$ 2,052,278	\$ 2,052,278	\$ (951,139)	\$ 1,101,139
		Total	\$ 3,056,253	\$ 4,007,392	\$ (951,139)	\$ 3,056,253
						\$ 3,056,253
79: RATE STABILIZATION FUND			Approved 1-Jul-13	Current Budget	Amendment	Revised
	Rate Stabilization	79-641-535750	\$ 3,086,800	\$ 4,037,939	\$ (951,139)	\$ 3,086,800
		Total	\$ 3,086,800	\$ 4,037,939	\$ (951,139)	\$ 3,086,800
						\$ 3,086,800
	Variance				\$ -	
30: WATER FUND			Approved 1-Jul-13	Current Budget	Amendment	Revised
Department	Line Item	Code				
	Fund Balance Appropriated	30-990-490999	\$ -	\$ 981,139	\$ 994,850	\$ 1,975,989
	Water Reservation Fee	30-300-433418	\$ -	\$ 951,139	\$ (942,014)	\$ 9,125
		Total	\$ -	\$ 1,932,278	\$ 52,836	\$ 1,985,114
						\$ 1,985,114
30: WATER FUND EXPENDITURES			Approved 1-Jul-13	Current Budget	Amendment	Revised
Department	Line Item	Code				
	Trans to: 79 Rate Stabilization	30-660-561079	\$ -	\$ 1,902,278	\$ 52,836	\$ 1,955,114
		Total	\$ -	\$ 1,902,278	\$ 52,836	\$ 1,955,114
						\$ 1,955,114
	Variance				\$ -	
Reference:			Notes:			
24 Feb 14: CAF 14-24; Ord 14-06; FY 14 BA#25			To transfer water reservation fee received from Granville County in FY 2013 and to budget for the transfer of the water reservation fee expected to be received in March 2014 from the Water Fund to the Rate Stabilization Fund. The auditors prefer that we budget the receipt of the rate stabilization funds initially in the Water Fund - because that is where the Note Receivable from Granville County is			
24 March 14: CAF 14-42; Ord 14-22; FY 14 BA#27			To correct the portion of Budget Amendment #25 which transferred the FY 2014 water reservation fee payment from Granville County. The amendment budgeted the reservation fee as a revenue in the Water Fund; however the entire \$9 million was recognized as revenue in the FY 2013 audit. Therefore, fund balance should have been appropriated for the FY 2014 reservation fee - just as it was for the FY 2013 reservation fee. Also to correct the transfer of water reservation fees from Vance County for Phase 2A & 2B. Again, the auditors booked a Note Receivable in Fund 30 in FY 2013 for the entire \$1.75 million. This will budget the appropriation of fund balance for the fees to be received in FY 2014 and transfer them to the Rate Stabilization Fund. They were initially budgeted in the Rate Stabilization Fund.			

The foregoing Ordinance 14-22, upon motion of Council Member ** and second by Council Member ***, and having been submitted to a roll call vote and received the following votes and was *** on this the *** day of _____ 2014: YES: ***. NO: **. ABSTAIN: **. ABSENT: **.

James D. O'Geary, Mayor

ATTEST:

Esther J. McCrackin, City Clerk

Reference: Minute Book 42 p. ***; CAF 14-42

STATE OF NORTH CAROLINA
CITY OF HENDERSON

I, Esther J. McCrackin, the duly appointed, qualified City Clerk of the City of Henderson, do hereby certify the attached is a true and exact copy of Ordinance 14—22 adopted by the Henderson, City Council in Regular Session on ** 2014 (*Minute Book* ** p.**). This Ordinance is recorded in *Ordinance Book 9*, p. ***.

Witness my hand and corporate seal of the City, this *** day of _____ 2014.

Esther J. McCrackin
City Clerk
City of Henderson, North Carolina

Reviewed by: _____ Date: _____
Katherine C. Brafford, Finance Director

Reviewed by: _____ Date: _____
A. Ray Griffin, Jr., City Manager

City Council Action Form

Office of City Manager
P. O. Box 1434
Henderson, NC 27536
252.430.5701



Agenda Item: _____

Council Meeting: 24 Mar 14 Short Reg. Meeting

17 March 2014

TO: The Honorable Mayor James D. O'Geary and Members of City Council

FR: A. Ray Griffin, Jr., City Manager

RE: CAF: 14-39

Consideration of Approval of Ordinance 14-21, FY14 BA #28 Authorizing the Transfer of Funds for Unanticipated Costs Associated with a Water Main Repair Under CSX Railroad.

Ladies and Gentlemen:

Council Retreat Goals Addressed By This Item:

- KSO 5: Provide Reliable, Dependable and Environmentally Compliant Infrastructure Systems.

Recommendation:

- Approval of Ordinance 14-21, FY14 BA #28 Authorizing the Transfer of Funds for Unanticipated Costs Associated with a Water Main Repair Under CSX Railroad.

Executive Summary:

The City experienced a water main break under the CSX Railroad on 12 March 2013. As a result, the water main had to be replaced. CSX was notified and there was an existing concrete structure that held the overhead signalization in place that had to be removed. This structure had previously been requested to be relocated on a previous break, however, the request was denied. Later, the City received two subsequent invoices from CSX in the total amount of \$72,195.99 for work its crews performed during and after the incident. A letter was then sent to CSX on 6 Sept 2013 outlining reasons for which the City believed the invoice should be reduced.

The City received a letter dated 10 Feb 2014 noting its review of the City's concerns and a reduction in the invoice. The final bill is \$36,455 with the understanding that the City would dismantle and remove the concrete block located at Montgomery and William streets. The City Council deliberated and approved payment in the amount of \$36,455 with the understanding that a budget amendment would be necessary since this is an unexpected expense.

At the 24 February 2014 Council meeting, the City Attorney was authorized to send payment along with a release of the claim.

Enclosures:

1. Ordinance 14-21

O R D I N A N C E 14-21

FY 2013 -- 2014 BUDGET AMENDMENT #28 AMENDING THE WATER FUND TO USE CONTINGENCY FUNDS & FUND BALANCE APPROPRIATION FOR WATER MAIN REPAIR UNDER CSX RAILROAD

WHEREAS, the City Council of the City of Henderson (Council), on 27 June 2013, adopted its FY 13-14 Operating Budget; *and*

WHEREAS, it is necessary to amend the various revenue and expense accounts of the annual operating budget from time-to-time, said amendment incorporated in this Ordinance; *and*

NOW THEREFORE BE IT ORDAINED by the City Council of The City of Henderson, that the following Budget Ordinance Amendment be approved and said Ordinance shall be effective immediately upon approval of the City Council:

FUNDS: 30: Water Fund			Ordinance 14-21 FY 13-14 Budget Amendment #28			
30: WATER FUND REVENUES			Approved 1-Jul-13	Current Budget	Amendment	Revised
Department	Line Item	Code				
	Fund Balance Appropriation	30-990-490999	\$ -	\$ 1,975,989	\$ 18,200	\$ 1,994,189
			\$ -	\$ -	\$ -	\$ -
		Total	\$ -	\$ 1,975,989	\$ 18,200	\$ 1,994,189
						\$ 1,994,189
30: WATER FUND EXPENDITURES			Approved 1-Jul-13	Current Budget	Amendment	Revised
Department	Line Item	Code				
660: Non-Departmental	Contingency	30-660-509900	\$ 42,700	\$ 27,700	\$ (18,300)	\$ 9,400
818: Water Distribution	Purchases for Resale	30-818-504800	\$ 2,920,000	\$ 2,883,500	\$ 36,500	\$ 2,920,000
			\$ -	\$ -	\$ -	\$ -
		Total	\$ 2,962,700	\$ 2,911,200	\$ 18,200	\$ 2,929,400
						\$ 2,929,400
		Variance			\$ -	
Reference:			Notes:			
CAF# 14-39; Ordinance #14-21; BA#28 24 March 2014 Council Meeting			A Departmental Budget Transfer was processed in February of this year to cover the unanticipated costs associated with a water main repair under CSX Railroad. \$36,500 was transferred from the Purchases for Resale line item to cover these costs. After further consideration, it was determined that the reduction to this line item should not have been made. This Budget Amendment serves to replenish the Purchases for Resale line item and take the needed funds from a combination of Contingency and Fund Balance Appropriation.			

The foregoing Ordinance 14-21 upon motion of Council Member ** and second by Council Member ***, and having been submitted to a roll call vote and received the following votes and was *** on this the *** day of _____ 2014: YES: ***. NO: **. ABSTAIN: **. ABSENT: **.

James D. O'Geary, Mayor

ATTEST:

Esther J. McCrackin, City Clerk

*Reference: Minute Book 42 p. ****

**STATE OF NORTH CAROLINA
CITY OF HENDERSON**

I, Esther J. McCrackin, the duly appointed, qualified City Clerk of the City of Henderson, do hereby certify the attached is a true and exact copy of Ordinance 14-21 adopted by the Henderson, City Council in Regular Session on 24 March 2014 (Minute Book 42 p.**). This Ordinance is recorded in Ordinance Book 8, p. ***.

Witness my hand and corporate seal of the City, this *** day of March 2014.

Esther J. McCrackin
City Clerk
City of Henderson, North Carolina

Reviewed by: _____ Date: _____
Katherine C. Brafford, Finance Director

Reviewed by: _____ Date: _____
A. Ray Griffin, Jr., City Manager

City Council Memo

Office of City Manager
P. O. Box 1434
Henderson, NC 27536
252.430.5701



Agenda Item: _____

Council Meeting: 24 Mar 14 Short Reg. Meeting

17 March 2014

TO: The Honorable Mayor James D. O'Geary and Members of City Council

FR: A. Ray Griffin, Jr., City Manager

RE: CM: 14-10

Subject: Update on Potholes on City Roads

Ladies and Gentlemen

During the 24 February 2014 Council Meeting, Citizen Reverend William Brodie who resides at 1010 N. Pinkston Street addressed the Council with concerns over the condition of the pavement and needed repairs on Water, Pinkston, Montgomery, Clark and Rocksprings Streets.

Assistant City Manager Frank Frazier has reviewed the conditions of these streets and has issued the following report.

Water Street is a State owned road and with the exception of a sunken utility cut from an older utility installation, the existing potholes are the responsibility of the NCDOT.

Pinkston Street from Andrews Avenue to S. Carolina Avenue is City maintained and there were a good amount of potholes near the intersection of Montgomery Street and Pinkston Streets. These have been temporarily repaired with cold patch. This area needs an overlay and can be done as soon as weather permits.

There are some potholes that were observed on some of the other streets mentioned. Cold patching has been performed, but others may have formed due to the winter weather the City has experienced over the past month. Staff will continue to monitor these areas.

Mr. Frazier has talked with Reverend Brodie and he also asked the City to look at Beckford Drive. He stated there are a good amount of potholes along Beckford Drive in each lane, particularly from Dabney Drive to Andrews Avenue. The Staff will correspond with NCDOT on these repairs also since Beckford is a State maintained road.

