



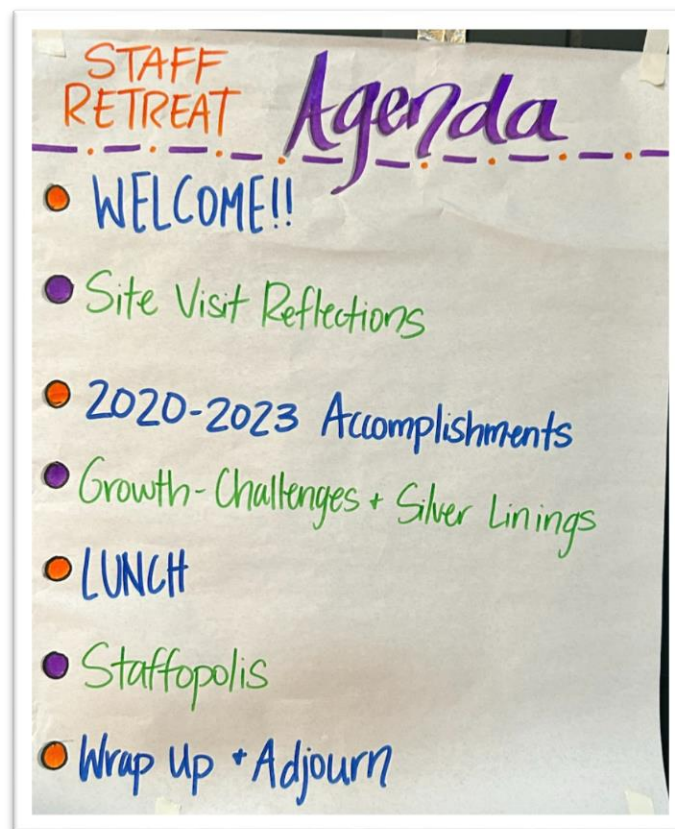
HENDERSONVILLE STAFF RETREAT JANUARY 14, 2023



RETREAT PURPOSE AND AGENDA

Hendersonville department leaders gathered for a retreat on January 14, 2023 in Greenville, SC. The meeting was professionally facilitated by Fountainworks and included the opportunity for Hendersonville's leaders to discuss the city's challenges, opportunities, and successes. The day's reflections and activities followed a day of site visits around the city of Greenville, SC to gather ideas to bring back to Hendersonville.

The purpose of this retreat was to reflect on the site visits and to build cohesion, rapport, and community among City of Hendersonville department leaders.



SITE VISIT REFLECTIONS

Hendersonville staff spent Thursday, January 12 conducting site visits around Greenville, SC. Each meeting participant completed an individual reflection about their site visit, and then small groups discussed their impressions before sharing with the rest of the group.

The handout asked:

1. What did you appreciate about your site visit?
2. What is something you learned or that surprised you?
3. What is one thing you'd like to take back to your work?



The responses to the first two questions (what you appreciated, something that surprised you) were:

- Many people are running the park
 - o Neighborhood buy-in
 - o African-American community engagement
- Staff specialization
- Officers downtown
- Hidden waterfalls story
- 1907 planning document
 - o "Stick to it" attitude
- Vision is very focused
- Both cities (Greenville and Hendersonville) have a downtown focus
- Greenville has mastered what it takes to get it done
- Poster of five council goals, with an emblem for each goal
- Community is bought in
- Sense of relief that flood management works
- Greenville has an elected official champion

- Downtown is growing upward, not outward
- Integration of public space and business space
 - Maintained by public-private partnerships
- National brands draw, but support local businesses
 - Keep rents affordable
- Store hours are longer downtown
- Less concern about homelessness
- No issues with the county

Responses to the third question (what you would take back to your work) were:

- Put special emphasis on neighborhoods
- Focus on the positive community champions
- Private dollars (such as for naming rights)
- “Above the Mud” model
- What are our hidden gems?
 - How can liabilities become assets?
- What is our 2050 plan?
 - Find a place to display renderings (Main Street? Lobby? Empty storefront?)
- Share what we learned with Council
 - Invite the Greenville Mayor
 - We need a champion
- Educate legislators on the benefits of local revenue options
- Lean on our Comprehensive Plan and Master Plan
 - Council needs confidence that the Planning Board has worked on these issues
- Bring Council here

