



# City of Henderson 2009—2011 Strategic Plan Deployment

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Quarterly Report  
1 April – 30 June 2009



City Manager's Office  
27 July 2009

# Purpose of Strategic Plan

- To provide a visionary framework that forms the foundation for the tone and direction of how the City will plan for its future





# Strategic Plan Development

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- An outcome of the March 09 City Council Annual Planning Retreat
- Utilized DCA Citizen Survey
- Department Heads Participated





# Strategic Plan Foundation

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- Core Values Were Established
- Mission and Purpose Statements Developed
- Key Strategic Challenges & Advantages identified
- Key Strategic Objectives & Action Plans Developed
- *Vision Statement Under Development*





# Strategic Plan Elements

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- 8 Key Strategic Objectives Were Approved that Address Key Issues and Concerns
- 29 Action Plans Were Designed to Achieve the Key Strategic Objectives
- Key Performance Measures in Process of being Developed
- 1 Page Deployment Matrix (*next page*)



**City of Henderson, NC Key Strategic Objectives and Action Plan Deployment: 2009-2011**

*Last Updated: 27 July 2009, rg*

**VISION:** Under Development

**MISSION:** To provide value added services in a customer friendly, cost-efficient and effective manner resulting in a safe and prosperous community.

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

**Motto:** Progress, Potential and Pride

Core Values (CV)		Key Strategic Challenges (KSC)			Key Strategic Advantages (KSA)		
1. Charter-Elected/Appointed Roles, Responsibilities	8. Values Employees	1. High Crime Rate			1. Abundant Water Resources / Kerr Lake		
2. Citizen/Customer Friendly	9. Good Working Relationship with Vance County	2. Economic Development (Need more jobs, investment, opportunity)			2. Major Highways (I-85, Rt. 1, Rt. 158)		
3. Fairness	10. Transparency in Governance	3. Poor Housing Conditions			3. Great Location in State (Proximity to RDU, RTPetc)		
4. Ethical Behavior	11. Performance Excellence	4. Sufficient Resources to Support City Operations & Capital Outlay			4. Surplus Water & Sewer Capacities		
5. Fairness	12. Data-based Decision Making	5. Competitive Employee Pay & Benefits			5. Vance-Granville Community College		
6. Values Diversity		6. Improving City Services			6. Henderson-Oxford Airport		
7. Teamwork and Collaborative Efforts		7. Adequate Leisure & Cultural Services for Inner City Youth, Seniors, etc.					