City Council Action Form

Office of City Manager
P. O. Box 1434
Henderson, NC 27536
252.430.5701



Agenda Item: _____

Council Meeting: 24 Mar 14 Short Reg. Meeting

25 February 2014

TO: The Honorable Mayor James D. O'Geary and Members of City Council

FR: A. Ray Griffin, Jr., City Manager

RE: CAF: 14-34

Consideration of Approval of Resolution 14-21, 2014-2016 Strategic Plan

Ladies and Gentlemen:

Council Goals Addressed By This Item:

- KSO 1: Implement Performance Excellence—*To provide excellent customer service providing for the efficient and effective delivery of services by implementing performance excellence within the organization.*
- - AP 1-1: Develop a Strategic Plan

Recommendation:

Approve Resolution 14-21 Establishing the 2014-2016 Strategic Plan.

Executive Summary

City Council met on 19 and 20 February 2014 to conduct its Annual Retreat. An outcome of the Retreat was review, amendment and updates to the Strategic Plan. Terms have been defined and the Key Strategic Objectives (KSO) and Action Plans (AP) have been revised in an attempt to better define and understand the direction which they will take.

Enclosures:

1. Resolution 14-21

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

**R E S O L U T I O N
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, introduced by Councilmember **** and seconded by Councilmember ***** on this the **** day of ***** 2014, and having been submitted to a roll call vote, was approved by the following votes: YES: NO: ABSTAIN: ABSENT:

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 ***



CITY OF HENDERSON, NORTH CAROLINA



2014-2016

STRATEGIC PLAN AND BALANCED SCORECARD



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

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

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

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

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

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. Inscoc
Council Member

Fearldine A. Simmons
Council Member



City of Henderson, North Carolina 2014 – 2016 Strategic Plan

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

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

**R E S O L U T I O N
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 at the Henderson County Club and Perry Memorial Library; *and*

WHEREAS, an outcome of the Retreat was the review, amendment and update to the 2013—2015 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, introduced by Councilmember **** and seconded by Councilmember ***** on this the **** day of April 2014, and having been submitted to a roll call vote, was approved by the following votes: YES: NO: ABSTAIN: ABSENT:

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--***

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

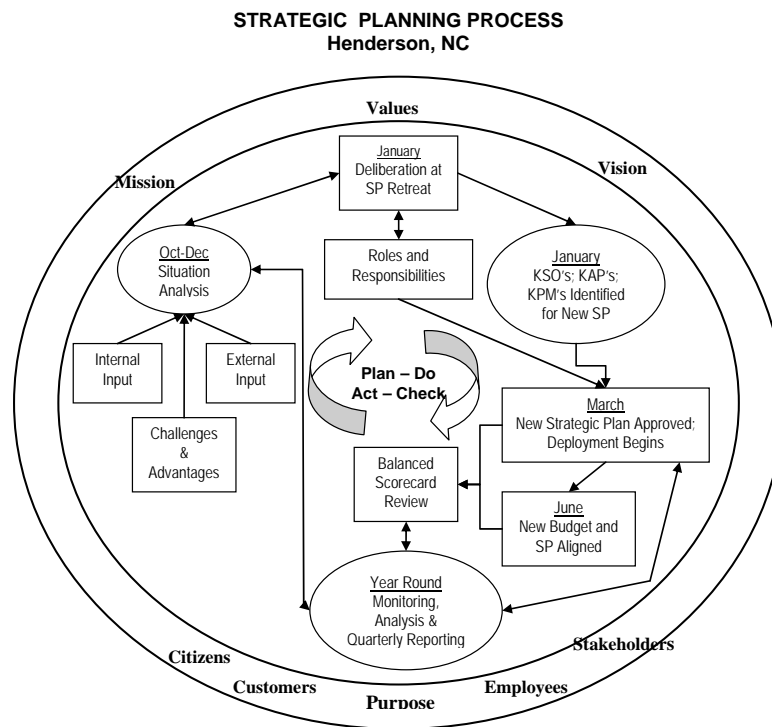
STRUCTURE AND PURPOSE OF THE STRATEGIC PLAN

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.

City of Henderson, North Carolina 2014 – 2016 Strategic Plan

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.

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.

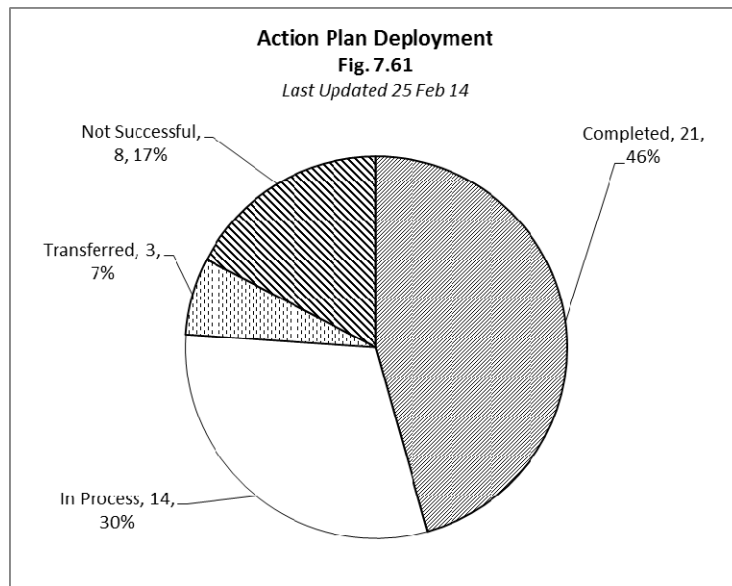
³ **Key Strategic Objective:** A Key Strategic Objective (KSO) is designed to address Key Strategic Advantages, Key Strategic Challenges and other key issues and concerns within the City. The KSO focuses attention on these critical issues so that resources and efforts can be directed toward them in an 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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4. Re-Establishing the Joint Henderson/Vance County Economic Development Commission.
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

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

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and courteous manner by employees who are patient, kind and empathetic to their needs and concerns.

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

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- 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

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

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.

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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.

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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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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.

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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.

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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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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.

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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

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.

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

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

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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.

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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.

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

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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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City of Henderson, North Carolina 2014 – 2016 Strategic Plan

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 2014 – 2016 Strategic Plan

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.

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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

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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

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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. Inscoc</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. Inscoe, 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.

City of Henderson, North Carolina 2014 – 2016 Strategic Plan

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.

City of Henderson, North Carolina 2014 – 2016 Strategic Plan

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 replacing 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:

- | | |
|---|-----------------------------------|
| 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.

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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

City Council Action Form

Office of City Manager
P. O. Box 1434
Henderson, NC 27536
252-430-5701



Agenda Item: _____

Council Meeting: 24 Mar 14 Short Reg. Meeting

12 March 2014

TO: The Honorable Mayor James D. O'Geary and Members of City Council

FR: A. Ray Griffin, Jr., City Manager

RE: CAF 14-31

Consideration of Approval of Tax Releases and Refunds from Vance County for the Month of February 2014.

Ladies and Gentlemen:

Recommendation:

- Approval of tax releases and refunds from Vance County for the month of February 2014.

Executive Summary

The Vance County Tax office submitted the following tax releases and refunds to the Finance Department for the month of February 2014. These releases and refunds are found to be in order and are being recommended for approval.

The large amount of tax releases due to "Mass Abatement" is referring to taxes that are being written off because they are over 10 years old and Vance County can no longer enforce collection.

Feb 2014 Tax Releases & Refunds			
Name	Reason	Tax Year	Amount
Real & Personal Property Releases			
Brame, James A. Sr. Heir	Mass Abatement	2003	\$ 39.59
Creative Real Estate	Mass Abatement	2003	\$ 335.50
Dunston, Luther	Mass Abatement	2003	\$ 99.31
Evans, Wallace	Mass Abatement	2003	\$ 11.38
Gray, Mary F. Heirs	Mass Abatement	2003	\$ 109.37
Green, James P. Jr. Attorney	Mass Abatement	2003	\$ 7.93
Gupton, Harvey T. Jr.	Mass Abatement	2003	\$ 41.24
Hendley, Billy Sr.	Mass Abatement	2003	\$ 20.86
Howard, L.T. Jr. Heirs	Mass Abatement	2003	\$ 3.23

Feb 2014 Tax Releases & Refunds Continued			
Name	Reason	Tax Year	Amount
Jacob, Martin	Mass Abatement	2003	\$ 36.23
Johnson, Lisa	Mass Abatement	2003	\$ 117.36
King, Joseph S	Mass Abatement	2003	\$ 270.96
Krishnareddy, Divakar	Mass Abatement	2003	\$ 74.42
Marrow, Alice & Vander	Mass Abatement	2003	\$ 7.93
Peanut Roaster, Inc. T.	Mass Abatement	2003	\$ 1,803.25
Pic-N-Pay Stores, Inc.	Mass Abatement	2003	\$ 2.90
RDS Corporation	Mass Abatement	2003	\$ 5.12
Riggan, Mattie	Mass Abatement	2003	\$ 80.46
Rodwell, Samuel Otis	Mass Abatement	2003	\$ 72.83
Sneed, James	Mass Abatement	2003	\$ 36.27
Snipes, Catherine	Mass Abatement	2003	\$ 23.05
Southerland, M.A. Children	Mass Abatement	2003	\$ 7.38
Steed Pauline	Mass Abatement	2003	\$ 9.88
Yoruba Temple Oshun Ojubo	Mass Abatement	2003	\$ 39.41
Zuma, LLC	Mass Abatement	2003	\$ 29.07
West Benjamin Dale Jr.	Personal Prop. Billed	2012	\$ 62.24
Cibrian, Kathy	Personal Prop. Billed	2013	\$ 36.86
Pierce, Serena	Correct Ownership	2013	\$ 29.59
St. James Missionary Baptist	Religious	2013	\$ 3,676.20
Thorpe, John J.	Correct Ownership	2013	\$ (29.59)
Total Releases/Real & Personal Property			\$ 7,060.23
Refunds/ Real & Personal Property			
None			\$ -
Total Refunds Real & Personal Property			
Total Releases & Refunds R & P Property			\$ 7,060.23
Registered Vehicle			
Refunds			
Gamage, Lennie Howard	Pro-Rate	2012	\$ 7.95
Popoca, Celia	Pro-Rate	2012	\$ 1.55
Grice, Deborah Regina	Pro-Rate	2013	\$ 40.92
Jones, Dominique Patrice	Pro-Rate	2013	\$ 6.48
Powell, Amy Marie	Pro-Rate	2013	\$ 19.84
Vann, Natekia Neshi	Pro-Rate	2013	\$ 19.92
Total Refunds			\$ 96.66