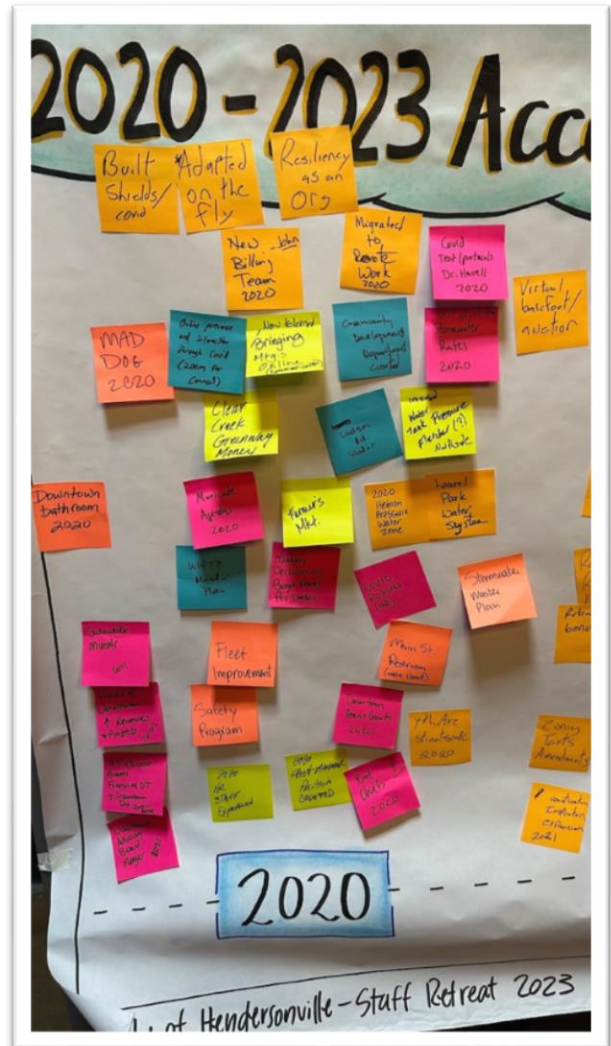
2020-2023 ACCOMPLISHMENTS

Later in the morning, the team reflected on Hendersonville’s accomplishments from 2020 through 2022. Instead of each department listing its own accomplishments, everyone started by naming other departments’ accomplishments and placing them in a timeline. Then, after everyone had contributed to that list, departments could go back and fill in their own accomplishments that had not already been listed.

Themes that emerged from the list of accomplishments were new employee positions created, water-related improvements, police and fire department building and staff improvements, downtown improvements, construction and new buildings, and strategic progress. Details from each year are in the sections below.

2020 ACCOMPLISHMENTS

- **COVID-related:**
 - Built shields
 - Adapted on the fly
 - Showed resilience as an organization
 - Test protocols with Dr. Harrell
 - Migrated to remote work
 - Online interactions through pandemic closures (e.g. Zoom for Council)
 - Successful COVID policies
 - Virtual auction
- **New billing team**
- **Community Development Department was created**
- **Clear Creek Greenway money**
- **Water system accomplishments:**
 - Increased water tank pressure in Fletcher and Northside
 - Ladson Road water
 - New stormwater enterprise rates, stormwater master plan
 - Laurel Park water system
 - Hebron pressure water zone
- **Downtown bathroom**
- **Downtown team growth**
- **Fleet-related:**
 - Fleet improvements
 - Fleet manager position created
- **4th Avenue Streetscape**
- **HR staff expansion**
- **Farmers' Market**
- **Agendas on Municode**
- **Safety Program**
- **Police Chief**