Key Strategic Objectives	Key Action Plans	KAP Status	Steward	Key Strategic Challenge	Key Strategic Advantages	Key Measures for the Key Strategic Objectives and Comments	Est. FY09	Target FY10	Target FY11	Performance Measure Figure
1 <b>Implement Performance Excellence</b>	1-1: Develop a Strategic Plan	Blue	Mayor, Council	1, 4, 6	1,2,3,4,5,6	Approval of Strategic Plan	Approved April 09	April 10	April 11	na
	1-2: Implement Process Improvements	Green	Manager	1,2,3,4,5,6,7		6 formal Teams in various stages of work; Several informal teams meeting				Fig. 7.5-1 PI Savings; Fig 7.5-1A Number of Process Improvements
	1-3: Study Possible Areas for Privatization	Green	F. Frazier & L. Leyen	4, 6		Bids Received 15 Jul, under review	by 15 Oct 09			Contracts Approved
2 <b>Reduce Crime</b>	2-1: Increase Community Watch Groups	Blue	K. Sidwell	1		1. Crime rate in Comm Watch Neighborhoods; 2. Citizen Satisfaction				1: 7.5-2A; 2: 7.2-1
	2-2: Collaborative Efforts with internal/ext customers	Green	K. Sidwell	1		1: overall crime rate; 2: Clearance Rate				Fig 7.1-1; Fig 7.1-2
	2-3: Work Closely with Council and Attorney	Green	K. Sidwell	1		Effectiveness of new ordinances/policies				Fig 7.5-2B
	2-4: Collaborative Efforts with Property Owners	Green	K. Sidwell	1		1: crime rate; 2: property crimes down				Fig 7.5-2C
3 <b>Enhanced Economic Development</b>	3-1: Reestablish Econ Dev Partnership with County	Blue	Mayor, Manager	2		Approval of Inter-Local Agreement	Approved on 13 July 09			na
	3-2: Expand Commercial Retail Base	Tan	TBD	2	2	1: Sales Tax Revs; 2: Commercial Tax Ba	+1%	+3%	+5%	Figs. 7.3-1; 7.3-2A
	3-3: Locate High-Speed Rail Station in Downtown	Green	E. Dunston	2, 3	2, 3	HSRail passenger station opens	na	na	opens	na
	3-4: Market Henderson's Attributes	Tan	TBD	2		need to form partnership with Chamber on this				
	3-5: Redevelop Downtown	Green	E. Dunston	2, 4		1: new housing; 2: new investment				Figs. 7.1-3, 7.1-4
	3-6: Complete Comprehensive Land Use Plan	Green	E. Dunston	2, 4, 6	2, 3, 4	Plan completion	yes	na	na	na
	3-7: Develop Annexation Plan	Red	E. Dunston	2, 4	2	plan completion: not resourced	no	yes	na	na
	3-8: Partner with Vance Co, et. al. re workforce training	Tan	Mayor, Manager	2	5	need to form partnership				
4 <b>Improve Condition of &amp; Expansion of the Housing Stock</b>	4-1: Aggressive Code Enforcement	Green	C. Williams	1, 2, 3		Demolish / Rehabilitate Substandard Housing	89	75	50	Fig 7.1-5
	4-2: Redevelopment in Downtown and Neighborhoods	Green	E. Dunston	2, 3		Rehabilitated homes				Fig 7.1-6
	4-3: Implement Home Ownership Programs	Green	E. Dunston	2, 3		Homeowner to rental percentage	65%	64.50%	63%	Fig 7.1-7
5 <b>Expand and Maintain Reliable Infrastructure</b>	5-1: Develop Multi-Year Funded CIP	Green	S. Wilkerson	4, 6	1, 4	Plan Completion	April 10	updated Apr 11 and Apr 12		
	5-2: Expand Regional Water Treatment Plant	Green	F. Frazier & C Liscomb	2, 4, 6	1	1: Approval of IBT; 2: Expansion of Plant	na	IBT approved		na
	5-3: Comply with Consent Order Sandy Ck Basin	Green	F. Frazier & T Spain	6	4	Compliance met or exceeded	yes	yes	yes	Fig 7.6-2A
6 <b>Develop &amp; Maintain a Qualified Municipal Workforce</b>	6-1: Conduct Pay/Classification Study	Yellow	HR Dir	5, 6		Plan Completion; not resourced in FY10 Budget, will seek alternative means for study				
	6-2: Convert Merit to COLA	Red	Manager	5		Merit not converted to COLA due to negative impacts on revenues by Recession				
	6-3: Career Development & Training for each employee	Yellow	HR Dir	6		Frozen for FY10 due to Recessionary impacts on revenues				Fig 7.4-1
7 <b>Expand Leisure Services, Programs and Facilities</b>	7-1: Develop Walking Trails and Bike Trails	Yellow	A. Gill	7	1	Plan Developed: Not resourced in FY10; seeking alternative funding from grants, etc.				
	7-2: Develop methods/means to provide access for inner city youth	Green	A. Gill	1, 7		Alternative plans being developed via weed/seed, etc.				na
8 <b>Adequate Financial Resourcing</b>	8-1: Grow Undesignated Fund Balance	Green	S. Wilkerson	4		Fund Balance as % of Budget	9.30%	11%	15%	Fig 7.3-3
	8-2: Create Fleet/Equipment/IT Replacement Fund	Green	S. Wilkerson	4, 6		Fund Developed: seeking grant since initiative was not funded in FY10				na
	8-3: Expand Tax Base	Tan	EDC	2, 4, 6		Tax base growth	+1%	+3%	+5%	Fig 7.3-2B
<b>Blue = action plan is completed</b>	<b>Green = AP is progressing on schedule</b>	<b>Tan = Not Yet Started</b>	<b>Yellow = AP is not on schedule, but not in danger of failing</b>	<b>Red = Item Not Proceeding</b>						

Key Customers	Key Collaboratives	Key Competitors
1. Citizens of Henderson 2. Utility Customers	1. Vance County; 2. Chamber of Commerce; 3. Kerr Regional Water Authority; 4. Kerr Tar COG; 5. Embassy Foundation	1. Neighboring cities and counties





# Presentation

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- We will highlight and discuss major points of deployment with the Plan
- Department Heads Will Participate in the Presentation Tonight
- Blue = Completed; Green = On-Schedule;  
Yellow = Lagging; Tan = Not Started;  
Red = Not Proceeding.
- *Please Feel Free to Ask Questions as We Proceed*



# KSO 1:

## Implement Performance Excellence

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- *Purpose:* 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.



# KSO 1—Action Plan 1-1

## Develop a Strategic Plan

- *Purpose:* To develop a Strategic Plan that identifies key issues that are addressed with Key Strategic Objectives and Action Plans that are designed to address the issues.
- Status = BLUE
  - Results: Strategic Plan Approved by Council on 13 April 2009 via Resolution 09—25



# KSO 1—Action Plan 1-2

## Implement Process Improvement

- *Purpose:* To evaluate the various work processes of the City in order to effect improvement in how service is delivered and, where possible, effect savings.
- Using PDCA and Fishbone tools
- **Status = GREEN and BLUE**
  - Six process improvement teams currently at work:
  - Several small team process improvements underway or completed:



# PIT Crew 1: ROW Maintenance

- To improve the maintenance and appearance of the city's right-of-ways:
- Steward: Linda Leyen
- Team Members: Earnest Powell, Bobby Mitchell, Thomas Smith, Corey Williams, Linda Leyen, Frank Frazier
- Status = GREEN
  - Department reorganized without additional staffing
  - Equipment requested per the Study was funded in FY10
  - Comprehensive list of city owned property assembled
  - Herbicide training scheduled for employees
  - Supplies and equipment shelter established
  - Safety equipment purchased and being utilized by staff
  - We're getting POSITIVE COMMENTS about the improved results!



# PIT Crew 2:

## Comp Time/Payroll Process

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- Steward: Cathy Brown
- Team Members: Linda Overton, Beverly Jackson, Linda Leyen, Danny Wilkerson, Dianna Pendergrass; Sandra Wilkerson
- Status = GREEN
- Results Include:
  - Developing standardized time sheet for general employees (Public Safety is phase 2);
  - Identifying new policy needs;
  - Analyzed exempt vs. non-exempt on city-wide basis;
  - Reducing comp time on record on city-wide basis
  - Improved efficiency in costs of time
  - Improved effectiveness in deploying payroll system.