Name	Reason	Tax Year	Amount
Registered Vehicle			
Releases			
Aalsharran, Rosa Harris	Mass Abatement	2003	\$ 18.72
Alexander, Robert Lee	Mass Abatement	2003	\$ 22.27
Alford, Angela Yvette	Mass Abatement	2003	\$ 15.49
Allen, Mary Jones	Mass Abatement	2003	\$ 15.00
Allen Mary Kathryn	Mass Abatement	2003	\$ 36.90
Allen, Mary Terry	Mass Abatement	2003	\$ 32.63
Alston, Gracie Bullock	Mass Abatement	2003	\$ 27.32
Alston, Gracie Bullock	Mass Abatement	2003	\$ 13.66
Alvarez, Juan Hernandez	Mass Abatement	2003	\$ 19.94
Anderson, Sherrell Kenneth	Mass Abatement	2003	\$ 27.45
Antonio Camilo Ramos	Mass Abatement	2003	\$ 26.41
Appling, Tanecia	Mass Abatement	2003	\$ 22.32
Archie, Robert, Jr.	Mass Abatement	2003	\$ 19.52
Associates Leasing Inc.	Mass Abatement	2003	\$ 59.47
Ayscue, Rachel Guill	Mass Abatement	2003	\$ 20.61
B & M Equipment Inc	Mass Abatement	2003	\$ 57.58
Bahena Aner Vizuth	Mass Abatement	2003	\$ 25.86
Bannister, Charisse Bernice	Mass Abatement	2003	\$ 19.82
Barker, Daniel Walter	Mass Abatement	2003	\$ 12.81
Barker, Margaret Grace	Mass Abatement	2003	\$ 24.15
Barron Antonio Castil	Mass Abatement	2003	\$ 28.00
Belle, Wonona Michelle	Mass Abatement	2003	\$ 30.44
Bobbitt, Joyce Lene	Mass Abatement	2003	\$ 12.62
Botros, Wael Milad Yacoub	Mass Abatement	2003	\$ 20.43
Bradford, Clinton	Mass Abatement	2003	\$ 39.34
Brandon, Frances Oneal	Mass Abatement	2003	\$ 88.26
Brandon, III James Ervin	Mass Abatement	2003	\$ 39.28
Brandon, Joe Ann	Mass Abatement	2003	\$ 26.53
Brandon, James Ervin, Jr.	Mass Abatement	2003	\$ 22.08
Brewer, Esther Marie	Mass Abatement	2003	\$ 19.58
Briones-Martinez Maria Dolore	Mass Abatement	2003	\$ 23.24
Brodie, Armstead Elvin	Mass Abatement	2003	\$ 28.97
Brodie Barbara Branch	Mass Abatement	2003	\$ 17.50
Brodie, Linda Jackson	Mass Abatement	2003	\$ 20.49
Brown, Shayisha	Mass Abatement	2003	\$ 54.23
Brown, Shayisha	Mass Abatement	2003	\$ 19.27
Bullock, Shirley	Mass Abatement	2003	\$ 24.15
Burchette, Berlinda BU	Mass Abatement	2003	\$ 16.47
Burreal, Sean Wendell	Mass Abatement	2003	\$ 63.25
Burt Sheila Kingsberry	Mass Abatement	2003	\$ 25.92
Butler, Anthonly Orlando	Mass Abatement	2003	\$ 41.48
Bya Yhun	Mass Abatement	2003	\$ 107.53

Feb 2014 Tax Releases & Refunds Continued			
Name	Reason	Tax Year	Amount
Canseco-Cruz Adelina	Mass Abatement	2003	\$ 28.30
Cantero, Javier	Mass Abatement	2003	\$ 23.73
Capps, Jr. Bradley D	Mass Abatement	2003	\$ 25.62
Carnalla, Gonzalo Pineda	Mass Abatement	2003	\$ 16.89
Carrasco-Luria Obet	Mass Abatement	2003	\$ 37.82
Carroll, Sidney Hartwell, Jr.	Mass Abatement	2003	\$ 16.95
Cassady, Kristine Lynn	Mass Abatement	2003	\$ 56.34
Caudill, Deborah Tillotson	Mass Abatement	2003	\$ 31.05
CDS, Inc	Mass Abatement	2003	\$ 144.43
Chavex, Uriel Chavarin	Mass Abatement	2003	\$ 30.92
Cheek, Harry Lee	Mass Abatement	2003	\$ 22.52
Closs, Cynthia Nicole	Mass Abatement	2003	\$ 19.76
Commercial Development	Mass Abatement	2003	\$ 188.24
Cook, Nellie Kearney	Mass Abatement	2003	\$ 50.63
Cooley, George Edward, Jr.	Mass Abatement	2003	\$ 15.98
Coppedge, David Earl	Mass Abatement	2003	\$ 12.75
Cortez, Mayra Rubio	Mass Abatement	2003	\$ 37.27
Couch, Leigha Brandy M	Mass Abatement	2003	\$ 37.21
Cousin Otis	Mass Abatement	2003	\$ 45.38
Crosson, Georgianna Woodard	Mass Abatement	2003	\$ 29.88
Crudup, Barbara Smithwick	Mass Abatement	2003	\$ 34.77
Crute, Lena Latonia	Mass Abatement	2003	\$ 59.47
Cruz, Juan Perez	Mass Abatement	2003	\$ 92.29
Cruz, Susana Baustista	Mass Abatement	2003	\$ 43.25
Cruz, Vasconcelos Saul	Mass Abatement	2003	\$ 42.45
Cunningham, Doretta Lea	Mass Abatement	2003	\$ 86.61
Darden, Hattie	Mass Abatement	2003	\$ 18.36
Davis, Ethel Hargrove	Mass Abatement	2003	\$ 15.25
Davis, Fannie Woodard	Mass Abatement	2003	\$ 45.21
Davis, Gerard David	Mass Abatement	2003	\$ 79.23
Davis, Lucy Davis	Mass Abatement	2003	\$ 72.71
Davis, Shawn Lamont	Mass Abatement	2003	\$ 23.79
Day, William Henry	Mass Abatement	2003	\$ 14.70
Dunston, Robert Jr.	Mass Abatement	2003	\$ 14.88
Durham, Anthony	Mass Abatement	2003	\$ 22.26

Feb 2014 Tax Releases & Refunds Continued			
Name	Reason	Tax Year	Amount
Ealey, Marvin	Mass Abatement	2003	\$ 26.47
Earley-Seward Keita	Mass Abatement	2003	\$ 128.39
Edwards, Richard James	Mass Abatement	2003	\$ 15.37
Ellis, Eric Alphonso	Mass Abatement	2003	\$ 29.76
Ellis, Charles Ernest, III	Mass Abatement	2003	\$ 66.36
Ello, Pedro Anjeles	Mass Abatement	2003	\$ 55.51
Escolante, Emmer Bamaca	Mass Abatement	2003	\$ 16.34
Esteban, Rigoberto Alvarez	Mass Abatement	2003	\$ 27.02
Estrada Rene Romero	Mass Abatement	2003	\$ 21.59
Etchegoyen, Walter Douglas Pin	Mass Abatement	2003	\$ 21.59
Evans, Cheryl	Mass Abatement	2003	\$ 24.52
Evans, Mary Southerland	Mass Abatement	2003	\$ 49.04
Faines, Joe Andrew	Mass Abatement	2003	\$ 13.90
Felix, Roberto Rodriguez	Mass Abatement	2003	\$ 19.94
Fields, Christopher Alexander	Mass Abatement	2003	\$ 55.32
Fields, Hetre Crudup	Mass Abatement	2003	\$ 24.52
Fields-Enoch Stacey	Mass Abatement	2003	\$ 19.27
Eigueroa Iris Delia	Mass Abatement	2003	\$ 17.93
Finch, Joseph Eugene	Mass Abatement	2003	\$ 141.58
Fleetmark, Inc	Mass Abatement	2003	\$ 87.35
Flood, Travis Loreze	Mass Abatement	2003	\$ 128.70
Flores, Eloisa Castizo	Mass Abatement	2003	\$ 25.92
Flores, Rubin jeovany	Mass Abatement	2003	\$ 29.15
Foster, William Edward	Mass Abatement	2003	\$ 16.83
Fountain, Blenn Anthony	Mass Abatement	2003	\$ 15.00
Fox, Violet Jeanette Edwards	Mass Abatement	2003	\$ 11.95
Fredrick, Shirley Ardelia	Mass Abatement	2003	\$ 3.05
Fuller, Moses Robert, Jr.	Mass Abatement	2003	\$ 45.62
Galindo, Charro Lei Madden	Mass Abatement	2003	\$ 71.37
Geronimo, Flavio Hernandez	Mass Abatement	2003	\$ 17.14
Gervacio, Joel Mendiola	Mass Abatement	2003	\$ 21.04
Gill, Cleothia	Mass Abatement	2003	\$ 20.43
Glasco, Otis Nathaniel	Mass Abatement	2003	\$ 50.50
Gomez, Patrico Paredes	Mass Abatement	2003	\$ 33.91
Gooch, James Edward	Mass Abatement	2003	\$ 27.50
Grady, Glenn Jackson	Mass Abatement	2003	\$ 20.74
Green, Maurice Donnell	Mass Abatement	2003	\$ 17.87
Grissom, Mitchael D. Sr.	Mass Abatement	2003	\$ 15.73
Guterrez, Paola Vazquez	Mass Abatement	2003	\$ 42.02
Guterrez, Daniel Martinez	Mass Abatement	2003	\$ 17.08
Guterrez, Fernando Guillermo	Mass Abatement	2003	\$ 33.91

Feb 2014 Tax Releases & Refunds Continued			
Name	Reason	Tax Year	Amount
Haislip, Shannon Lynn	Mass Abatement	2003	\$ 24.34
Hamm, Mary Poythress	Mass Abatement	2003	\$ 21.04
Hargrove, Emma Louise	Mass Abatement	2003	\$ 27.32
Hargrove, James Edward	Mass Abatement	2003	\$ 104.79
Hargrove, Yolanda	Mass Abatement	2003	\$ 15.67
Harris, Alice Olivia	Mass Abatement	2003	\$ 26.10
Harris, Alicia Danita	Mass Abatement	2003	\$ 20.61
Harris, David Devonne	Mass Abatement	2003	\$ 72.95
Harris, Julia Hargrove	Mass Abatement	2003	\$ 21.53
Harris, Kendra Sherea	Mass Abatement	2003	\$ 13.11
Harris, Michael Anthony	Mass Abatement	2003	\$ 15.73
Harris, Vonya Lynette	Mass Abatement	2003	\$ 98.76
Hayes, David T	Mass Abatement	2003	\$ 60.45
Headley, Yara Vernell	Mass Abatement	2003	\$ 67.10
Hernandez, Antonio	Mass Abatement	2003	\$ 33.97
Hernandez, Eleno Guadarrana	Mass Abatement	2003	\$ 42.57
Hernandez, Eulices	Mass Abatement	2003	\$ 27.45
Hernandez-Sanchez, Luis Felipe	Mass Abatement	2003	\$ 16.41
Hillard, Ricky Melvin	Mass Abatement	2003	\$ 17.56
Howard-Fritz Joyce Ann	Mass Abatement	2003	\$ 48.31
Hughes, Cheryl Ann	Mass Abatement	2003	\$ 29.58
Hunt, Thomas Jr.	Mass Abatement	2003	\$ 62.83
Hunt, Kiymera Iman	Mass Abatement	2003	\$ 40.47
Hurtado, Gerrado	Mass Abatement	2003	\$ 18.05
Ignacio-Rojas Malaquis	Mass Abatement	2003	\$ 28.85
Inge, Julia Mae	Mass Abatement	2003	\$ 13.23
Jacksons Enterprize Inc.	Mass Abatement	2003	\$ 3.05
Jefferson, Tuwain Marque	Mass Abatement	2003	\$ 29.28
Jeffreys, James Darnell	Mass Abatement	2003	\$ 21.90
Jenks, Terry Gupton	Mass Abatement	2003	\$ 20.31
Jimenez, Mario Adelina	Mass Abatement	2003	\$ 23.79
Johnson, Helen Watson	Mass Abatement	2003	\$ 12.07
Johnson, Veniston Lee	Mass Abatement	2003	\$ 31.66
Jones, James Lewis	Mass Abatement	2003	\$ 80.82
Jones, Terrell Michael	Mass Abatement	2003	\$ 46.48