2021 ACCOMPLISHMENTS

- **Downtown Hendersonville:**
 - Sidewalk murals
 - Friends of Downtown grants
 - Added Downtown Division
 - Downtown advisory board merger
 - Got support to downtown businesses affected by the pandemic
- **Departments and people:**
 - Diversity committee
 - Two new HR employees
 - Safety/risk manager
 - Embedded clinician
 - Added a staff attorney
 - Expanded budget department
 - HFD life safety administrative assistant
 - Procurement administrator
- **Buildings and construction:**
 - Fire Department annex
 - Police Station/ Headquarters
 - New Council chambers
 - Garrison Industrial Park, Greenville Highway/ Erkwod roundabout
 - Wastewater treatment plant UV upgrade
- **Recruitment/retention/family leave improvements**
- **Zoning text amendments**
- **Construction inspection expansion**
- **Online:**
 - Budget dashboard
 - "Report a Problem" app
- **Added video surveillance around buildings**
- **Progress on water intake on French Broad River**
- **Ecusta trail/ greenway**
- **Streambank restoration**



2022 ACCOMPLISHMENTS

- **Buildings and construction:**
 - fire station rebuild
 - parking deck
 - city hall exterior
 - new HR space
- **Departments and people:**
 - Hiring Environmental Compliance Officer
 - Hiring Risk Management and Safety Professional
 - Hiring IT Manager
 - Dedicated IT department
 - Police Department fully staffed
 - New Budget Analyst, new Streets crew
 - Added second Deputy Fire Chief
 - New Communications Coordinator
 - Police Department traffic team
 - Police Department civilian animal control
- **Water system:**
 - Clear Creek sewer interceptor
 - Laurel Park water
 - Northside/Fletcher water
 - Ewart Hill Reservoir
 - Etowah water
 - French Broad intake
- **Comprehensive Plan progress**
- **Design Standards manual progress**
- **Stepped up legal SOPs**
- **Jabil – first completed economic development project**
- **Christmas Parade map**
- **Safe Workplace initiatives**
- **7th Avenue rebranding**
- **Pedestrian Master Plan**
- **Civil penalty for sewer violations**
- **Downtown hotel approval**



GROWTH: CHALLENGES AND SILVER LININGS

Next, the team considered the implications of Hendersonville's growth, including benefits (silver linings) and challenges..

The "silver linings" identified by Hendersonville leaders were:

- Hendersonville is a great city, and people want to live here
- We can tell our story
- There is more diversity of businesses, and people shop local
- We have the opportunity to design and build
- We have the resources to build our vision
- We have a more committed staff
- Many cities don't have positive trends; we do
- "harness opportunities in positive manner"
- We have a strong culture of civility
- We have competent department heads
- The organization is strong because of its cohesive leadership team
- We have talented people in our community we can tap into

However, there are some challenges Hendersonville faces because it is growing:

- We need qualified candidates for positions
- A small population is funding larger town services
- There are boundary constraints
- Revenue lags behind need for development
- The city competes with businesses for employees
- Cost of living has increased
- NCDOT/roadway congestion and infrastructure needs
- "Yellowstone syndrome"
- Employees are strained trying to keep up
- Citizens need to know where to get information
- There is a leadership challenge to support and motivate employees
- We need to guide growth in a positive way
- We have to manage community expectations
- As events grow, safety concerns also grow; more formalization

“STAFFOPOLIS”

During the “Staffopolis” activity, each department had three minutes to pitch to the group what they would do with 10 full-time employee (FTE) additions in their department. After each department made its pitch, the group voted to allocate the 10 hypothetical FTE positions. Voting took place in two rounds, and the vote totals are in the tables below.

ROUND 1

In Round 1, each person received 10 votes (red dot stickers) to allocate however they chose. At the end of the round, the four departments with the fewest votes were eliminated.

Round 1 vote totals were:

Administration	16
Human Resources	10
Police	23
Fire	6
Water and Sewer	14
Public Works	34
Community Development	20
Finance	15
Engineering	5



ROUND 2

In Round 2, each person had 8 votes to allocate to “winning” departments and 2 votes to allocate to “eliminated” departments.

Round 2 vote totals were:

Administration	21
Human Resources	6
Police	20
Fire	1
Water and Sewer	9
Public Works	43
Community Development	19
Finance	21
Engineering	2



WRAP-UP

The session concluded with reflections from each team member and the City Manager thanked City of Hendersonville leadership for their active engagement and participation. The session was then adjourned.