# PIT Crew 3: Procurement

- To review current procedures and how to provide for a more centralized procurement function.
- Steward: Sandra Wilkerson
- Team Members: Keith Sidwell, Danny Wilkerson, Christy Lipscomb, Linda Leyen, Tom Spain, Ange Harris
- Status = some BLUE and some RED
  - BLUE: Some improvements in process with current system achieved, ie; PO and Check order requests now verified vis-à-vis contracts, departments required to do paperwork as required. (Effectiveness and Efficiency)
  - RED: Utilizing the Assistant Finance Director as a half-time Procurement Manager is placed on hold due to position being frozen in FY10 Budget.



# PIT Crew 4: Risk Management

- Steward: Cathy Brown
- Team Members: Andy Culbreth, Linda Leyen, Andy Perkinson, Tom Spain, Linwood Martin, Tony Clark, Christy Lipscomb, Cheryl O'Hagan
- Status = YELLOW
- To Improve workplace safety.
  - Currently no organized safety program or safety awards program for all of the City
    - Process team is working, anticipated time frame is end of 4<sup>th</sup> quarter.
    - Staff capacity and financial resourcing is a problem.



# PIT Crew 5: Turn-Around Time

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- Steward: Pamela Glover
- Team Members: Beverly Jackson, Erris Dunston, Cathy Brown, Corey Williams
- Status = Tan
- This team has not yet started



# PIT Crew 6:

## Retiree Medicare Insurance

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- To ensure that retirees convert to Medicare at age 65 in a timely fashion
- Steward: Cathy Brown
- Team Members: Linda Overton, Ray Griffin
- Status = GREEN
- Team has met several times, revised processes and flow chart being developed and implemented. Anticipated completion is end of 3<sup>rd</sup> Quarter 09.
  - Expected Results:
    - Less costs to City (Efficiency)
    - Less confusion to retirees (Effectiveness)





# Small Team Process Improvements Human Resources

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- Employee Recruiting/Hiring Process
  - Steward: Cathy Brown
  - To implement standardized recruiting process, background checks, and other uniform actions prior to placement.
  - Status = GREEN
    - New procedures in place to centralize HR records, all hire offers first approved by HR, background checks now required





# Small Team Process Improvements Public Works—Fleet

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- To improve work order system for Fleet Maintenance
- Steward: Linda Leyen
- Status = BLUE
- Results: Written Work Order and Repair System established and operational
  - Increased effectiveness of employees' time
  - Improved cycle time for vehicle repairs





# Small Team Process Improvements Finance Department

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## Debit/Credit Card for Collections

Key Staff = Jan Wright, Sandra Wilkerson

- Phase 1: Through 21 July—167 Transactions = \$13,209 in revenues (57 in May, 161 in June, +167 in July)
  - Phase 1 Counter Service Status = Blue (*deployed*)
    - *Improved customer service; effectiveness of collections*
  - Phase 2 Over Phone Status = Green (*in process*)
  - Phase 3 via Website = Green (*in process*)





# Small Team Process Improvements Finance Department

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## Auction Sales via GovDeals.com

Key Staff: Sandra Wilkerson, Lisa Boyd, Terry Leyen

### ■ Phase 1: Vehicle Sales Status = Blue

#### ■ \$39K in sales via 1,047 bids

- *Increased revenues for City: Last year = \$21k; more effective use of staff time*
- *Increased efficiency*

### ■ Phase 2: Equipment Sales Status = Green

- Equipment sales to start later this summer





# Small Team Process Improvements Finance Department

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## Business License Procedure

Key Staff = Sherry Moss, Angela Harris, Jean Sams,  
Erris Dunston, Sandra Wilkerson

- Process Improvement Status = Blue
  - Clarified procedures, additional staff training and backup.
    - More customer friendly and Less customer confusion, easier process to obtain business license
    - More effective use of staff time



# Small Team City Clerk

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- Agenda Process
  - City Clerk's Office: Pamela Glover
    - Restructuring of Minutes and Agenda Formats
    - Development of Agenda Book
    - More customer friendly and more effective Council Meetings



# Small Team Fire Department

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- Arson Task Force
- Key Staff: Danny Wilkerson, Keith Sidwell, Corey Williams
- To form unified effort in investigation of suspicious fires. Partnership involves City police, fire, Sheriff Dept, SBI and ATF.
- Status = BLUE
  - Results: No suspicious fires since formation of Arson Task Force



# Small Team

## Finance: City Manager:

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- Utility Accounts Cross Checking
  - Finance Dept: Jan Wright
    - Improved effectiveness in catching up old, inactive accounts
    - Increased efficiency—more revenue stream as a result
    - Decrease in fees charged to customers – more payment arrangements being made prior to cut-off. 2 months ago – 57 agreements; currently - 150 agreements
- Contracts Management
  - City Manager's Office: Ray Griffin
    - New written procedures on 20 March 09 to require all contracts be signed by city manager or mayor as appropriate, reviewed by city attorney and finance director
    - Alignment with Finance check order requests system
    - Procurement Process slowed, but is responsive to regulatory compliance measures



# Small Team City Manager



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- Budgetary Process
  - City Manager's Office—Ray Griffin
    - Aligned budgetary process with Strategic Plan
    - Initial steps toward performance based budgeting
    - Included department directors as resource persons throughout the process



# Small Team City Manager

- HPO/Baldrige Training
- City Manager's Office: Ray Griffin
- Training for all department Directors and supervisory personnel in High Performance Organization and Baldrige Quality Management Criteria
- Status = GREEN
- Results:
  - ¾ of departments have had HPO Training-all staff trained by Dec 09
  - Baldrige training begins in FY10
  - Staff working on HPO Principles via process improvement, monthly staff training, and organizational learning
  - Refer to process improvements identified in KSO 1 for additional results



# KSO 2:

## Reduce Crime

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- *Purpose:* 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.