Feb 2014 Tax Releases & Refunds Continued			
Name	Reason	Tax Year	Amount
King, Ritchie H	Mass Abatement	2003	\$ 15.19
Kinney, Theresa Ann	Mass Abatement	2003	\$ 28.24
Knight, James Linwood	Mass Abatement	2003	\$ 19.88
Krishnareddy, Divakar	Mass Abatement	2003	\$ 77.28
Lambert, Dorothy Eaton	Mass Abatement	2003	\$ 12.68
Lewis, Annie Perry	Mass Abatement	2003	\$ 211.42
Livingston, Darryl Lamont	Mass Abatement	2003	\$ 12.20
Lloyd, Kevin Lee	Mass Abatement	2003	\$ 21.65
Lopez, Gilberto Matias	Mass Abatement	2003	\$ 113.64
Lopez, Justo Rosario	Mass Abatement	2003	\$ 36.47
Lopez, Roberto Medardo Niz	Mass Abatement	2003	\$ 16.65
Luviano, Pazcual	Mass Abatement	2003	\$ 98.60
Lyons, Teresa Victoria	Mass Abatement	2003	\$ 15.31
Malone, Margaret Harris	Mass Abatement	2003	\$ 90.29
Marin, Oscar Zapata	Mass Abatement	2003	\$ 31.05
Marrow, Jacqueline Perry	Mass Abatement	2003	\$ 4.07
Marshall, Plummer Edward	Mass Abatement	2003	\$ 15.61
Martinez, Arias Caretina Del J	Mass Abatement	2003	\$ 26.41
Martinez, David Cuevas	Mass Abatement	2003	\$ 20.19
Martinez, Miguel Velasquez	Mass Abatement	2003	\$ 29.15
Matamoros, Lucilla Patricia	Mass Abatement	2003	\$ 33.97
May Tracey Leann	Mass Abatement	2003	\$ 26.90
McGreen, Thomas Holland	Mass Abatement	2003	\$ 33.30
McKnight, Mabel Loretta	Mass Abatement	2003	\$ 48.00
McLeod, Wanda Lanetta	Mass Abatement	2003	\$ 24.70
Mcneil, Timothy Edward	Mass Abatement	2003	\$ 57.21
Mederos, Juan Carlos Parades	Mass Abatement	2003	\$ 39.83
Medlin, Christopher Ryan	Mass Abatement	2003	\$ 33.85
Melendez, Javier Rios	Mass Abatement	2003	\$ 26.96
Mexicano Ventura Ibarra	Mass Abatement	2003	\$ 39.28
Miller, James Lee	Mass Abatement	2003	\$ 18.11
Mills, Tenikia Felicia	Mass Abatement	2003	\$ 41.66
Mitchell, Joseph Edwards	Mass Abatement	2003	\$ 30.31
Mitchell, Robert Earl, Jr.	Mass Abatement	2003	\$ 17.87
Mitchner, Betty Jean	Mass Abatement	2003	\$ 23.42
Mitchum, Troy Derek	Mass Abatement	2003	\$ 86.36

Feb 2014 Tax Releases & Refunds Continued			
Name	Reason	Tax Year	Amount
Moore, Earlene Foster	Mass Abatement	2003	\$ 85.15
Moore, Emma Steed	Mass Abatement	2003	\$ 15.92
Morales, Alicia Reyes	Mass Abatement	2003	\$ 37.27
Morales, Feliciano Leon	Mass Abatement	2003	\$ 33.18
Morales, Jose	Mass Abatement	2003	\$ 50.01
Morozumi, Misael Arakachi	Mass Abatement	2003	\$ 62.27
Mundy, John Rawls	Mass Abatement	2003	\$ 30.56
Murray, Anthony Barker	Mass Abatement	2003	\$ 79.24
Myers, Alisha	Mass Abatement	2003	\$ 75.70
Myers, Rashaad Depaul	Mass Abatement	2003	\$ 91.07
Nelson, Marlene Marie	Mass Abatement	2003	\$ 78.62
Oliver, Kimberly Collier	Mass Abatement	2003	\$ 14.45
Palacios, Roberto	Mass Abatement	2003	\$ 38.73
Palestina, Aurelio Mendo	Mass Abatement	2003	\$ 16.95
Parham, Allison Nichol	Mass Abatement	2003	\$ 88.32
Parker, Oris Lenard	Mass Abatement	2003	\$ 13.05
Patel, Bakul Ambalal	Mass Abatement	2003	\$ 46.66
Paz, Corez Antonio Cirilo	Mass Abatement	2003	\$ 35.74
Peres, Curz Francisco	Mass Abatement	2003	\$ 15.31
Perez, Angel Yanez	Mass Abatement	2003	\$ 28.97
Perry, Betty Townes	Mass Abatement	2003	\$ 60.02
Perry, Chunda Cerease	Mass Abatement	2003	\$ 89.42
Perry, Clinton	Mass Abatement	2003	\$ 2.36
Perry, Jesse James	Mass Abatement	2003	\$ 28.18
Perry, Rose Plummer	Mass Abatement	2003	\$ 49.22
Pharr, Arnold Ray	Mass Abatement	2003	\$ 11.70
Phillips, Robert W	Mass Abatement	2003	\$ 79.97
Piper, Kristen Danelle	Mass Abatement	2003	\$ 20.49
Pointe, Glenwood Martin	Mass Abatement	2003	\$ 104.61
Powell, Victoria Maria	Mass Abatement	2003	\$ 111.69
Ragland, Mary Hart	Mass Abatement	2003	\$ 104.18
Ragland, Willie Winston	Mass Abatement	2003	\$ 20.13
Rainey, Janet Marie	Mass Abatement	2003	\$ 23.36
Ramirez, Valentin Jr.	Mass Abatement	2003	\$ 16.83
Ramos, Ochoa Gilberto	Mass Abatement	2003	\$ 21.16


Feb 2014 Tax Releases & Refunds Continued			
Name	Reason	Tax Year	Amount
Reavis, Bettie S	Mass Abatement	2003	\$ 62.52
Reyes-Rodriguez Aureliano	Mass Abatement	2003	\$ 18.17
Richardson, Bernard Joseph	Mass Abatement	2003	\$ 21.10
Richardson , Bontheia	Mass Abatement	2003	\$ 34.52
Ricks, John Arthur	Mass Abatement	2003	\$ 24.21
Roberson,Ethel William	Mass Abatement	2003	\$ 47.25
Roberson, May Allgood	Mass Abatement	2003	\$ 19.88
Roberts, Donna Lynn	Mass Abatement	2003	\$ 4.19
Robles, Miguel	Mass Abatement	2003	\$ 24.88
Rodriguez, Alberto Martinez	Mass Abatement	2003	\$ 20.43
Rodriquez, Dagoberto Saaib	Mass Abatement	2003	\$ 21.22
Rodriguez, Jasson Rafael Gonza	Mass Abatement	2003	\$ 54.59
Rush, Michael Anthony Jr.	Mass Abatement	2003	\$ 19.21
Russell, Franklin Delinore	Mass Abatement	2003	\$ 15.37
Ryner, Eliza Johnson	Mass Abatement	2003	\$ 14.70
S J & C Enterprises, I	Mass Abatement	2003	\$ 137.25
Sales, Fatimah Maytisha	Mass Abatement	2003	\$ 16.53
Salvador, Abraham, Simon	Mass Abatement	2003	\$ 19.70
Sanchez, Hector Garcia	Mass Abatement	2003	\$ 48.55
Sanchez, Tomas Rodriguez	Mass Abatement	2003	\$ 29.09
Sanders, Gladys Johnson	Mass Abatement	2003	\$ 15.73
Sanjuan, Nazario Hernandez	Mass Abatement	2003	\$ 36.66
Santana Carmela Echeverria	Mass Abatement	2003	\$ 23.73
Santiago, Angel De La Cruz	Mass Abatement	2003	\$ 30.86
Scipio, Yolanda Renee	Mass Abatement	2003	\$ 108.33
Scott, Shandelan Tomiko	Mass Abatement	2003	\$ 39.95
Shearin, Essie Bertha	Mass Abatement	2003	\$ 25.86
Shearin, Vincent Eric	Mass Abatement	2003	\$ 12.56
Shepard, Latanya Labritt	Mass Abatement	2003	\$ 19.27
Shields Southeast Sales, Inc.	Mass Abatement	2003	\$ 18.17
Solomon, Donita Laurice	Mass Abatement	2003	\$ 16.83
Solomon, Maurio Antwon	Mass Abatement	2003	\$ 17.50
Somerville, Mark Watson	Mass Abatement	2003	\$ 29.40
Southerland, Carolyn M	Mass Abatement	2003	\$ 16.71
Stanton, James Roderick	Mass Abatement	2003	\$ 17.63
Stephens, Larry	Mass Abatement	2003	\$ 39.71
Stutson, Katheryn	Mass Abatement	2003	\$ 32.57