# KSO 2—Action Plan 2-1

## Increase Community Watch Groups

- Purpose: To enhance Community Watch efforts by increasing number of groups by two
- Steward: Chief Keith Sidwell
- Status = Blue
- Results: 1) 2 new groups formed, Lula's Landing Apartments & Lincoln Heights Apartments; now at 16 community watch groups; 2) Next VIPS Class starts 19 August with an anticipated enrollment of five persons.



# KSO 2—Action Plan 2-2

## Collaborative Efforts-Partners

- *Purpose:* To form partnerships with internal and external customers to identify, eradicate, and prosecute criminal behavior.
- Steward: Chief Keith Sidwell
- Status: GREEN
  - Results: 1) Community Revitalization Initiative Partnership formed in March 09 and meetings held periodically; 2) increased arrests for theft of utilities; 3) closure of America's Best Value Inn in June (*city fire, police, code enforcement*)



# KSO 2—Action Plan 2-3

## Working Closely with Council & Attorney

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- *Purpose:* To identify and adopt new ordinances, procedures, etc. that can be used to help reduce crime and improve quality of life.
- Steward: Chief Keith Sidwell
- Status = GREEN
- Results: 1) Loitering Ordinance approved in May 09; 2) review on licensing and investigations of new businesses; 3) ABC Permitting procedure



# KSO 2—Action Plan 2-4

## Collaborative Efforts-Property Managers/Owners

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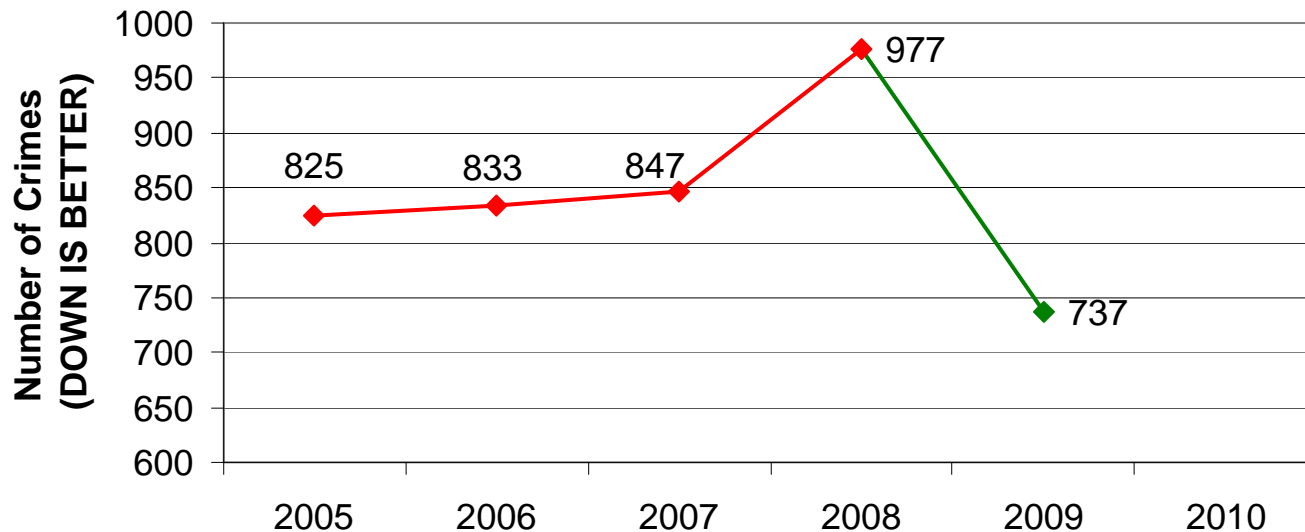
- *Purpose:* To form collaborative partnerships with property owners/managers of rental property that reduce crime and criminal element in neighborhoods.
- Steward: Chief Keith Sidwell
- Status: GREEN
- Results: 1) Partnership group formed on 17 June and meeting on a scheduled basis; 2) strong networking between Partnership about illegal activity.



# KSO 2

## Reduce Crime: Results

**Fig. 7.1-1A**  
**Part 1 Crimes Six Month Comparison Time Trend**  
**January - June**  
**KSO 2**  
*20 July 09*

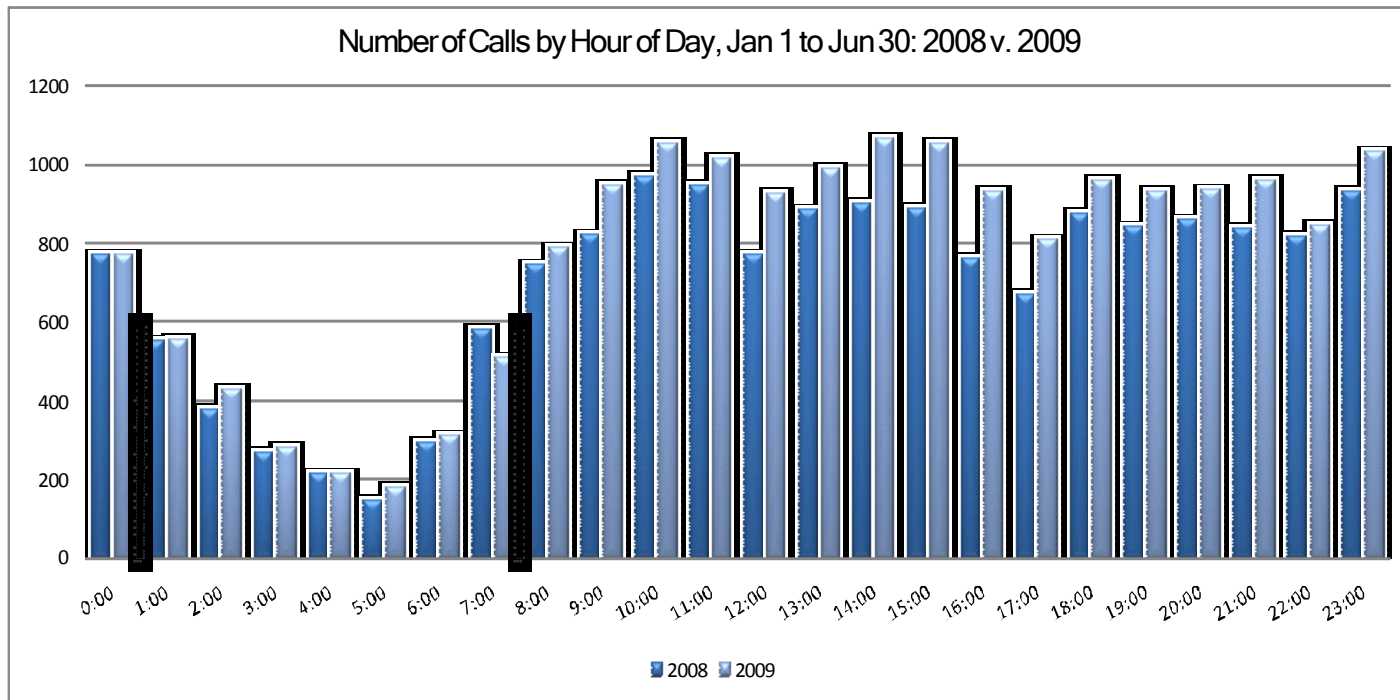


The line graph shows comparison UCR Part 1 crimes reported from Jan 1 to Jun 30 of each year. The 2009 numbers are lower than the numbers for the past 4 years. This is a positive sign, that if we continue at the same rate we should see a significant crime reduction.



# KSO 2

## Reduce Crime: Results



# KSO 3:

## Enhanced Economic Development

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- *Purpose:* To create new jobs and investment, expand the tax base and increase per capita income.



# KSO 3—Action Plan 3-1

## Reestablish EDC with Vance Co

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- *Purpose:* To re-establish the economic development partnership with Vance County in order for the City to become a proactive partner in economic development.
- Steward: City Council
- Status = Blue
- Results: Inter-Local Agreement Approved  
13 July 09



# KSO 3—Action Plan 3-2

## Expand Commercial Retail Base

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- *Purpose:* To expand C/R base in order to increase sales tax, shopping options and opportunities and improve community's quality of life.
- Steward: TBA
- Status: TAN (*not yet started*). Will start up after new EDC organizes



# KSO 3—Action Plan 3-3

## Locate High Speed Rail in Downtown

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- *Purpose:* To locate the high-speed passenger rail station in downtown.
- Steward: Erris Dunston
- Status = GREEN
- Results:
  - Corridor is now in environmental review
  - NCDOT in process of reviewing potential road and pedestrian crossings' closures



# KSO 3—Action Plan 3-4

## Market Henderson's Attributes

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- *Purpose:* To recognize Henderson's many positive attributes such as location in state, water and sewer surplus capacity, recreational opportunities and regional airport.
- Steward: TBA
- Status: TAN



# KSO 3—Action Plan 3-5

## Redevelop Downtown

- *Purpose:* To form strategies that result in redevelopment of downtown.
- Steward: Erris Dunston
- Status = GREEN
- Results: 1) 19 new businesses in FY09 and 6 losses: net gain of 13; 2) DDC is facilitator for 2 HOPE 6 grants and will assist with façade grants; 3) Assisted with new zoning ordinance regarding Storefront Churches; 4) DDC new website



# KSO 3—Action Plan 3-6

## Complete Comprehensive Land Use Plan

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- *Purpose:* To complete the Comprehensive Land Use Plan (*first update since 1974*)
- Steward: Erris Dunston
- Status = GREEN
- Results: Via a grant, Department of Community Assistance is preparing the Plan. Work is on-target and expected to be completed by the end of the calendar year.



# KSO 3—Action Plan 3-7

## Develop an Annexation Plan

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- *Purpose:* To develop a comprehensive multi-year annexation plan that will guide the city's growth and development.
- Steward: Erris Dunston
- Status = RED
  - Action Plan not resourced during FY10.
  - Pending legislation by General Assembly may materially affect all cities' ability to annex.