Feb 2014 Tax Releases & Refunds Continued			
Name	Reason	Tax Year	Amount
Talley, William Thomas	Mass Abatement	2003	\$ 20.25
Taylor, James Jr.	Mass Abatement	2003	\$ 15.06
Terry, Gina Bozeman	Mass Abatement	2003	\$ 6.00
Terry, Marie	Mass Abatement	2003	\$ 16.53
The Everything Store	Mass Abatement	2003	\$ 30.98
The Pickett Fence	Mass Abatement	2003	\$ 208.92
Thomas, Allison Marvin	Mass Abatement	2003	\$ 17.63
Thompson, Kenneth Wayne	Mass Abatement	2003	\$ 65.69
Thompson, Michelle Renee	Mass Abatement	2003	\$ 20.55
Thorpe, Torre Lannard	Mass Abatement	2003	\$ 28.00
Time Warner Ent/Advance Newhc	Mass Abatement	2003	\$ 49.09
Tobias, Barnett Rahmel	Mass Abatement	2003	\$ 56.97
Tomas, Francisco Romero	Mass Abatement	2003	\$ 43.79
Toma, Sanchez Fidel	Mass Abatement	2003	\$ 24.03
Torres, Martin	Mass Abatement	2003	\$ 35.07
Torres, Othon Rodriquez	Mass Abatement	2003	\$ 112.97
Treadwell, Michael Thompson	Mass Abatement	2003	\$ 20.25
Treadwell, Robert Tee	Mass Abatement	2003	\$ 28.67
Trent,, Dellis Lee	Mass Abatement	2003	\$ 35.93
Valley National Fin. Svc Co.	Mass Abatement	2003	\$ 126.51
Vargas, Candido Alor	Mass Abatement	2003	\$ 25.13
Vaughn, Dorothy	Mass Abatement	2003	\$ 56.48
Vaughn, James Carroll	Mass Abatement	2003	\$ 33.79
Velaquez-Elias Miguel Angel	Mass Abatement	2003	\$ 53.91
Watson, Joyce Conway	Mass Abatement	2003	\$ 114.98
Waverly, James Nathaniel	Mass Abatement	2003	\$ 57.21
Whaley, Mary Lillian	Mass Abatement	2003	\$ 27.02
White, Cavin Danyeil	Mass Abatement	2003	\$ 58.31
Whitely, Lila Boger	Mass Abatement	2003	\$ 22.26
Whitely, Pamela Ann Hargrove	Mass Abatement	2003	\$ 18.05
Williams, Alexis J	Mass Abatement	2003	\$ 86.62
Williams, Alonzo Junius	Mass Abatement	2003	\$ 18.24
Williams, Ethelyn Brandon	Mass Abatement	2003	\$ 29.15
Williams, Kevin Travis	Mass Abatement	2003	\$ 18.93
Williams, Ryan O'Neal	Mass Abatement	2003	\$ 20.49
Williams, Willie Neal	Mass Abatement	2003	\$ 40.93
Wilson, Del Freta Jone	Mass Abatement	2003	\$ 24.03
Wilson, Mary Canney	Mass Abatement	2003	\$ 16.59
Wimbush, Sidney Donnel	Mass Abatement	2003	\$ 35.38
Wright, Eliot Ingersol	Mass Abatement	2003	\$ 82.47
Yarboro, Herbert James	Mass Abatement	2003	\$ 13.17
Yarborough, Barbara Brown	Mass Abatement	2003	\$ 110.64
Zanches, Hector Hernandez	Mass Abatement	2003	\$ 30.86

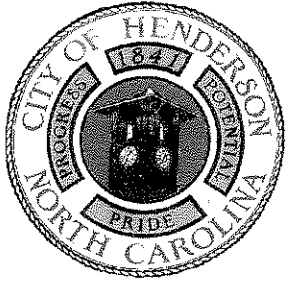
Feb 2014 Tax Releases & Refunds Continued			
Name	Reason	Tax Year	Amount
Buie, Rossevelt		2012	\$ 29.39
Hernandez, Ieshia Marlina	Pro-Rate	2012	\$ 2.09
Ranes, James Harold II	Correct Situs	2012	\$ 15.21
Ranes, Stephanie Insco	Correct Situs	2012	\$ 115.48
Stevens, Melissa Wilson	Pro-Rate	2012	\$ 0.26
Yancey, Milton	Pro-Rate	2012	\$ 2.28
Davis, Rosa Eaton	Pro-Rate	2013	\$ 10.70
Fisher, Mamie Kersey	Pro-Rate	2013	\$ 13.17
Hardee, Martha Ayscue	Pro-Rate	2013	\$ 0.29
Houle, Ernest Joseph	Pro-Rate	2013	\$ 13.46
Hunter, Zelton Arthaniel Jr.	Reg. Veh Billed In error	2013	\$ 25.87
Jones, Natosha Eileen	Pro-Rate	2013	\$ 2.26
Perry, Rosa Durham	Pro-Rate	2013	\$ 2.34
Ragland, Miriam Michel	Pro-Rate	2013	\$ 5.66
Ranes, James Harold II	Correct Situs	2013	\$ 85.23
Salgado, Domingo Salazar	Pro-Rate	2013	\$ 3.39
Susewell, David Emanue	Pro-Rate	2013	\$ 8.75
Telle, Ana Lilia Santos	Pro-Rate	2013	\$ 13.74
Watkins, Regina Small	Correct Situs	2013	\$ 44.81
Total Reg Veh Releases			\$ 12,254.20
Total Reg. Veh Refunds			\$ 96.66
Total Reg Veh Releases			
& Refunds			\$ 12,350.86
Total All Release & Refunds			\$ 19,411.09

Meetings and Events Calendar

All City Council Meetings Held 2nd & 4th Monday at 6:00 P.M.

Date	Time	Event	Location
Mar 28 th	10:00 AM	Henderson-Vance E-911 Advisory Board Meeting	E-911 Operations Center
Apr 1 st	3:30 PM	Henderson Zoning Board of Adjustment	City Council Chambers
Apr 7 th	3:30 PM	Henderson Planning Board	City Council Chambers
Apr 8 th	3:00 PM	Henderson Community Appearance Commission	City Council Chambers
Apr 10 th	12:00 PM	Henderson-Vance Park & Recreations Commission	Aycock Recreation Center
Apr 14 th	9:30 AM	KLRW Advisory Board Meeting	City Hall Large Conference Room
Apr 14 th	6:00 PM	City Council Regular Meeting	City Council Chambers
Apr 17 th	7:00 PM	Human Relations Commission	City Council Chambers
Apr 18th	City Hall Closed	GOOD FRIDAY 	City Hall Closed
Apr 28 th	6:00 PM	City Council Meeting Work Session to Follow	City Council Chambers
May 5 th	3:30 PM	Henderson Planning Board	City Council Chambers
May 6 th	3:30 PM	Henderson Zoning Board of Adjustment	City Council Chambers
May 8 th	12:00 PM	Henderson-Vance Park & Recreations Commission	Aycock Recreation Center
May 12 th	5:00 PM	Library Advisory Board Meeting	Perry Memorial Library
May 12 th	6:00 PM	City Council Regular Meeting	City Council Chambers
May 13 th	3:00	Henderson Appearance Commission Meeting	City Council Chambers
May 19 th	6:00 PM	Special Called Meeting FY 15 Recommended Budget Presentation	City Council Chambers (if approved)
May 20 th	6:00 PM	Budget Work Session #1	City Council Chambers (if approved)
May 22 nd	6:00 PM	Budget Work Session #2	City Council Chamber (if approved)
May 26 th	6:00 PM	City Council Meeting Work Session to Follow	City Council Chambers

Last Updated 3/21/2014



Henderson Fire Department

211 Dabney Drive
Henderson, North Carolina 27536
Phone: (252) 438-7315
Fax: (252) 438-1460

Daniel E. Wilkerson
Fire Chief

TO: RAY GRIFFIN, CITY MANAGER
FROM: DANIEL E. WILKERSON, FIRE CHIEF
DATE: March 11, 2013

FIRE SUPPRESSION AND RESCUE ACTIVITY REPORT FOR: February 2014

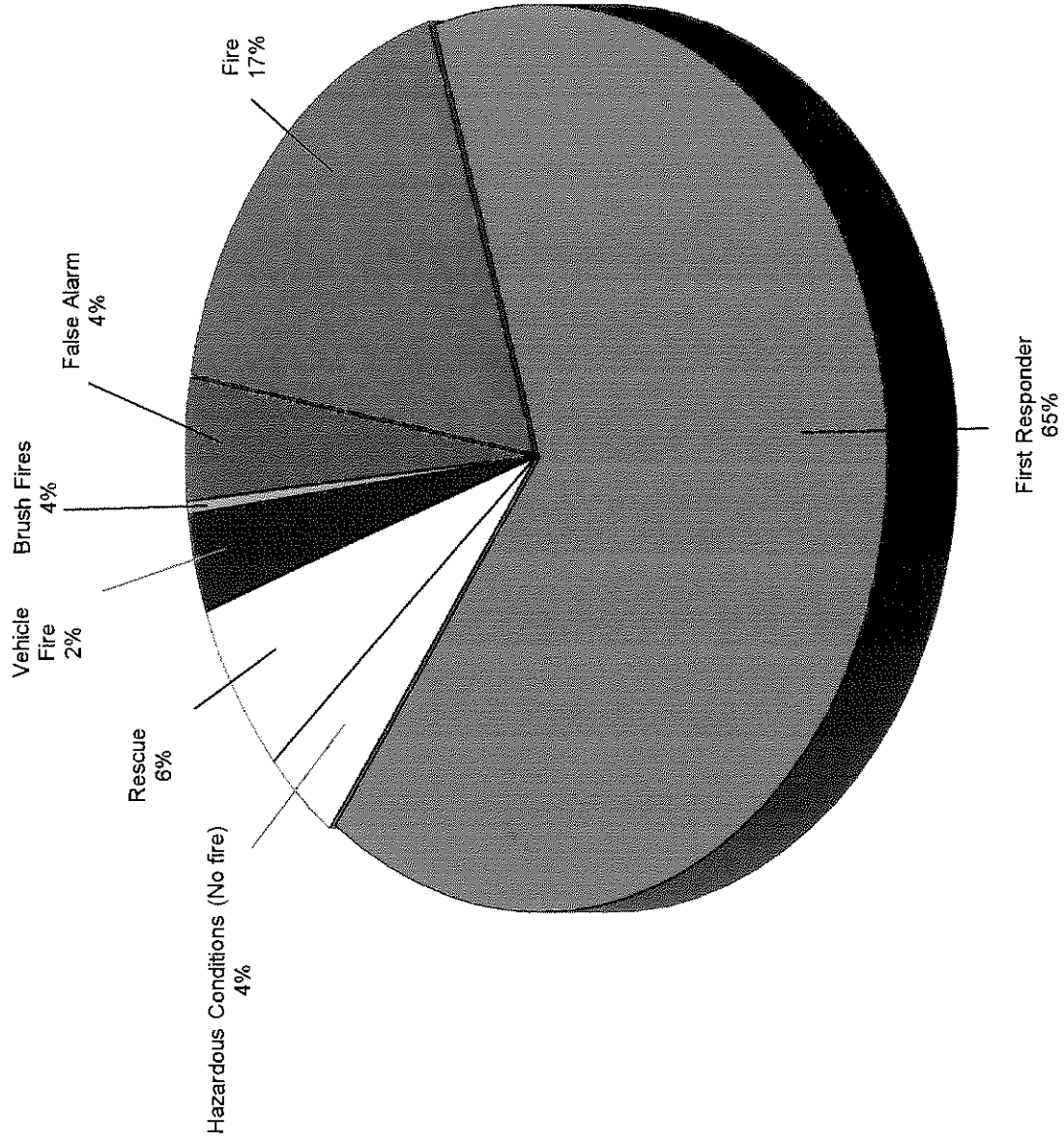
TYPE OF CALL	PRESENT MONTH	PREVIOUS MONTH	YEAR-TO-DATE
PRIVATE DWELLINGS (1 or 2 Family), Including Mobile Homes	21	29	50
APARTMENTS (3 or More Families)	0	3	3
HOTELS AND MOTELS	0	0	0
ALL OTHER RESIDENTIAL (Dormitories, Boarding Houses, Tents, etc.)	0	1	1
PUBLIC ASSEMBLY (Church, Restaurant, Clubs, etc.)	1	0	1
SCHOOLS AND COLLEGES	1	0	1
HEALTH CARE AND PENAL INSTITUTIONS (Hospitals, Nursing Homes, Prisons, etc.)	2	1	3
STORES AND OFFICES	0	4	4
INDUSTRY, UTILITY, DEFENSE, LABORATORIES, MANUFACTURING	0	7	7
STORAGE IN STRUCTURES (Barns, Vehicle storage Garages, General Storage, etc.)	0	0	0
OTHER STRUCTURES (Outbuildings, Bridges, etc.)	0	0	0
WORKING STRUCTURE FIRE	1	3	4
FIRES IN HIGHWAY VEHICLES (Autos, Trucks, Buses, etc.)	1	1	2
FIRES IN OTHER VEHICLES (Planes, Trains, Ships, Construction or Farm Vehicles)	0	0	0