# KSO 3—Action Plan 3-8

## Improved Workforce Training & Educational Attainment

- *Purpose:* To acknowledge the primary responsibility for workforce training resides with other agencies than the City; however it is recognized that this item is critical to the city's and region's overall economic health and prosperity.
- Steward: TBA
- Status = TAN



# KSO 4

## Improve Condition of Housing

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- *Purpose:* To focus on the critical need to improve the housing stock and quality of neighborhoods...need for more decent, affordable housing and more market priced housing...



# KSO 4—Action Plan 4-1

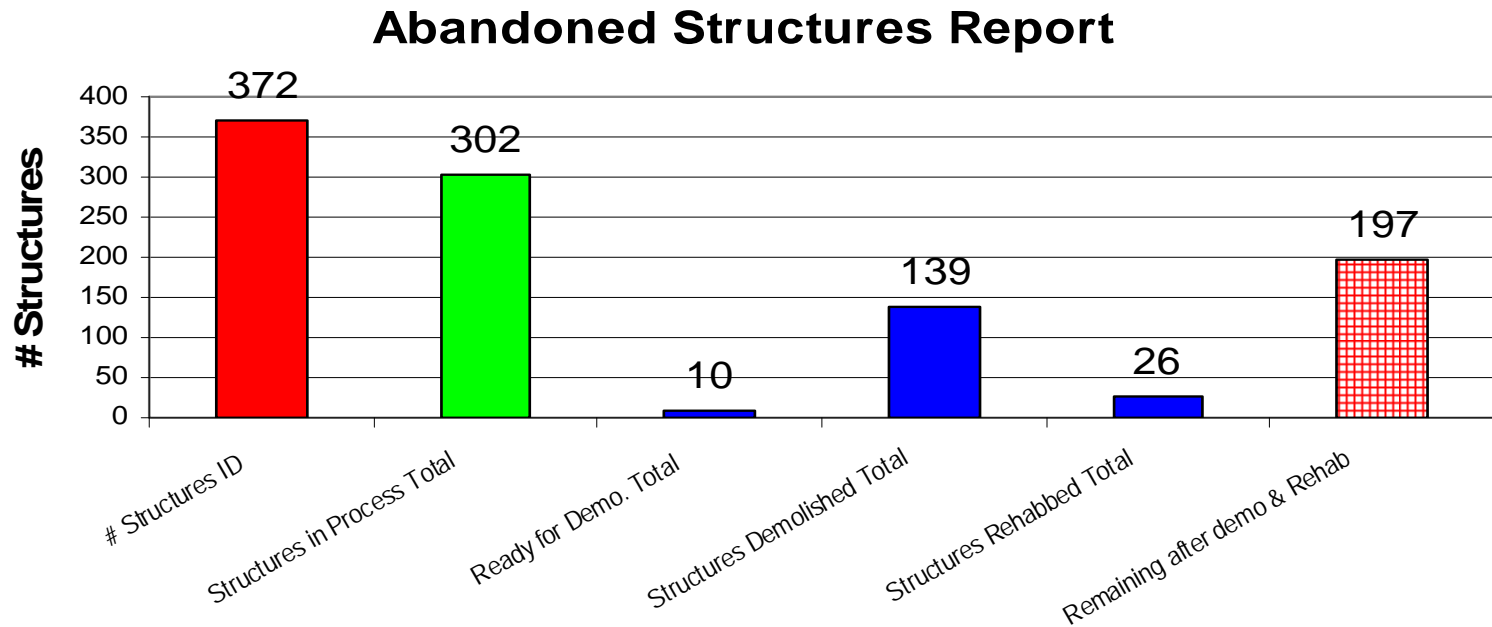
## Code Enforcement

- *Purpose:* To actively enforce City Codes that result in rehab or demolition of substandard, dilapidated or deteriorated housing.
- Steward: Corey Williams
- Status = GREEN
- Results: Continued strong enforcement for rehabilitation or demolition; Beacon Light decision is now being discussed by Council.
  - Loss of one staff and \$15K in demolition funding will slow down progress during FY10.