FIRE OUTSIDE OF STRUCTURES WITH VALUE INVOLVED, BUT NOT VEHICLES (Outside Storage, Crops, Timber, etc.)	0	0	0
FIRES IN BRUSH, GRASS, WILD LAND (Excluding Crops and Timber) With No Value Involved	4	2	6
FIRES IN RUBBISH, INCLUDING DUMPSTERS (Outside structures), With No Value Involved	4	4	8
ALL OTHER FIRES	3	5	8
RESCUE	14	29	43
FIRST RESPONDER	149	184	333
FALSE ALARM RESPONSES (Malicious or Unintentional False Calls, Malfunctions, Bomb Scares)	10	15	25
MUTUAL AID OR ASSISTANCE RESPONSES	1	7	8
HAZARDOUS MATERIALS RESPONSES (Spills, Leaks, etc.)	1	1	2
OTHER HAZARDOUS RESPONSES (Arcing wires, Bomb Removal, Power Line Down, etc.)	7	8	15
ALL OTHER RESPONSES (Smoke Scares, Lock-Outs, Animal Rescues, etc.)	10	5	15
TOTALS	230	309	539

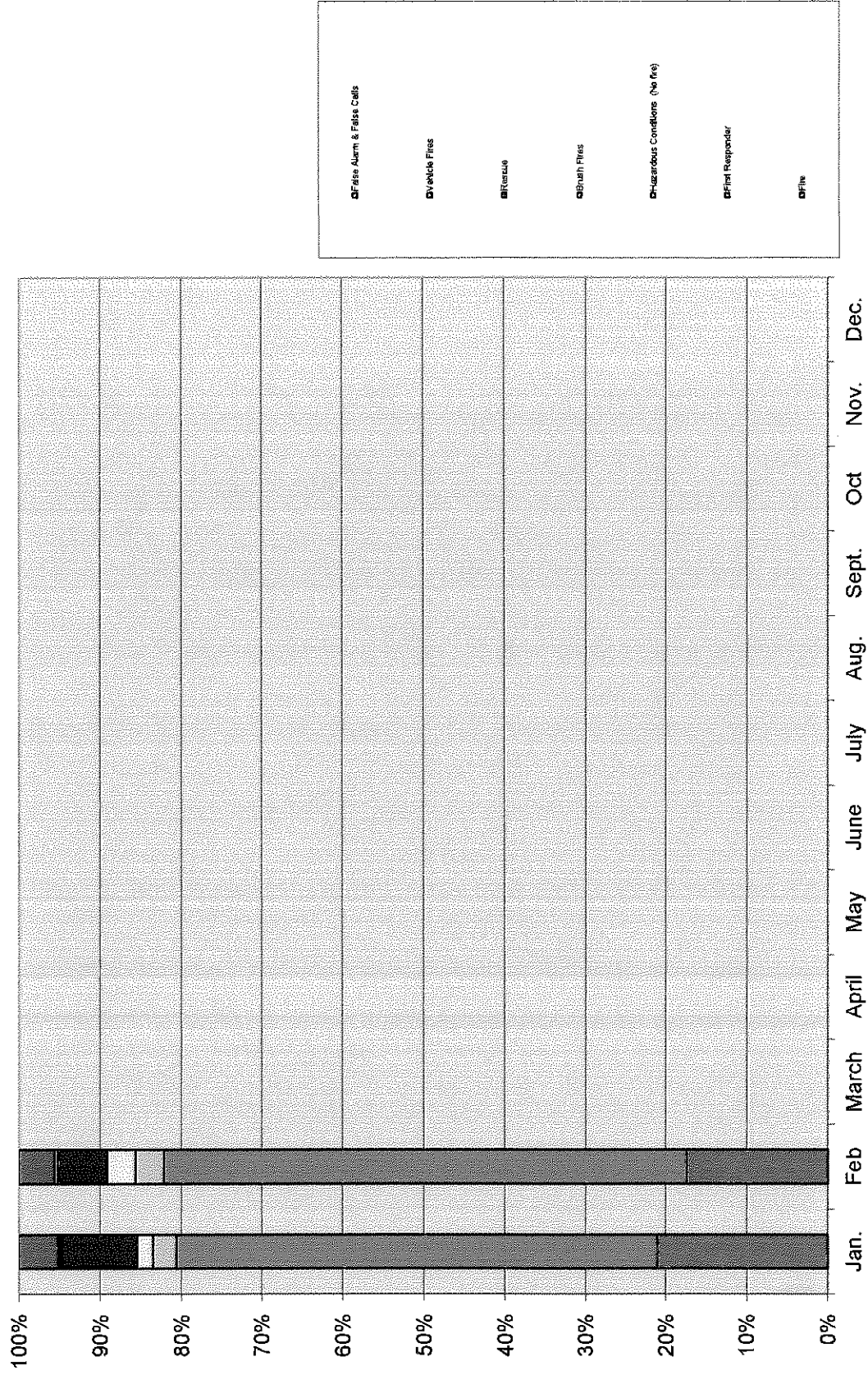
	PRESENT MONTH	PREVIOUS MONTH	YEAR-TO-DATE
Total Fire Incidents With Property and/or Contents Loss	2	6	8
Total of Property and Contents Value Saved	\$ 3,657.00	\$ 151,379.00	\$ 155,036.00

	PRESENT MONTH	PREVIOUS MONTH	YEAR-TO-DATE
FIRE CASUALTIES FIREFIGHTER-DEATH	0		0
FIRE CASUALTIES FIREFIGHTER - INJURIES	0		0
FIRE CASUALTIES CIVILIAN - DEATH	0		0
FIRE CASUALTIES CIVILIAN - INJURIES	0		0

Incident Summary For February



YEAR TO DATE SUMMARY BY MONTH FOR 2014



INSPECTION ACTIVITIES REPORT FOR: February, 2014

INSPECTIONS	PRESENT MONTH	PREVIOUS MONTH	YEAR-TO-DATE
ASSEMBLY	8	6	14
BUSINESS	25	20	45
EDUCATIONAL	0	0	0
HAZARDOUS	0	0	0
INDUSTRIAL	0	0	0
INSTITUTIONAL	2	3	5
MERCANTILE	4	5	9
RESIDENTIAL	7	6	13
STORAGE	4	1	5
DAY CARE	0	0	0
HOME CARE	0	0	0
FOSTER CARE	0	0	0
VACANT	0	0	0
TOTALS	50	41	91

	PRESENT MONTH	PREVIOUS MONTH	YEAR-TO-DATE
CODE VIOLATIONS	19	40	59
FOLLOW UP INSPECTIONS	13	4	17

FIRE PREVENTION ACTIVITY REPORT FOR YEAR OF: 2014

	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEPT	OCT	NOV	DEC	TOTALS
Service Calls to Residents	10	15											25
Home Inspections / Door Hanger Follow Ups	2	4											6
Smoke Alarms Installed	5	6											11
Batteries Installed in Smoke Alarms	5	9											14
Fire Extinguisher Classes	2	0											2
School / Daycare Presentations	0	3											3
Community / Civic Group Presentations	1	3											4
Station Tours	2	1											3
Total Participants in Fire & Life Safety Programs	500	600											1,100
Community / Business Displays	0	1											1
Child Safety Seat Clinics	0	0											0
Child Safety Seats Inspected	1	4											5
Child Safety Seats Distributed	0	0											0
Shift Coverage Hours	8	8											16
Fire Inspections	15	47											62

MONTHLY CITATION REPORT FOR THE MONTH OF: FEBRUARY 2014

LOCATION	CURRENT MONTH FIRE LANE	CURRENT MONTH HANDICAPPED	LAST MONTH FIRE LANE	LAST MONTH HANDICAPPED	YEAR TO DATE
Cardinal Plaza					0
Compare Foods					0
Crossroads Shopping Center					0
Dabney Shopping Center					0
Dabney West Mall					0
Golden Corral					0
Guardian Care					0
Henderson Mall					0
Henderson Square					0
Lowe's					0
Maria Parham Hospital					0
Market Place					0
Northside Plaza					0
Oak St					0
Rose's Norlina Rd					0
Staples					0
Vance County Courthouse					0
Vance Medical Arts Bldg					0
Vance Square					0
Village Square					0
Wal Mart					0
Walgreens					0
TOTALS	0	0	0	0	0

TRAINING DIVISION PRODUCTIVITY - FEBRUARY 2014

Henderson Fire Department

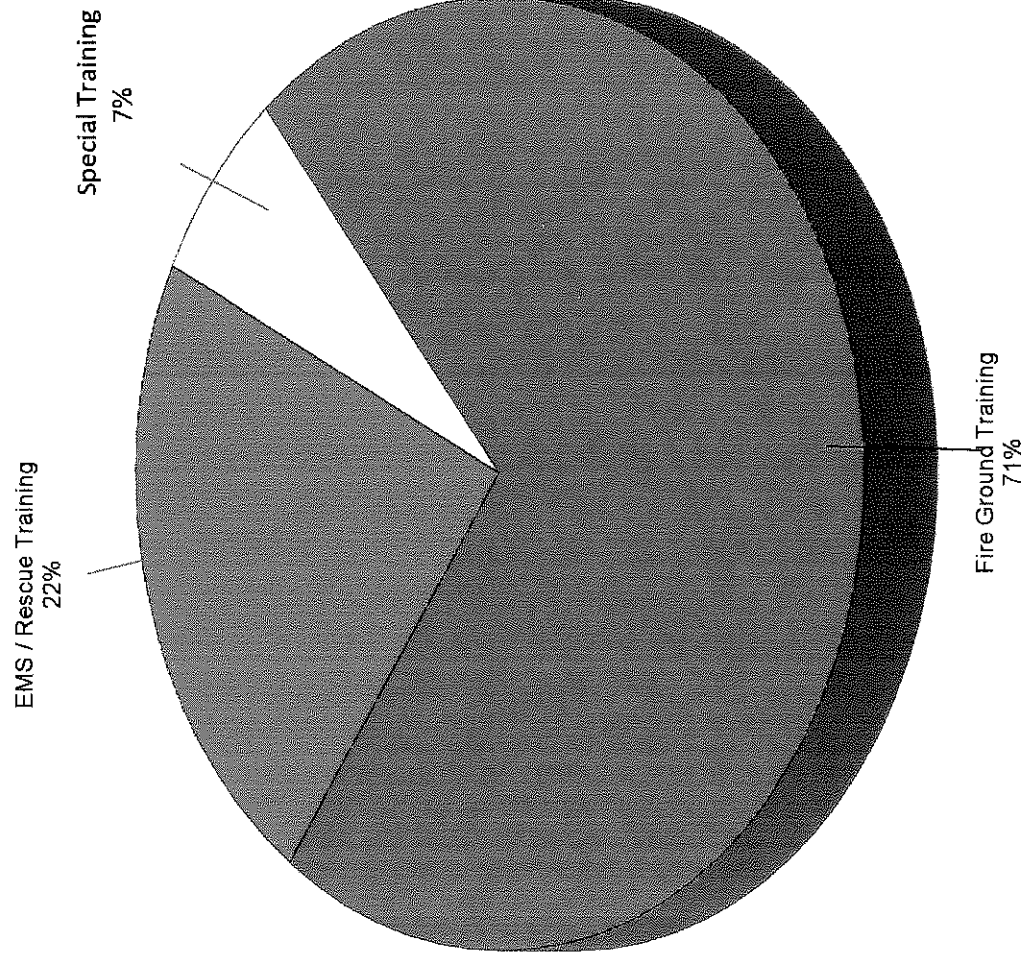
Types of Courses Taught	Course Hours Taught	Man-hours of Training
Fire Ground Training	127	889
EMS / Rescue Training	40	80
Special Training	12	124