# KSO 4—Action Plan 4-1

## Code Enforcement

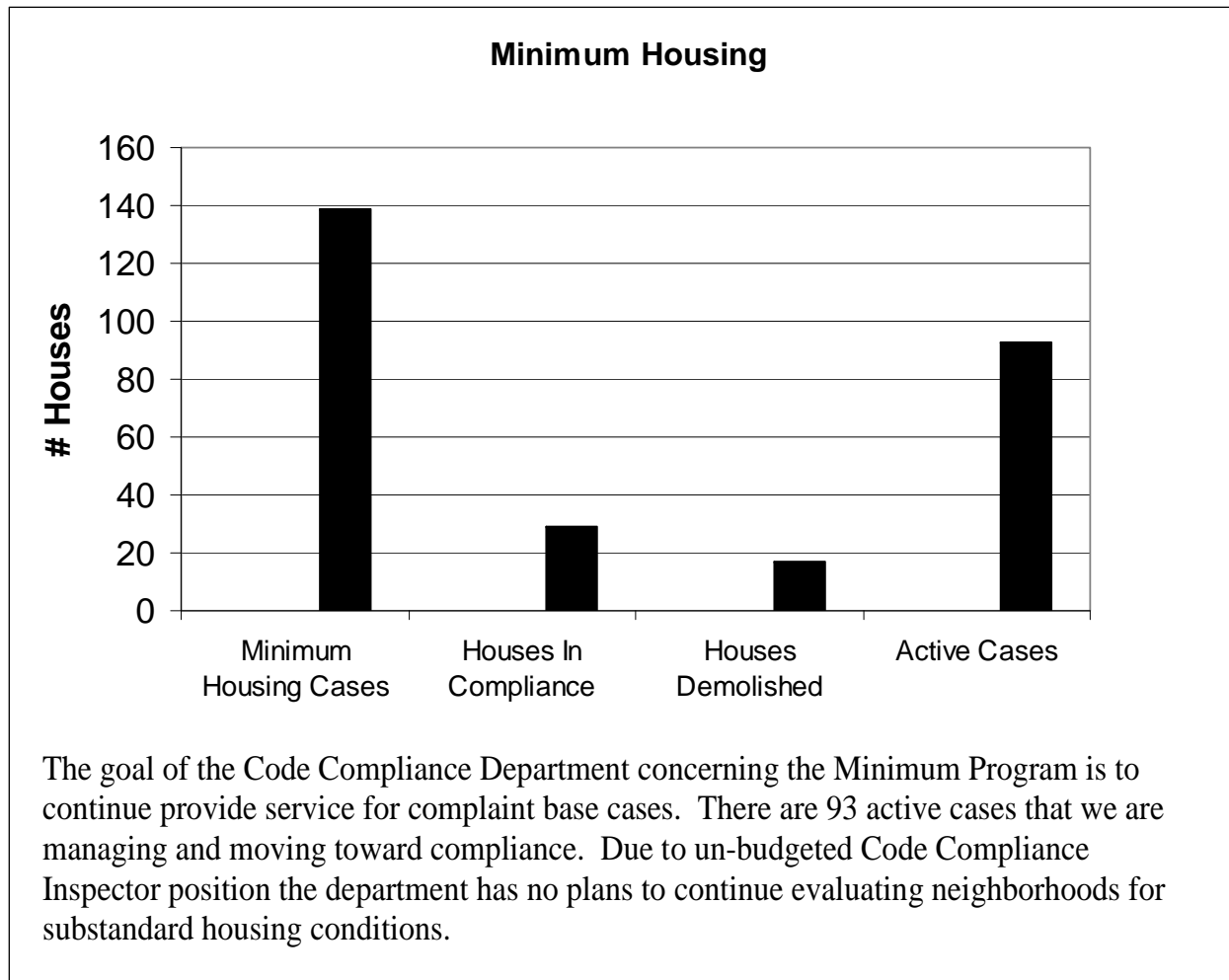


The Abandoned Structure Program has identified 371 abandoned structures since 2004. The Code Compliance Department major obstacle is trying to demolish (10) ten structures that have been ordered to be demolished by City Council with a contractor service budget of \$25,000 (average cost of demolition \$5,000 per structure). Another obstacle is the enforcement and complexity of the 14 buildings, 108 units Beacon Light Apartment Complex.



# KSO 4—Action Plan 4-1

## Code Enforcement



# KSO 4—Action Plan 4-1

## Code Enforcement

Water Collection & Code Compliance



# KSO 4—Action Plan 4-2

## Redevelopment

- *Purpose:* To actively pursue the redevelopment of traditional residential neighborhoods and the adaptive reuse of commercial property for housing.
- Steward: Erris Dunston & Corey Williams
- Status = Green
- *Results on Next Page*



# KSO 4—Action Plan 4-2

## Redevelopment Results

- Hope VI 07 Grant: Anticipating groundbreaking for 12 units by end of summer
- Orange-Breckenridge Redevelopment Area: Discussions with property owners for acquisition underway by HRC. CDBC application for Ransom St, across from the OBRA is being prepared.
- Neighborhood Stabilization Grant 1 is focused on Orange St. Area.
- NSG2 is in early stages; however, Beacon Light is a main focus



# KSO 4—Action Plan 4-3

## Home Ownership

- *Purpose:* To increase home ownership opportunities, both affordable and market-based, within the city.
- Steward: Erris Dunston and Corey Williams
- Status = GREEN
- Results: 1) A.L. Harris Subdivision; 2) Carey Chapel Crossing



# KSO 5:

## Reliable, Dependable Infrastructure

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- *Purpose:* To provide reliable, dependable and environmentally compliant infrastructure systems.





# KSO 5—Action Plan 5-1: 5 Year Capital Improvements Plan

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- *Purpose:* To build upon the existing CIP utilizing information gathered from the utilities' departments and other sources to develop a constrained, prioritized list of infrastructure projects that addresses the maintenance and expansion of the infrastructure needs of the City.





# KSO 5—Action Plan 5-1: 5 Year Capital Improvements Plan

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- Stewards: Frank Frazier, Sandra Wilkerson, Ray Griffin
- Status = Green
- Working with an Engineer Firm to prepare a grant application for funding the plan's development. Anticipate grant application in September.



# KSO 5—Action Plan 5-2:

## Expand Kerr Lake Regional Water Plant

- *Purpose:* To effect the successful expansion of the water treatment facility from a 10.0 mgd to a 20.0 mgd facility.
- Stewards: Frank Frazier & Christy Lipscomb
- Status = Green
- Engineering firm procured and working on the Interbasin transfer permit, currently in environmental review stage.
- Existing 20 mgd construction plans being reviewed with an updated cost estimate to be provided.