Totals	179	1093
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	Course Hours Taught	Man-hours of Training
PREVIOUS MONTH TOTAL	101.5	607

YEAR - TO - DATE TOTAL	280.5	1700
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Training Hours by Category - February 2014



Fire Department Regulatory Compliance

The Fire Department has met all regulatory compliance items for the month of
February 2014

HENDERSON POLICE DEPARTMENT MONTHLY REPORT



February 2014

Marcus Barrow, Chief of Police

03/17/2014

"Semper vigil"

Chief's Comments



Marcus Barrow, Chief of Police

I am extremely pleased our internal leadership and the strides that have been made in this transitional period. The department has been exceedingly receptive to the changes that have been made and all levels of employees have expressed optimism in planning for and making decisions on other changes to come. In the upcoming month we will host our Captain's Assessment Center. This is a tremendous opportunity to see the agency grow.

At the end of March I will be traveling to the CALEA Conference to represent the Henderson Police Department in front of a review panel and then will accept our fourth international reaccreditation. As previously stated, we had an extremely successful and complimentary review from the CALEA Assessors in December of 2013.

Operations Division



Lieutenant S.T. Vaughn, Acting Captain (Division Commander)

Patrol Activity Summary by Patrol Section February 2014

Section #	Incidents	Persons Arrested	Collisions Investigated	Citations	*Warrants Served	Warrants** Attempted
Section 1	47	24	24	50	11	33
Section 2	54	34	16	64	14	40
Section 3	55	18	20	30	8	1
Section 4	57	26	18	31	14	12
CID	NA	NA	NA	NA	6	2
Totals	213	102	78	175	53	88

*Warrants – This is a count of the number of occasions when a Warrant for Arrest, an Order for Arrest or a Criminal Summons were listed as the sole type of arrest for the person arrested and the date arrested was not the same as the date on the warrant. Each person is only counted once per arrest occasion, regardless of the number of warrants served.

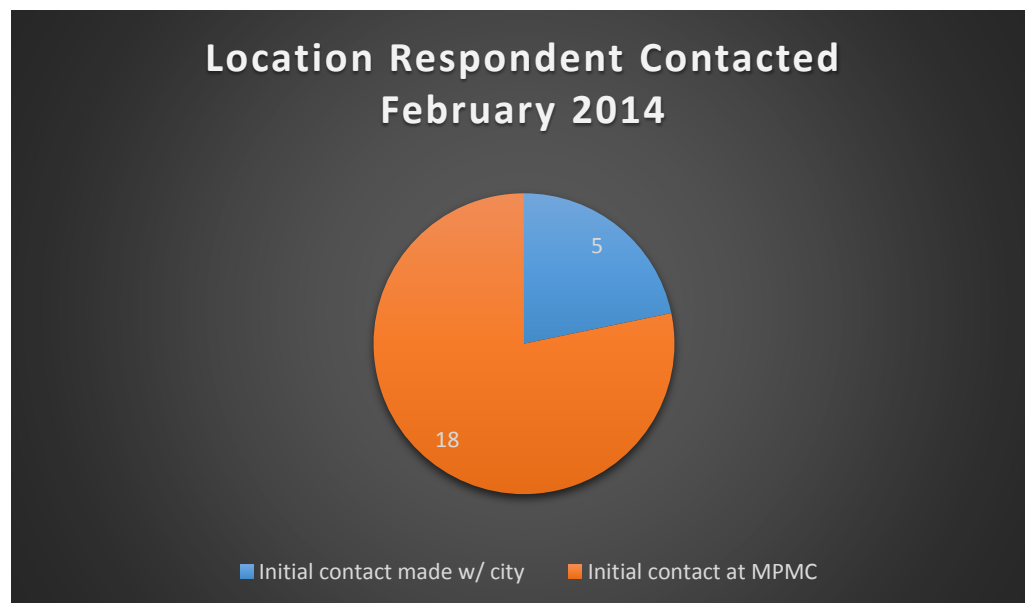
Active Warrants on file by Section as of December, 2013 (Including Criminal Investigations)

Zones	Warrants	OFA	Worthless Check	Criminal Summons	Warrant for Child Support	Fugitive
Zone 1	50	128	1	15	4	0
Zone 2	9	32	0	5	1	0
Zone 3	17	90	0	12	0	0
Zone 4	24	100	0	11	0	0
CID	35	7	0	0	0	0
Total	135	357	1	43	5	0

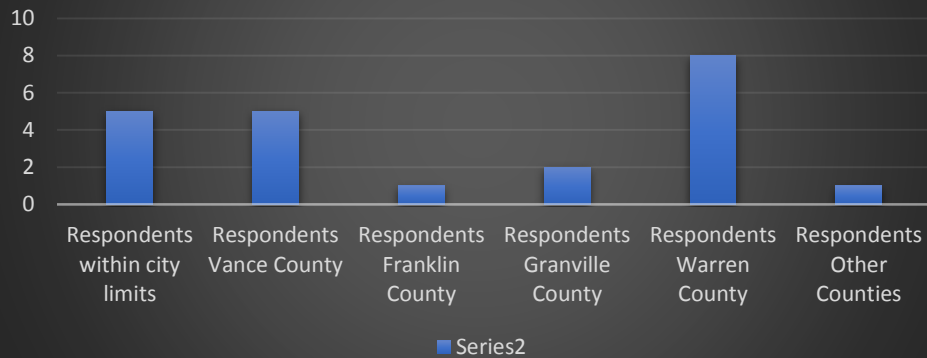
As this chart shows the warrants received by the Henderson Police Department for “Order for Arrest” (meaning the wanted person did not show in court or violated a court appearance order or has a true bill of indictment) is almost twice the number of original warrants on file by the department. The number of persons wanted for missing court cases remains very high despite the issuance of bonds in some cases.

Involuntary Commitment Order Service and Committed Time

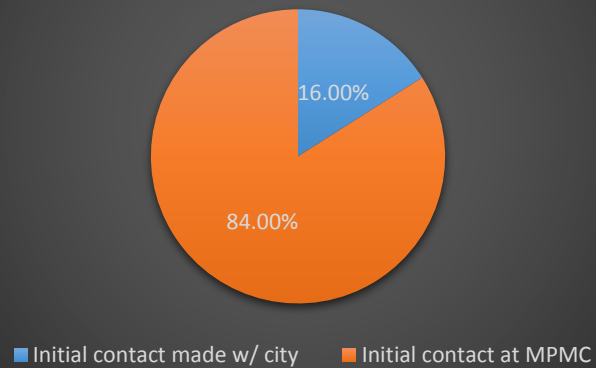
Starting in September 2013 the Henderson Police Department began reporting and tracking in detail the circumstances and time committed for officers serving and standing by with persons being served Involuntary Commitment Orders at Maria Parham Medical Center. This is being done in order to show over an extended period of time the manpower hours that are being occupied by this function under Mental Health Laws due to the lack of facilities for family members or patients to go on their own to be evaluated for needed mental health treatment.



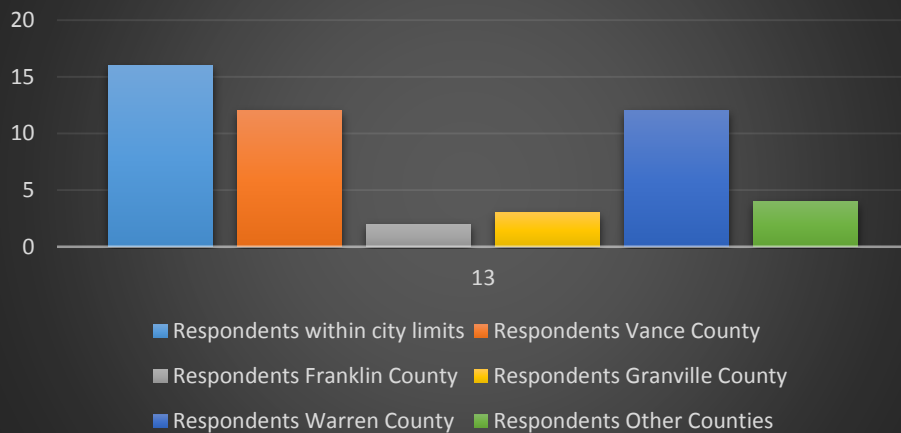
Respondent Residence February 2014



Location Respondent Contacted YTD 2014



Respondent Residence YTD 2014



Month	Calls For Service	Incident Reports	Monthly Hours	Hours at MPMC	Respondents within city limits	Respondents Vance County	Respondents Franklin County	Respondents Granville County	Respondents Warren County	Respondents Other Counties	Initial contact made w/ city	Initial contact at MPMC	Total Wages for Coverage
2013													
September	50	30	720	637.5									\$9,798.37
October	41	26	744	331.5									\$5,096.51
November	37	24	720	421.5	8	12	1	1	1	1	3	21	\$6,480.18
December	41	20	744	453.25	9	6	0	3	1	1	7	13	\$6,968.31
2014													
January	44	27	744	474.5	11	7	1	1	4	3	24	3	\$7,295.01
February	40	23	672	632	5	5	1	2	8	1	5	18	\$9716.43
March													
April													
May													
June													
July													
August													
Total	213	127	3672	2318.25	17	18	1	4	2	2	10	34	\$35,638.38



Sergeant Angela Feingold, Acting Division Commander

Juvenile Services

Juveniles Contacted Released to Parents	3
Juveniles transferred to Juvenile Services Custody	3
Juvenile Petition – Not School Related	3
Assault	7
Undisciplined Juvenile	1
Sexual Assault	1
Robbery	1
Runaway	3
Dog Bite	1
Trespassing	1

Cases Received	49
Cases Suspended	7
Cases Cleared (Solved)	11
Unfounded Reports Identified	2
Witnesses Interviewed	50
Victims Interviewed	92
Suspects Interviewed	4
Warrants Obtained	30

Warrants Attempted	0
Warrants Served	5
Search Warrants Obtained	7
Search Warrants Executed	7
Property Recovered	6

On Tuesday, February 11, 2014, members of the Patrol Division arrested Daniel Knott for an Armed Robbery that occurred at Boost Mobile, on February 3, 2014. Members of the Criminal Investigations continued the investigation and Daniel Knott was also charged with the Armed Robbery of Rent-a-Center that occurred on February 6, 2014 and the Armed Robbery of Anna's Quick Mart that occurred on February 10, 2014. He was also charged with one count of Assault Inflicting Serious Injury and three counts of Possession of a Firearm by a Felon.