# KSO 5—Action Plan 5-3: Sandy Creek Consent Order

- *Purpose:* To recognize the regulatory compliance required to improve the sewer collection system within the Sandy Creek Basin
- Stewards: Tom Spain
- Status = GREEN and BLUE
- Results: Work on system is compliant with SOC; Council increased appropriation to capital reserve for this activity in FY10
- Booth, Winder, Nicholas sewer replacement projects completed



# KSO 5: Reliable Infrastructure

## Other Activities

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- Water Meter Replacement Well underway
- Sewer line cleaning is at 17.1%, or 7.1% greater than State requirement for the year
- Portion of Coble Blvd outfall sewer main replaced (completes entire length)
- UV Funding Still Being Sought
- Street Resurfacing for FY09 Complete
- Total of 1,078 Fire Hydrants
- 20 Fire Hydrants left without steamer connections need changing
- Hydrant Program effects the insurance rating of the City of Henderson
- Beckford Drive Widening Letters of Interest received from approximately 20 engineering firms



# KSO 6:

## Qualified Municipal Workforce

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- *Purpose:* To provide a supportive and competitive workforce climate that facilitates and maintains a strong workforce capability (*skills and competencies*) and workforce capacity (*staffing levels*)



# KSO 6—Action Plan 6-1: Pay Classification Study

- Purpose: 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.
- Steward: Cathy Brown
- Status = YELLOW
  - Funding not provided in the FY10 Budget; however, currently evaluating if a back of the envelope estimate can be developed from the NCLM general studies.



# KSO 6—Action Plan 6-2:

## COLA

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- *Purpose:* To consider the approval of the request to authorize use of the 2.5% merit pay as a COLA during FY09.
- Steward: Cathy Brown
- Status = RED
  - Recessionary impacts on budget precluded positive action on this item.



# KSO 6—Action Plan 6-3: Career Development & Training Plan

- Purpose: 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 HR Manager.
- Steward: Cathy Brown
- Status = YELLOW
  - Resourcing not provided in FY10 Budget for career development pay increases; however, development of plans will continue and training funding WAS PROVIDED.



# KSO 7:

## Expand Leisure Services

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- *Purpose:* To expand leisure and cultural services, programs and facilities to meet the needs of a diverse community.





# KSO 7—Action Plan 7-1: Develop Walking & Bike Trails

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- *Purpose:* To provide citizens safe places to walk, bike and exercise to help make neighborhoods safe and liveable.
- Steward: Alan Gill
- **Status = RED and GREEN**
  - RED = Resourcing not provided in FY10 for plan development. Dept will look for grants to help with this.
  - GREEN = 1) Staff continue to work with NCDOT on the trail that will parallel the new High Speed Rail Corridor; Will be included in system-wide plan when completed.



# KSO 7—Action Plan 7-2:

## Provide Access to LS for Inner City Youth

- *Purpose:* To acknowledge desire to provide increased access to existing leisure services, programs and facilities, particularly for inner city youth.
- Steward: Alan Gill
- Status = Green
- Results: 1) Summer camp restructured to more of a traditional summer camp, expanded to a 7 week camp. Attendance was about 22 youth daily; 2) 3-on-3 basketball program for teens and young adults—60 participants and 6 teams; 3) youth soccer @ Aycock this fall; 4) Weed & See Safe Havens' Program



# KSO 8:

## Provide Financial Resourcing

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- *Purpose:* To provide sufficient funds for municipal operations and capital outlay necessary to meet the needs of citizens, customers and mandates of regulatory authorities.



# KSO 8—Action Plan 8-1: Grow Undesignated Fund Balance

- *Purpose:* To maintain a focus on growing the undesignated fund balance from its current levels to 25-30% of budget.
- Stewards: City Council, Sandra Wilkerson, Ray Griffin
- Status = GREEN
- Results:
  - Policy to grow balance to 25-30% approved
  - Council approved 2 cents tax increase for FY10 to shore up the fund balance
  - Expected percentage at 30 June 09 = 10.4%
  - Little to no growth expected for FY10 due to Recession
  - *See graph, next slide*



# KSO 8—Action Plan 8-2: Create Fleet/Equipment/IT Fund

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- *Purpose:* To develop a plan for implementing a funded fleet, equipment and IT fund.
- Steward: Sandra Wilkerson
- Status = TAN
- Efforts to develop this program will begin after the multi-year CIP Plan has been developed



# KSO 8—Action Plan 8-3: Expand the Tax Base

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- See KSO 3



# Action Plan

## Deployment Summary

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- Overall, the deployment of the Strategic Plan that was adopted in April 2009 is moving at a good pace—based on 3 months (April 09—June 09)
- 3 AP's are complete, or 10%
- 17 AP's are on-target and in process, or 59%
- 3 AP's are lagging, or 10%
- 4 AP's have not yet started, or 14%
- 2 AP's will not be accomplished this year, or 7%

29 Action Plans = 100%





# Next Steps

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- Continued implementation and deployment of Strategic Plan.
- Continued development of Balanced Scorecard to incorporate performance measures beyond the Strategic Plan
- Continued training of staff in High Performing Organizations and Baldrige Quality Management Criteria
- Continued focus on developing a culture of learning and continuous improvement



# Questions & Comments