Property and Evidence Unit Activity

Number of items collected for the month:	205 items
Total amount of U.S. Currency collected:	\$2,711.00
Total amount of firearms collected:	9
Total amount of marijuana seized:	269.6 grams
Total amount of cocaine seized:	19.7 grams
Total amount of heroine seized:	12.9 gm/0 dos
Total number of pills and prescription meds seized:	35.5 dosage units
Total amount and type of other illegal substances seized:	0
Total number of items returned to owner by court order:	1 item
Total number of evidence turned over to other agencies (see narrative):	0 items
Total number of items returned to owner by officer request:	1 item
Total number of video cd made/copied:	21 CD/DVD
Total number of copies of evidence (paperwork) for investigation:	9 items
Total number of evidence packages sent to SBI lab/Returned:	56 items
Crime Scenes for month of Feb 2014:	1
Total of items processed/seized at HPD:	4
Training Hours:	24 hours
Firearm E-Trace's	5 Traces

SPECIAL OPERATIONS DIVISION**Lieutenant D. Allen Hedgepeth, Division Commander****Vice/Narcotics Unit**

Felony Arrests	8
Misdemeanor Arrests	4
Warrants Served	5
Search Warrants Executed	6
"Knock and Talk" Searches	1
Surveillances	10
"Crack" Cocaine Seized	5.2 grams
Powder Cocaine Seized	14.9 grams
Heroin Seized	210 doses
Marijuana Seized	413.1 grams
"Molly" Seized	1.6 grams
Illegal Prescription Medications	34 dosage units
Firearms Seized	3
US Currency Seized	\$2,789.00
Jury Trial	8 hours

There was no activity involving the Henderson Police Department members of the North Carolina Secretary of State Anti-Counterfeiting Task Force as no cases of counterfeit materials were identified in this area recently. The Task Force continues to be available if needed and it is recommended that the Task Force status remain active at this time.

SERVICES DIVISION**Captain Perry Twisdale, Division Commander**

Staff Inspections Conducted	0	Line Inspection Reports Received	0
Radio / Vehicle Equipment Repair Requests	4	Equipment Repairs Completed	4
Computer System repairs / upgrades	6	Employment Applications Received	2
Background Investigations Completed	1	New Employees Hired	1
Current Sworn Vacancies	2	Current F/T Civilian Vacancies	0
Current P/T Civilian Vacancies	0		

Comments:

Officer David Stinson, a certified candidate from Wake Tech Community College BLET program was hired at the end of February. He is scheduled to be sworn in during March as soon as his certification paperwork arrives from NC Criminal Justice Training and Standards.

During the month of February Lieutenant I.W. Robinson and Officer C. Thorpe both worked frequently with Patrol Shifts in order to either supplement manpower shortages on the section or to fill in for supervisors and/or officers that required time off in order to manage compensatory time. Mandatory In-Service Training for all sworn personnel of the agency was conducted on Tuesday and Thursday during the month of February and training on Ethics was conducted for all employees (sworn, non-sworn, full time and part time) during February as well. Mandatory In-Service training (with the exception of Firearms Qualification) is scheduled to be completed for the majority of the department in March. In April, the Services Division will be coordinating in-service training for Police Office Assistants each Tuesday.

The Department received its final CALEA Onsite Report in February and the agency was recommended for full advanced accreditation with no conditions. Chief Barrow and Reserve Officer Marshall Perry (Lt., Ret.) are scheduled to appear before the CALEA Committee in Garden City, CA at the CALEA Conference in March to finalize the department's award process.

The process for an Assessment Center for Police Captain candidates was announced in February 2014 with the application process being completed prior to the end of the month. Five (5) applicants will be taking part in the assessment center process during the month of March. An assessment center for Police Lieutenant will be scheduled for April 2014 and Sergeant in May 2014.

Crime Prevention/Community Services

Community Watch Group	Date	# In attendance
Hick's Club Community	02-03-14	13 residents present
White Oak & Lakeview Community Watch	02-10-14	16 residents present
Henderson Heights Community Watch	02-10-14	08 residents present
Sterling Park Apts. Community Watch	02-18-14	03 residents present
West Henderson Community Watch	02-18-14	20 residents present
Pine Ranes Community Watch	02-25-14	13 residents present
Ruin Creek Community Watch	02-24-14	20 residents present

Event	Date	Presented by
Henderson-Vance Community Watch Event	02-27-14	Lt. Robinson/Thorpe
E.M. Rollins School Tour PD	02-28-14	Lt. Robinson/Thorpe
Ellis Bagby Retirement event	02-28-14	Lt. Robinson

Meeting	Date	Attended
Safe Kids Diversion meeting	02-03-14	Lt. Robinson/Thorpe
V Gap meeting	02-06-14	Lt. Robinson/Thorpe
Safe Kids	02-12-14	Lt. Robinson/Thorpe
Crime Stoppers	02-12-14	Lt. Robinson/Thorpe
Safe Kids Executive meeting	02-17-14	Lt. Robinson/Thorpe
V Gap Meeting	02-20-14	C. Thorpe
Juvenile Crime Prevention	02-20-14	Lt. Robinson/Thorpe
Salvation Army advisory board	02-20-14	Lt. Robinson
Juvenile Attendance Council	02-21-14	Lt. Robinson/Thorpe
Vance Community Advisory	02-24-14	Lt. Robinson/Thorpe
Community Partners of Hope	02-25-14	Lt. Robinson/ Thorpe
Kerr Tar COC Advisory	02-25-14	C. Thorpe
H/V/ Community Watch Assoc. Board	02-27-14	Lt. Robinson/ Thorpe
JCPC Needs Assessment	02-28-14	Lt. Robinson

Training		Date	Attended
Mandatory In-service		02-04-14	Lt. Robinson/ Thorpe
Mandatory In-service		02-18-14	Lt. Robinson/Thorpe

Assist Shift/On Call

02-19-14 Assist Section IV
 02-20-14 Assist Section IV
 02-25-14 Assist Section III

Car seat Installations

02-27-14 Car Seat Lt. Robinson/Thorpe

Police Records and Crime Analysis

The following are overall call activity and the most active types of calls for service by all divisions in the month. Please note that not all responses to calls result in a written investigation or an arrest.

Total Calls for Service	1818
Total Responding units for all calls	2986
911 Hang Up Calls	20
Alarm Calls	78
False Alarms	90
Assist Motorist	36
Assault Calls	15
B&E Motor Vehicle	6
Civil Disputes	34
Disorderly Person	34
Domestic Problem	28
Drug or Alcohol Complaint	24
Escorts	114
Fraud/Forgery	11
Fight Report	21
Harassment/Threat Reports	25
Intoxicated Person	3
General Investigation	370
Loitering	0
Loud Music	7
Property Damage	25
Missing Persons	5
Prowler	12
Shots Fired Reports	28
Suspicious Person	37
Suspicious Vehicle	29
Vehicle Stop	249
Trespassing	31
Warrant Service/Attempt	142

Monthly Crime Reporting and Analysis

	Dec		Jan		Feb		TOTAL		Change
	2012	2013	2013	2014	2013	2014	Prev Yr	This Yr	
Murder					3		3	0	-100.0%
Rape	1				1		2	0	-100.0%
Robbery	9	6	5	1	9	6	23	13	-43.5%
Agg Assault	16	14	11	12	14	7	41	33	-19.5%
VIOLENT TOTAL	26	20	16	13	27	13	69	46	-33.3%
Burglary	36	31	53	31	18	20	107	82	-23.4%
Larceny (Theft)									
Pocket Pick							0	0	0.0%
Purse Snatch							0	0	0.0%
Shoplifting	37	37	56	25	32	22	125	84	-32.8%
From MV	25	3	11	10	5	6	41	19	-53.7%
MV Parts	3	8	6	2	4	3	13	13	0.0%
From Building	7	4	3	2	4	4	14	10	-28.6%
From Coin Machine	1	2		1	1	1	2	4	100.0%
All other	18	15	14	22	23	19	55	56	1.8%
Larceny (Theft) Total	91	69	90	62	69	55	250	186	-25.6%
MV Theft	4	5	3	1			7	6	-14.3%
PROPERTY TOTAL	131	105	146	94	87	75	364	274	-24.7%
TOTAL INDEX OFFENSES	157	125	162	107	114	88	433	320	-26.1%

As given in the previous monthly report we have included the Part I crime data from December 2013 so that we can show an overview of violent/property crime patterns over a quarterly period. As shown in this chart we continue to show an overall decrease in both violent crime and property crime as reported to the Henderson Police Department. Regarding the causative factors for the month of February it was noted that the unusually harsh cold/rainy/snowy weather did have some effect on both violent and property crime due to persons not being able to move around as freely and especially at night as normal during this time of the year. We believe that officer's actions in making prompt arrests in several robbery attempts and also the

ongoing arrests of persons related to violent crimes and homicides in Henderson in 2012 and 2013 have had a positive effect on some of the more violent crimes such as aggravated assault. Weather issues and continued directed patrols and cooperation with retail outlets such as Wal-Mart have also been factors in the continued level of larceny reports within the City. As a cautionary note while officers, investigators and command staff will continue to make every effort to maintain these gains on reduction of crime the oncoming warmer weather may lead to some increase, especially in property crime, as conditions improve.

Another causative factor that we believe may be affecting the current decrease in crime, particularly violent crime, has been the increased communication between the community and the Police Department regarding issues in residential areas. According to the **2014 North Carolina Law Enforcement Mandatory In-Service Training Lesson plan for Juvenile Minority Sensitivity Training** (taught as part of our in-service block in February and March 2014) some of the proven risk factors for both juvenile and young adult crime within the community are:

(1) "Diminished economic opportunities

In areas of economic decline, there are likely to be fewer businesses in the neighborhood. In this environment, it is hard for young people to avoid being drawn into violence and crime. Not only are they on their own after school, they are exposed to violent adults and youth gangs, they have few part-time job opportunities, and their neighborhood is not likely to offer after-school activities.

(2) **High concentrations of poor residents**

(3) **High level of transiency**

(4) High level of family disruption

(5) **Low levels of community participation**

Socially disorganized communities seem to be characterized in part by economic and social flux, high turnover of residents, and a large number of disrupted or single-parent families, all of which lessen the likelihood that adults will be involved in formal social control networks. As a result, there is generally little adult knowledge or supervision of activities of teenagers and a high rate of crime."

If these are "risk factors" then efforts by the Police Department to work with our communities and shareholder agencies to address these issues can only have a positive influence on levels of juvenile delinquency, which is likely to continue into adulthood.